

PERTH AND KINROSS COUNCIL**HOUSING AND HEALTH COMMITTEE – 13 MARCH 2013****SOCIAL ENTERPRISE TRANSFORMATION PROJECT****Joint Report by Executive Director (Housing and Community Care) and
Executive Director (Environment)****ABSTRACT**

The creation of a Social Enterprise at Westbank Depot, Perth is a proposal emanating from the Housing and Community Care Transformation Project on Employability. The project has developed in parallel with approved savings in the Environment Service budget to withdraw from plant nursery provision at Westbank. This report seeks Committee approval to establish a Social Enterprise at Westbank with formal commencement date of 1 June 2013.

1. RECOMMENDATIONS

The Committee is asked to agree:

- i) The establishment of a social enterprise, at Westbank Depot, Perth, to be operated by the Shaw Trust
- ii) The entity to be operated by service level agreement between the Shaw Trust and Perth and Kinross Council for an initial two year period.
- iii) Arrangements for site leasing, staffing, service level agreements and operational arrangements as detailed in the report.
- iv) The Social Enterprise Management Board monitor the activity, service delivery and employability outcomes for the enterprise and report monthly to the Executive Director of Housing and Community Care and Executive Director, the Environment Service.
- (v) A report to be submitted to the Property Sub Committee seeking formal approval for the lease of the site to the Shaw Trust.

2. BACKGROUND

- 2.1 As part of the Council's Transformation Programme agreed by Council in June 2010 Housing & Community Care undertook to review and transform its approach to providing employability services for those people furthest away from the labour market. The Service has previously implemented the Employability Network and a year on from its inception the committee heard at its last meeting (Report No. 13/57) the evidence of significant employment, training and volunteering outcomes for people. This is a result of a much improved collaborative approach between various Council services, agencies and commissioned employability providers.

- 2.2 The Employability Transformation project focuses on creating direct employment experience for individuals which will put them in a position to gain employment in the wider labour market. A Social Enterprise with the emphasis on commercial viability and continuous throughput of people learning employability skills was considered an effective model to take forward.
- 2.3 During September 2011, the Council invited expressions of interest from organisations interested in being considered as potential partners to work with the Council's Housing & Community Care Service in developing an exciting new social enterprise.
- 2.4 The vision is to develop a social enterprise – based around horticulture and traditional building skills – located at the Westbank Depot, close to Perth city centre. The brief specified that the social enterprise will provide employment and training opportunities for vulnerable people currently supported by Perth & Kinross Council services. This includes individuals supported by Youth and Criminal Justice Services, those recovering from mental ill health, and adults with learning difficulties. The development is being supported by an award of £100,000 from Perth & Kinross Council.
- 2.5 Following a competitive process that included an open day at the Westbank Depot, a written proposal, and site visits to social enterprises and a final interview, The Shaw Trust (ST) was selected as the preferred partner.
- 2.6 The Shaw Trust is a national charity which supports disabled and disadvantaged people to prepare for work, find jobs and live more independently. They work with over 75,000 clients throughout the UK who face barriers due to disability, ill health or social circumstance.
- 2.7 The Shaw Trust portfolio includes 12 Horticulture Social Enterprises, providing employment and training opportunities for over 1,000 young people and adults with challenging barriers to employment.
- 2.8 In partnership with Perth and Kinross Council, Shaw Trust proposes to build a sustainable Social Enterprise at the Westbank Nursery in the City of Perth to support young people and adults that are long-term unemployed, have a Criminal Justice background or disabilities which act as a barrier to employment, inclusion or independence.
- 2.9 In February 2011 a Review of Council plants provision, with a reduction of 3 employees from the Council's Plant Nursery at Westbank, was accepted as a budget saving. It was recognised that the closure of the nursery would have a significant impact on Bloom Committees and on the appearance of Perth & Kinross communities in general. The creation of a Social Enterprise provided an opportunity to find a sustainable alternative delivery model that:
 - Continues to provide nursery operations
 - Diversifies into other enterprises such as traditional building skills
 - Supports people with barriers to employment

3. COMMERCIAL MODEL

- 3.1 In May 2012 the Shaw Trust prepared a Social Enterprise Proposal (business plan), that was subsequently updated in September 2012. The business plan sets out to deliver on three core objectives:
- Supply existing demand with high quality horticulture related products and services
 - Maintain and create demand for horticulture related products and services
 - Integrate outcomes focussed employment placements for disadvantaged people
- 3.2 In meeting the above objectives the Social Enterprise (SE) must be commercially viable and deliver employability skills that allow people to move on to further destinations of employment or training. It is not a day service model.
- 3.3 The Social Enterprise over its first two years of operation will have access to meet existing Council service requirements (e.g plant provision) and will seek to expand on external commercial sales based on existing horticultural activity at Westbank. Phase 2 will take the SE into a new relationship where it will become its own entity in the community and seek Council business through competitive tender.
- 3.4 A 26 week employment and training programme will be available for between 18 – 36 people that are referred from PKC Youth Justice, Mental Health and Learning Disability teams. The aim will be to progress people into mainstream employment. Activities will be based on core plant nursery operations and will utilise the existing Greenhouse and Polytunnel infrastructure in Year 1 and Year 2 to produce and sell plants and horticulture related products on a commercial and consumer retail basis. The aim is to grow sales from 40% towards 80% production capacity at the Nursery by the end of Year 2.
- 3.5 Council staff in Housing and Community Care, the Environment Service, Education and Children's Services, and Legal Services have been working extensively with the Shaw Trust to develop the proposals to reach a stage where they could be implemented, subject to relevant approvals.
- 3.6 The key areas for successful implementation are:
- Business case viability and budget
 - Employment Programme Outcomes
 - Governance and procurement
 - Property issues
 - Staffing
 - Service Level Agreement
 - Operational Interface
 - Future development opportunities
 - Communications

3.7 Section 4 through to 8 represents the outcomes in relation to each of these areas:

4. PROPOSALS

4.1 Business Case Viability and Budgets

The financial projections for the Social Enterprise at Westbank are detailed in Appendix 1 to the report. In summary, the Social Enterprise is expected to deliver a surplus of £46,000 over the first two years of operation. The anticipated income streams over two years and their achievability are detailed briefly below.

4.2 Seedcorn Funding from H&CC

£100,000 set up grant contribution from H&CC – this will support the core staffing for the SE over the first two years i.e a Business Development Manager (0.5 fte) and an Employment Training Officer (1 fte). The funding will cease after year 2.

4.3 Current Commercial Contracts

- £100,000 - Income from growth of additional commercial contracts
- £20,000 is a new income stream targeted for year 2

4.4 Income from Council

£316,000 - this includes recent budget decision to support the Social Enterprise by £70k for two years. Therefore this income will cease after year 2.

£30,000 – income from Car Park Trading Account in respect of shrub maintenance for car parking areas.

£60,000 – income from additional commercial plant sales. There are plans to increase the sales from contract for £10,000 p.a. to £50,000 p.a. by year 2. This may seem ambitious but surplus stock has generated significant increases in plant sales on an ad hoc basis without planning or marketing.

The total estimated income is £656k over the first two years of operation which includes sales growth of £60k to be achieved in year 2. In year 3 this sales growth must be achieved and further growth achieved of £170k to replace the existing income streams which will cease after year 2.

4.5 Expenditure

The expenditure estimates are based on the core staffing model, cost of sales estimates in relation to estimated turnover levels and site operational costs. See Appendix 1.

4.6 Employment Programme Outcomes

The social enterprise will manage a 26-Week Employment Programme for clients following a referral and two-way selection process that offers a variety of ways for clients to learn about the programme and be introduced to the

social enterprise before making a commitment to join. Shaw Trust is committed to supporting clients who view the programme as a stepping stone onto a more independent, positive destination, based on the following principles:

- Placements grow in intensity, with a minimum 12 hour work week required at the beginning and a minimum 18 hour work week in the last 8 weeks.
- The social enterprise is an 'in work' stepping stone to employment, not an alternative to day services.
- A 'Personalised Work Plan' will help to coordinate, review and monitor work activities, training and employment support up to a 26 week period.
- Clients can move into a positive destination when they are ready if that is before the 26 week point.

4.7 The Perth and Kinross Council Workforce Development Team have agreed to provide SQA approved SVQ modules for social enterprise clients in disciplines related to Horticulture, Woodwork, Customer Service, and Business Administration, and also to deliver Core Skills, and Employability Fund, formerly (Get Ready for Work and Training for Work) via Skills Development Scotland National Programmes funding. These applications will occur on an annual basis and the Council will charge the Social Enterprise a nominal administration fee for each client.

4.8 Employer engagement is an important aspect of the Social Enterprise employability model. Shaw Trust will support clients to be ready for the labour market and establish routes into a number of sectors, not just horticulture. Through our Department of Work and Pensions Work Choice provision, we already generate Employer relationships and have many national agreements in place with Employers that will benefit the Social Enterprise. This approach will complement the traditional routes to the job market and partnerships with other stakeholders within the PKC Employability Pipeline.

4.9 Governance and Procurement

The development of proposals to date have been overseen by a Management Board chaired by the Depute Director (Housing and Community Care), and included Head of Service representatives from the Environment Service, and Education and Children's Services, as well as the Head of Communities for the Shaw Trust. An operational group was also established to take forward detailed site and staffing issues.

4.10 A key consideration was the delivery model for the Social Enterprise, particularly in the formative years of the initiative, but also acknowledging issues around procuring products and services from a separate organisation.

4.11 Public Social Partnerships (PSPs) are strategic partnering arrangements, based on a co-planning approach, through which the public sector can connect with third sector organisations (voluntary, charity and social enterprise organisations) to share responsibility for designing services based around service user needs. Once designed and trialled, such services can then be commissioned for the longer term through a competitive tendering

process. It is envisaged this would be the short term solution for the SE and support has been offered by Community Enterprise Scotland (CEiS) and the Scottish Government to develop this model for Westbank.

- 4.12 Taking advice from colleagues in Procurement and Legal Services, it is recommended that the new entity at Westbank be established initially as a Public Social Partnership with legal and service level agreements for a two year period. This will afford the Social Enterprise the opportunity to transfer staff, supply services to the Council and take on the existing commercial contracts currently managed by the Plant Nursery. Following which it is expected the activity will be well established, and the Shaw Trust at Westbank will become a standalone independent entity able to tender and contract for work available from P&KC or any other body. It is expected the Shaw Trust would be in a strong position to compete for these contracts, having operated for two years and with a well established community benefit element to its work.
- 4.13 Property Issues
Subject to approval of the representative organisations, it has been agreed to lease land to the Shaw Trust, comprising the nursery facilities at Westbank. The suggested period of lease is for 20 years with break clauses (for both sides) at various points. Longer term leases are an advantage to the Shaw Trust, as they help support applications for external funding.
- 4.14 Draft Heads of Terms have been agreed between the Council's Estates team and the Shaw Trust, and a formal lease can be developed in time for implementation of this initiative. Formal agreement of the lease will be required, through the submission of a report to the Property Sub Committee.
- 4.15 An agreed lease will be paid, however the Executive Director of TES has committed the income stream to be used to fund acquisition of plants from this new entity, for Council and community use.
- 4.16 Staffing
The respective Human Resources advisers to the Council and Shaw Trust agreed that should the proposals proceed, nursery staff would have the right to transfer to the Shaw Trust Social Enterprise at Westbank under the Transfer of Undertakings (Protection of Employment) Regulations.
- 4.17 The SE Management Board agreed that discussions would take place with staff regarding their future options and the implications of TUPE. Both formal and informal discussions have been held with nursery staff.
- 4.18 The Shaw Trust wish to create a 2 year (fixed term) part time post of Business Development Manager at Westbank. The Shaw Trust are interested in recruiting the skills and expertise of current Council staff. Sharing the posts would benefit the individual, the Council and the Shaw Trust. Therefore a part time (2.5 days a week) secondment arrangement is proposed between the Council and the Shaw Trust, for a member of Council staff.

5. Service Level Agreement

- 5.1 Work has been underway to develop a Service Level Agreement (SLA) between the Council and the Shaw Trust, for the Shaw Trust to provide nursery plants and associated services in return for revenue.

6. Operational Interface

- 6.1 It should be noted that the Social Enterprise will only occupy part of the site at Westbank. The site will be shared with the base for the Community Payback team (occupying Westbank House and surrounding areas), and Community Greenspace (workshop and storage areas).
- 6.2 With a diverse mix of Council staff, Community Payback clients, Shaw Trust staff and possibly members of the public (e.g for plant sales) – also operating in areas where there are chemicals and heavy vehicles such as delivery lorries and a fork lift truck – there are significant interface issues, particularly around sharing land, and health and safety. An operational management plan has been drafted to take these issues into account, and will be agreed, if the social enterprise project proceeds.

7. Future Development Opportunities

- 7.1 The joint working groups have been considering future opportunities, particularly regarding the west park of Westbank, which is currently an abandoned allotments site. A draft masterplan has been prepared which would make provision for raised bedding (to allow people with mobility issues to cultivate plants); a showcase area for garden furniture (manufactured at Perth Prison), a rural skills training area; biodiversity learning area; and potential plant sales (See Appendix 3). Council and Shaw Trust staff believe this would be an attractive position for external funders, with much of the development work being undertaken by clients using the Westbank site.
- 7.2 Although this is an exciting proposal, it is regarded as a 'phase 2' project, with the main focus initially developing the core activities around the plant nursery at this stage.

8. Communications and Engagement

- 8.1 It is recognised that the success of this venture will rely on engagement with important stakeholders such as local Elected Members, the community around Westbank; Council and Health Services to identify the Social Enterprise as an outlet for referrals; general public (for plant sales); and local businesses (for employment referrals).
- 8.2 Again, subject to approval of this proposal, a communications plan including arrangements for launch event for elected members will be completed, to ensure the community benefits of this initiative are maximised.

9. COUNCIL CORPORATE PLAN OBJECTIVES 2009-2012

9.1 The Council's Corporate Plan 2009-2012 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. This report contributes to the following Objectives:-

- (i) A Safe, Secure and Welcoming Environment
- (ii) Healthy, Caring Communities
- (iii) A Prosperous, Sustainable and Inclusive Economy
- (iv) Educated, Responsible and Informed Citizens
- (v) Confident, Active and Inclusive Communities

10 EQUALITIES IMPACT ASSESSMENT (EqIA)

10.1 This report was considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- i) Assessed as **relevant** and the following positive outcomes:
 - This proposal will significantly improve the opportunities for those who face barriers to employment due to disability, ill health, or social circumstance.

11. STRATEGIC ENVIRONMENTAL ASSESSMENT

11.1 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).

11.2 The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

12. CONSULTATION

12.1 Representatives from all Council Services have been involved in the development of these proposals including the involvement of Legal Services and the Council's Procurement Manager in relation to the development of service level agreements and land lease agreements to support the initial relationship between the Council and the Social Enterprise. Human Resources and Legal Services colleagues have been advising the Management Board on the staffing issues. The relevant staff have been engaged in developing the staffing proposals, which were also approved at the Environment Services Senior Management Team meeting on 7 February 2013.

12.2 This report was approved by the Executive Officer Team on 19 February 2013, and also approved by the Modernising Governance Member Officer Working Group on 6 March 2013.

13. RESOURCE IMPLICATIONS

13.1 Capital

There are no capital resource implications arising from this report.

13.2 Revenue

The revenue costs associated with this proposal can be accommodated in the budgets for Housing and Community Care and the Environment Service.

14. CONCLUSION

14.1 This report represents the outcome of over a year's planning between Council Services and the Shaw Trust. Approval of the proposals in this report will launch this exciting initiative which will make a difference to many people's lives, as well as contributing to Perth and Kinross' unrivalled reputation for floral displays and high environmental standards.

Jim Valentine
Executive Director (Environment)

David Burke
Executive Director (Housing & Community Care)

Note:

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

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INCOME**Appendix 1**

WESTBANK INCOME	13/14	14/15	15//16	TOTAL
Grant Funding (PKC)	£50,000	£50,000	Review Budget	£100,000
Commercial Contracts	£50,000	£70,000	Review Budget	£120,000
Retail Sales***	£10,000	£50,000	Review Budget	£120,000
Modern Apprentice	£30,000	£30,000		
Perth and Kinross Council (Plants)	£145,000	£171,000	Review Budget	£316,000
TOTAL INCOME	£285,000	£371,000	-	£656,000

*** realistic speculative income

EXPENDITURE AND MARGIN

Westbank Expenditure	13/14	14/15	15/16	TOTAL
Staffing	140,000	143,000	Review Budget	£283,000
Cost of Sales	50,000	70,000	Review Budget	£120,000
Running Costs	52,000	90,000	Review Budget	£142,000
Other Costs	30,000	35,000	Review Budget	£65,000
TOTAL COSTS	£272,000	£338,000	-	£610,000
TOTAL INCOME	£285,000	£371,000	-	£656,000
Margin / Central Services Contribution	£13,000 (4.6%)	£33,000 (8.9%)	-	£46,000 (7%)

Appendix 2

Perth and Kinross Council
Westbank Enterprises

Shaw Trust
Social Enterprise Proposal

07 Feb 2013

1. Context

1.1 During September 2011, Perth and Kinross Council (PKC) invited expressions of interest from organisations interested in being considered as potential partners to work with the Council's Housing & Community Care Services in developing an exciting new social enterprise. The vision was to develop a social enterprise – based around horticulture and traditional building skills – located at the Westbank Depot, close to the City of Perth centre. The brief intended that the social enterprise will provide employment and training opportunities for vulnerable people currently supported by Perth & Kinross Council services. This includes individuals supported by Youth and Criminal Justice Services, those recovering from mental ill health and adults with learning difficulties. The development is being supported by an award of £100,000 from Perth & Kinross Council.

1.2 Following a competitive process that included an open day at the Westbank Depot, a written proposal, site visits to Shaw Trust (ST) social enterprises and a final interview, ST was selected as the preferred partner.

1.3 During November 2011, PKC and ST held a partnership development workshop that was facilitated by CEiS to outline and develop the ethos and terms of the partnership. A Compact Agreement defining the roles and responsibilities of this partnership was signed by both parties during the business planning process.

1.4 Since Dec 2011, ST has conducted a programme of stakeholder engagement, market research, business analysis and budgeting to assess a range of opportunities in developing a social enterprise at Westbank, culminating in this proposal.

1.5 In partnership with Perth and Kinross Council, Shaw Trust proposes to build a sustainable Social Enterprise at the Westbank Nursery in the City of Perth to support young people and adults that are long-term unemployed, have a Criminal Justice background or Disabilities which act as a barrier to employment, inclusion or independence. The Shaw Trust commercial model will develop in two phases, in building foundations upon the existing horticulture operations, then diversifying into related activities to generate new income streams. Each area commercial activity will be complemented by employment and training placements for vulnerable people, which may also provide additional revenues:

Phase 1 A 26 week employment and training programme will be available for between 18 – 36 people that are referred from PKC Youth Justice, Mental Health and Learning Disability teams. The aim will be to progress people into mainstream employment in the time. Activities will be based on core plant nursery operations and will utilise the existing Greenhouse and Polytunnel infrastructure in Year 1 and Year 2 to produce and sell plants and horticulture related products on a commercial and consumer retail basis. The aim is to grow sales towards 80% production capacity at the Nursery by the end of Year 2.

Phase 2 will introduce diversification to complement existing Nursery activities (e.g. Green Waste Composting, Timber Recycling, Biomass Heating Installation (Wood chipping), Woodworking and Garden/Grounds Maintenance). A capital investment feasibility study will investigate the development of the site as a consumer retail destination with a Retail Café, Soft Play, Retail Shop and Food Preparation Kitchen. Plans have already been drawn up to support new Polytunnels and diversified activities on the vacant land across the track to the cemetery to increase work activity and commercial opportunities. These developments would also support an increase in the number of employment and training placements and provide a greater diversity of work activity.

1.9 Shaw Trust invite Perth and Kinross Council to review our proposal to develop its Westbank Depot, initially in partnership, then as an independently run social enterprise that trades commercially to provide employment and training for disadvantaged unemployed people living within Perth and Kinross.

2. Strategic Fit

2.1 Shaw Trust is the UK's largest third sector provider of employability and training services, recently having merged with Career Development Group, another charity, in October 2012. We have 30 years of experience in supporting young people and adults with complex barriers to entering or sustaining employment. Our clients can be the most economically inactive and disadvantaged in society. We support them to live more independently and to become included and valued members of their communities. Shaw Trust is comfortable with the overall aim set for the Westbank Depot social enterprise and the contribution we believe it will make towards Objectives 3 and 5 within the Perth and Kinross Corporate Plan 2009 – 2012.

2.2 During 2010/11 Shaw Trust generated an income of £112 million and supported 70,000 vulnerable people to become more independent and enter training, education, volunteering and/or employment. Of those 70,000 clients, 19,000 people directly entered employment, 1,266 received qualifications and everyone received foundation learning or new training. We work in partnership with the Department for Work and Pensions to deliver Work Programme and Work Choice and will Local Authorities, NHS Boards, Criminal Justice Authorities and individuals in receipt of direct payments to deliver a range of other services, all aimed supporting employability.

In addition to our work with statutory organisations, Shaw Trust developed and manages 20 Social Enterprise projects and 53 Retail Shops that provide trading income, skills training and employment and volunteering placements for some of the people we support. These enterprises combine many innovative services and partnerships with local stakeholders focussed on employability and training services for people with barriers to employment, training or education.

In Scotland we have been operating for 12 years and currently deliver the DWP Work Choice programme across the whole of Scotland as Prime Contractor in 3 of 4 contract package areas (including CPA 2 – Tayside and Central Scotland including Perth and Kinross.) We currently deliver in Perth via our sub-contractor, Capability Scotland. Work Choice supports disabled and disadvantaged people to enter and sustain employment and provides funding and development support for protected 'Supported Businesses' throughout Scotland.

Our current Social Enterprise portfolio includes 12 Horticulture Social Enterprises. These are either independently incorporated subsidiaries of Shaw Trust or commissioned as Social Enterprises through Local Authority partnerships, contracts and service level agreements. Their combined income is over £3.5million, supporting 43 full-time staff, 73 part-time staff and over 230 volunteers. In 2010/11 our horticulture social enterprises provided employment and training opportunities for over 1000 young people and adults with challenging barriers to employment including Learning Disabilities, Physical Disabilities, Mental Ill Health, Long-Term Health Conditions, Addictions and Criminal Convictions.

2.3 A Westbank social enterprise represents a good fit with the vision, purpose, corporate objectives, and development strategy for Shaw Trust by:

- representing those most disadvantaged and furthest removed from the jobs market
- improving the number of people getting into jobs and/ or improve their independence and quality of life
- supporting individuals to fully participate in family life and become valued members of their community
- addressing circumstance, capabilities and motivation to tackle the barriers people face
- building upon a strategy for business replication in relation to horticulture social enterprises

3. Commercial Model

Phase 1 - Key Markets

3.1 Competitive Environment

The Westbank Depot is located about 1km from Perth City centre, placing it closer to the central business and shopping district within Perth and Kinross than any other commercial garden centre in the area. There are nearly 150,000 residents and 5,400 businesses registered within Perth and Kinross. Perth City is located within 90 minutes drive from 90% of Scotland's population in a very accessible position in the centre of Scotland. The local garden centre market is currently represented by 7 competing organisations within a 25 mile radius from Perth City centre. The Westbank Depot is centrally located, with satisfactory parking, to develop a retail business that produces and sells horticulture related products or services to the general public. The Nursery still gets called and visited by members of the public hoping to buy plants and in 2004 the Nursery decided to sell surplus stock to the public, generating £5,000 worth of sales from its first day alone. Key competitors include:

- Dobbies Garden World, Crieff Road, Perth - about 2 miles from Westbank towards Almondbank
- Bonhard Nursery, Scone; Linden Garden Centre, Glencarse – both 7 miles
- Glendoik Garden Centre and Restaurant – 8 miles (recently voted top 50 Garden Centre in UK)
- BennyBeg Plant Centre, Nr Crieff – 12 miles
- Dobbies Garden Centre, Kinross – 13 miles
- Gatehouse Nursery, Aberfeldy – 22 miles
- Dobbies Garden World, Dunfermline – 22 miles
- Dobbies Garden World, Dundee – 24 miles

3.2 Perth and Kinross Council Income

Perth and Kinross Council is withdrawing from running a plant nursery for Perth and Kinross in 2013/14. It has made budget provisions to procure plants from Westbank over the two years 2013/14 and 2014/15 in partnership with Shaw Trust as the social enterprise develops for two years. The PKC requirement is for Bedding Plants, Hanging Baskets, Watering and Shrubs amounting to circa £200,000 in total over the two years. The social enterprise will offer better financial value, in producing and selling plants at a lower cost that was possible when PKC managed production.

3.2 Commercial Sales

Some of the 5,400 businesses registered in Perth and Kinross already buy Hanging Baskets, Plants and Internal Displays from the Westbank Nursery. This provides about £55,000 of annual income which will transfer to the Social Enterprise. The majority of these business customers are clustered closely together in Perth City centre and other population centres in Perth and Kinross such as Blairgowrie, Coupar Angus, Crieff and Pitlochry. This income stream has evolved by word of mouth with little or no proactive sales or marketing activity. Shaw Trust believe that with proactive sales and marketing activity and a diversified product and services offering, this sector could grow sales income by 30% within the first two years of operation.

3.3 Retail Sales

The consumer retail market offers the biggest opportunity for commercial growth. We intend to open up the site to the public on a part time basis initially and to build future services around a consumer offering. Retail sales offer better margin and with a retail customer base there will be better opportunity for diversification. A retail operation will also offer our Employability clients interaction with the general public and experience in customer facing roles, supporting their employability when they progress from Westbank.

3.4 Employment Services Income

There is an opportunity to generate income to subsidise the Employment and Training placements via Direct Payments, alternatives to day services income and social care services spot purchase. A unit cost will be calculated per placement, based upon any shortfall in productivity that adds cost to commercial operations.

Phase 2 - Diversification

3.5 *Green Waste Composting*

The Westbank Nursery currently produces 20 tonnes of Green waste bi-product from growing activities throughout the year and spends £5,000 - £7,000 per annum on composting for growing activities. With relatively small capital investment and PKC Green Waste Recycling contract diverting a small tonnage of sanitised composting materials, we can use and sell it through the social enterprise.

3.6 *Timber Recycling / Woodwork*

The Westbank Depot offers enough space to grade, sort and recycle timber that is collected from construction sites, landfill, donation and via a small percentage of the PKC timber recycling or 'fallen tree' contract. The wood can be used to manufacture garden products that sell to the general public, as well as offering free raw material if it is viable to install a Biomass Heating solution to support Nursery operations.

3.7 *Garden Services / Grounds Maintenance / Traditional Masonry*

Garden services and grounds maintenance already forms a large part of Shaw Trust social enterprise incomes and activities across the UK. Clients include NHS, Local Authority Parks and Green spaces, Cemeteries, Community Grounds and Private space. Shaw Trust has formed a partnership with Perth and Kinross Heritage Trust, Historic Scotland and Laing Traditional Masonry to develop a tradition building employment service and training rig onsite in January 2014.

3.8 *Property Plus*

There is an opportunity to commercialise a grant funded project which works with CSO and Unpaid Work clients to refurbish PKC owned void properties to get them back onto the market. We will provide a plan during 2013.

Phase 2 - Capital Investment

3.8 *Increase Growing Capacity and Diversified Activity – Vacant Land (£170,000)*

Architects plan have already been drawn up proposing increased Polytunnel capacity, recycling space and traditional building training on the vacant land adjoining Westbank. Fundraising from Trusts and Foundations is required to support this initiative which will be worked on during 2013. If successful this would further open up the site to the community and retail customers, allowing for additional plant, fruit and/or vegetable production to support sales within a café or retail shop. (Chutney, Jam, Salad Bowls, Vegetable Boxes etc)

3.9 *Retail Café / Retail Shop / Food Production Kitchen (up to £500,000)*

Refurbishment or re-building of Westbank House, and/or a reconfiguration and development of the 'Grounds Maintenance Store' offers the possibility to create a café, shop and/or food production kitchen at Westbank to increase spend per customer, whilst offering a much more diversified set of activities and training for employment services clients. There are still significant unknowns around planning consent and capital requirements. The funding of a feasibility study would be required in 2013.

3.10 *Biomass Heating Installation (£150,000)*

Westbank Depot has been included in PKC's programme of planned Biomass installations. This renewable, low carbon fuel is cheaper than fossil fuel and widely available throughout the UK from sustainable sources. Correctly managed, biomass heating can deliver a significant reduction in net carbon emissions as well as providing a cost reduction to energy and heating bills. An installation could provide valuable work activity and training for employment services clients. Funding and development support sources include:

- Carbon Trust Energy Efficiency Finance (Interest Free Loans etc)
- Community Sustainable Energy Programme (Big Lottery Grants)
- Renewable Heat Incentive Scheme

Table 1.0 Products and Services Model

Phase 1 - Operations	Potential Customers	Products and Services
NURSERY Horticulture Production Horticulture Supply and Maintain	<ul style="list-style-type: none"> Perth and Kinross Council Perth in Bloom Committee General Public -Retail Local Business Sector Third Sector 	<ul style="list-style-type: none"> Bedding Plants Pot Plants Hanging Baskets Tubs / Containers Spring Flowering Bulbs (Daffodils) Woodwork Displays Ornamental Shrubs (Evergreen) Poppies, Wreaths & Crosses
EMPLOYMENT PLACEMENTS (PKC Client Groups to be discussed) Criminal / Youth Justice / MH / LD	<ul style="list-style-type: none"> Perth and Kinross Council Direct Payments DWP Work Programme MWA DWP Work Choice 	<ul style="list-style-type: none"> 6 Month Employment Programme Vocational Training Accredited SVQ Modules Employer Engagement
Phase 2 - Operations	Potential Customers	Products and Services
GREEN WASTE RECYCLING 2 % 2,500 Tonne PKC Contract 20 Tonne Westbank Waste	<ul style="list-style-type: none"> Westbank Nursery (Cost Saving) General Public Grounds Maintenance 	<ul style="list-style-type: none"> Bagged Compost Liquid Fertiliser (produced by wormeries)
TIMBER RECYCLING 2 % 4,000 Tonne PKC Contract And reclaimed hard/soft wood from construction sites /demolition sites, landfill sites	<ul style="list-style-type: none"> Westbank Nursery Display Woodwork Production General Public Westbank Biomass Heating (Free Raw Material) 	<ul style="list-style-type: none"> Biomass Fuel BBQ Smoking Chip Soft Play Wood Chip Picnic Table, Garden Shed, Bird Feeder, Reading Chair, planters, raised beds , gates, fences etc
GARDEN SERVICES / GROUND MAINTENANCE / TRADITIONAL MASONRY / PROPERTY PLUS	<ul style="list-style-type: none"> PKC H&CC Housing Associations NHS Commercial / Public Perth and Kinross Heritage Trust Historic Scotland 	<ul style="list-style-type: none"> Grass Cutting, Edging etc Fencing, Patio's, Decking etc Void Property Refurbishment Traditional Wall Construction Limestone Rendering of Historic Church boundary walls.
CAPITAL INVESTMENT FEASIBILITY		
BIOMASS HEATING INSTALLATION 2 % of the 4,000 Tonne PKC Timber Contract could provide raw material	<ul style="list-style-type: none"> Circa £150k Capital Investment / Grant Funding opportunities Renewable Heat Incentive Annual Cost Savings to Westbank Increase work activity for Employment Clients 	
BLUE SKY THINKING TEAROOMS / CAFÉ RETAIL SHOP CITY FARM SHOP FOOD PRODUCTION CHILDREN'S SOFT PLAY (Indoor)	<ul style="list-style-type: none"> Property Development / Planning Consent Significant Capital Investment / Grant Funding Kitchen and Food Production Activity (products grown at Westbank) General Public - Consumer Retail Model Increase Inclusion, Work Activity and Customer Service for clients 	

Operational Infrastructure

3.12 During Phase 1, the Social Enterprise will utilise the existing Greenhouse, Polytunnel and Nursery storage infrastructure. Horticulture production will begin at roughly 40% of full production capacity, benchmarked against guaranteed income streams. There is plenty of capacity, both in terms of infrastructure and staffing to cope with a large growth in sales over the first 24 months trading.

3.13 Terms of the lease agreements for the rent, repair and maintenance of the Westbank site have been agreed and followed up with Head of Terms and a final Lease Agreement. The social enterprise will utilise 50% of the site (devoted to horticulture Geenhouses/Polytunnel). The lease has been based on 20 Years with break points for the social enterprise at 2, 5 and 10 years. This will minimise financial risk and exposure to the social enterprise, but also support longer term funding ambitions. The lease agreement is based upon a commercial rents and rates and will be amended to reflect growth of the social enterprise if/when that occurs.

3.14 During Phase 1 of development the focus will be on growing the Horticulture Infrastructure to full capacity and there will be very little requirement to grow into the remainder of the site until that time.

3.15 Shaw Trust will arrange support of the back office functions of finance, HR, marketing etc to meet the day-to-day operational requirements of the social enterprise during its transitional phase towards independent incorporation. During the transitional phase, the trading entity may have to work under the name 'Shaw Trust'.

3.16 The social enterprise plans to utilise the training room on the ground floor of Westbank House to conduct group training and 1-2-1 support of employment services clients.

3.17 During the development of the social enterprise, two teams from Perth and Kinross Council (6 TES Staff - 2 x Repair and Renewal and 4 x Countryside Staff) require to remain on-site providing council services from the main warehouse building adjacent to Westbank House. Shaw Trust can accommodate this situation and welcome the opportunity for joint working on woodwork and joinery projects. Activities will be fitted around the needs of Perth and Kinross Council, with the aim of mutual benefit occurring from the relationship. At the point that the site is opened up to the general public, we recommend that a service level agreement is put in place between the two parties to agree working practices on site that ensure the needs of customers to the social enterprise are not hampered. Specific areas to reach agreement are:

- Entrance / Exit Routes (i.e. Back gate used instead of front gate when the general public are on-site)
- Vehicle Parking / Weekend Access
- Security
- Health and Safety / Equipment Sharing
- Resource and extra capacity offered to both PKC teams as the social enterprise develops
- Sub-letting rental agreement – dependant upon final outcome of lease agreement with PKC

Table 2.0 Westbank Nursery Infrastructure	Area
Polytunnels (2m-4m Height) 5 Single (mix of heat/irrigation) 1 Double (Gas Warm Air, Overhead Irrig.) 1 Triple (Gas Warm Air, Overhead Irrig.)	2,054 m ²
1 x Greenhouse Triple Span + Potting	381 m ² + 69 m ²
1 x Potting Shed	123 m ²
Standing Out Area by Polytunnels	409 m ²
Storage Shed	123 m ²
Additional Polytunnel Installation Area	Up to 2,000 m ²
Total Growing Area	4,435 m²

4. Staffing

4.1 The social enterprise staffing structure in Year 1 is based on three core objectives:

1. Maintain and create demand for horticulture related products and services
2. Supply the demand with high quality horticulture related products and services
3. Integrate outcomes focussed employment placements for disadvantaged people

Perth and Kinross Council nursery operations to date have been structured to deliver on objective 2. As the Nursery moves from a local government facility to a social enterprise and from 'service delivery' to 'commercial necessity', there is a requirement to introduce additional cost to the core staffing structure. These additional costs will be met through the grant funding of £100,000 provided by Perth and Kinross Council to Shaw Trust, and used to subsidise the appointment of a part-time General Manager on secondment from PKC (Objectives 1,2,3) and a new Employment Advisor post (Objective 3).

4.2 The justification for creating the post of General Manager is founded on the social enterprise inheriting a sales pipeline that is at 40% of total production capacity, whilst retaining a Nursery staff team that can deliver to 100% capacity. This post will undertake the management and development of the social enterprise, internally and externally, reporting into the Shaw Trust Social Enterprise Directorate. The aim in Year 1 is to increase revenues or funding to exceed the costs of the post in Year 2 and beyond. Terms for the secondment will be finalised before 01 March 2013.

4.3 The post of Employment Advisor will take responsibility for Case Managing the Employment Programme Trainees, to ensure that the Nursery Supervisor and Nursery Charge Hand are focussed on running commercial operations. The post will be responsible for coordinating referrals with stakeholders, creating work plans for clients, reviewing progress and liaising with employers and partners to facilitate outplacement and employment.

4.4 Our recommendation is that the current posts of Nursery Supervisor and Nursery Chargehand continue as part of the staffing structure. The post of Nursery Assistant (Work Choice Client) is no longer commercially sustainable, unless on a volunteer basis. Previous work will be replaced by Employment Programme Trainees.

4.5 TUPE of two members of staff (Nursery Supervisor and Nursery Charge Hand) will apply following staffing reviews by PKC from 01 April 2013. All terms of employment apart from pensions will transfer to Shaw Trust .

4.6 The Social Enterprise will make use of a proportion of 22,000 hours of Community Payback resource on an ad hoc basis to support key projects or seasonal peaks in activity.

Table 3.0 Staffing Structure	Hours Per Week
General Manager (Development, Management)	18 (0.5 FTE) Secondment from PKC
Employment Advisor (Employment Services)	36.25 (1.0 FTE)
Nursery Supervisor (Nursery Management, Production)	36.25 (1.0 FTE)
Nursery Charge Hand (Nursery Production)	36.25 (1.0 FTE)
Seasonal / Agency Staff (Nursery Support)	Tbc during weekends / peak periods
Employment Programme Trainees	Hours Per Week (26 Weeks)
Trainees (Nursery Production, Classroom Training)	12 hrs, 15 hrs, 18 hrs, 21hrs, 24 hrs See Section 5. Employment Services

5. Employment Services

Perth and Kinross Labour Market

5.1 UK Government employment statistics show that Perth and Kinross has above average levels of economic activity and employment. Of those that are economically inactive a high proportion are retired people in comparison to the Scottish average. Outside of the main City and Towns of Perth and Kinross, one challenge is in linking people living in rural communities to employment opportunities. This relatively healthy picture can often be misleading, as there are still pockets of poverty and high unemployment in some communities with Perth City such as Muirton and Letham, both of which are in close proximity to the Westbank Depot.

5.2 There are three main groups within the Perth and Kinross population that the new social enterprise aims to support in acting as a stepping stone to sustained employment, education and/or training:

- The social enterprise will work closely with the Perth and Kinross Council Youth Justice Team who works with young people between the ages of 12 and 21 years old, who have come to the attention of Police, Children's Reporter, Courts or other services. The social enterprise will focus on supporting Young People aged 16+ who are ready for 'in work' pre-employment support.
- Some of the 6,000 people of working age (16-64) are either claiming Employment Support Allowance, on Incapacity Benefit or are registered disabled. Clients who are very close to entering employment will initially be referred by the Mental Health and Learning Disability Teams within Housing and Community Care at Perth and Kinross Council. As the number of places increases, there may also be an opportunity to accept Direct Payment clients and to build route-ways through other local stakeholders.

22,000 hours of Community Payback Orders are managed by the Perth and Kinross Council Youth Justice Team. This resource is available (coordinated and managed by PKC) to the social enterprise as additional capacity. As the social enterprise develops, we aim to develop a project based approach to engaging with this resource and providing short term training and pre-employment interventions.

Employment Programme Trainees

5.3 The social enterprise will manage a 26-Week Employment Programme for clients following a referral and two-way selection process that offers a variety of ways for clients to learn about the programme and be introduced to the social enterprise before making a commitment to join. Shaw Trust is committed to supporting clients who view the programme as a stepping stone onto a more independent, positive destination, based on the following principles:

- Placements grow in intensity, with a minimum 12 hour work week required at the beginning and a minimum 18 hour work week in the last 8 weeks.
- The social enterprise is an 'in work' stepping stone to employment, not an alternative to day services.
- A 'Personalised Work Plan' will help to coordinate, review and monitor work activities, training and employment support up to a 26 week period.
- Clients can move into a positive destination when they are ready if that is before the 26 week point.

5.4 Perth and Kinross Council Workforce Development Team have agreed to provide SQA approved SVQ modules for social enterprise clients in disciplines related to Horticulture, Woodwork, Customer Service, and Business Administration and also to deliver Core Skills, Get Ready for Work and Training for Work via Skills Development Scotland National Programmes funding. These applications will occur on an annual basis and PKC will charge the social enterprise a nominal administration fee for each client.

5.5 Employer engagement is an important aspect of the social enterprise employability model. Shaw Trust will support clients to be ready for the labour market and establish routes into a number of sectors, not just horticulture. Through our DWP Work Choice provision, we already generate Employer relationships and have

many national agreements in place with Employers that will benefit the social enterprise. This approach will complement the traditional routes to the job market and partnerships with other stakeholders within the PKC Employability Pipeline.

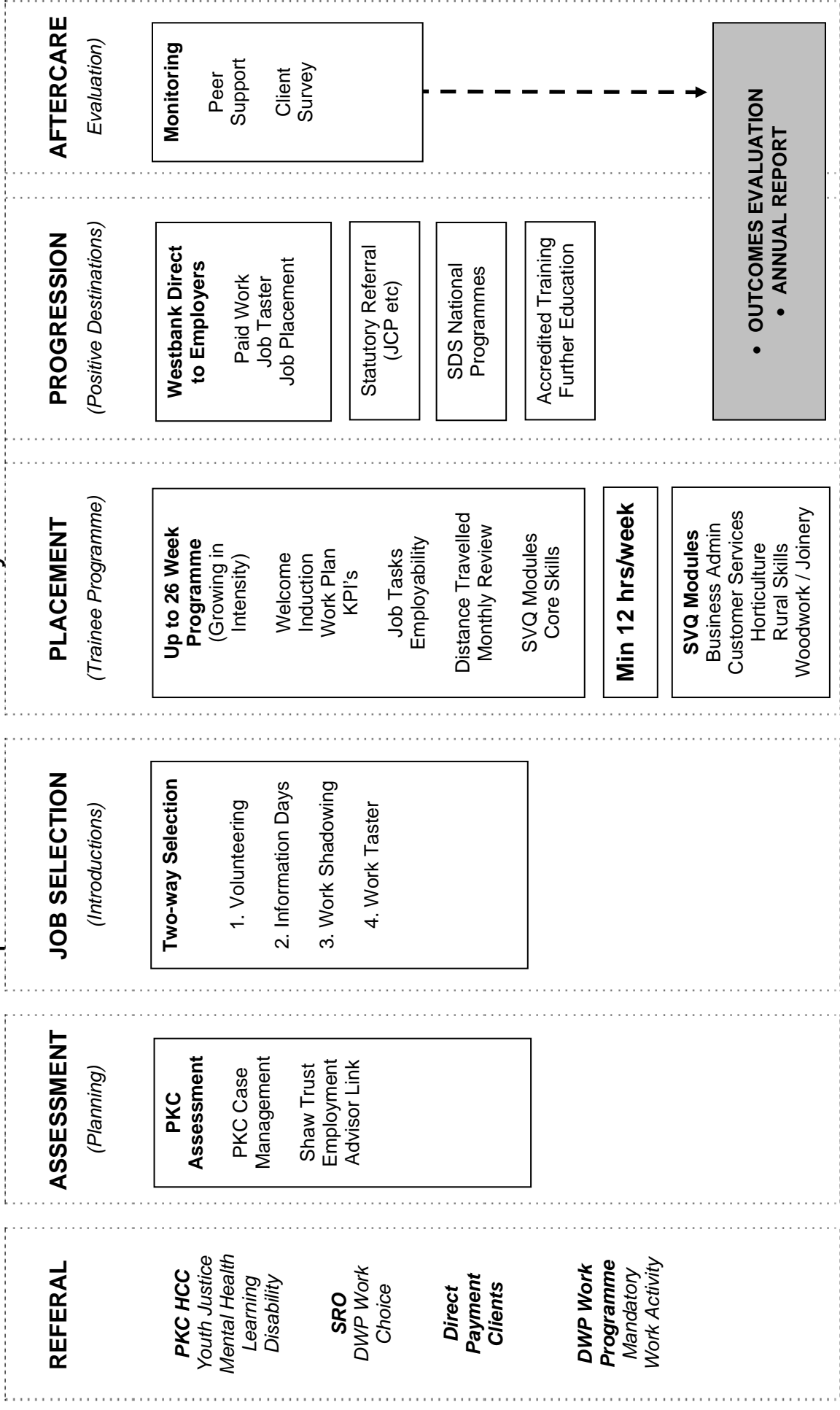
5.6 Work activities for Employment Programme Trainees are illustrated in the table below:

Table 3.0 Skilled Work	Low Skilled Work
<ul style="list-style-type: none"> • Watering • Crop husbandry • Grading • Stock management (ordering of seeds, plugs, materials, sundries) • Horticulture knowledge • Environmental controls/ nutrition • Machine operation • Planning & Implementation of contracts (i.e. hanging baskets, commercial properties etc) • Retail Display and Merchandise • Retail and Commercial Sales • Customer service • Food preparation • Administration / management of customer invoices • Health & Safety Risk Assessments relating to site / tasks / personnel COSHH Assessments / Machinery Maintenance • Quality Control • Deliveries (to external customers / sites – driving licence) 	<ul style="list-style-type: none"> • Planting • Picking • Manual handling • Preparation and packaging • Completion of orders • Site maintenance • Repairs • Ground preparation • Daily upkeep of times sheets / personal development log • Check In/Out Contractors / Visitors / Groups • Green waste Grading and Sorting • Green waste Composting • Green waste Compost Bagging • Timber Grading and Sorting • Timber Chipping • Grounds Maintenance Assistance • Cleaning and Clearance • Limestone Rendering • Traditional Wall Construction • Food Preparation

5.7 During Phase 1, The Employment Programme will have the capacity to support 8 clients on each work day, based on a 36 hour work week (3 hour shifts) during the hours of 8am – 2.30pm or 9am – 3.30pm. This offers a total Employment Programme capacity of 288 Hours per week, and translates to 96 x 3 hour shifts. The configuration and allocation of clients to shifts will be managed to meet the needs of each client and the needs of the business activities. An example Employment Programme schedule is illustrated in the table below.

Table 4.0 Employment Programme	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
AM (8am – 11am) (9am – 12noon)	8 Clients	8 Clients	8 Clients	8 Clients	8 Clients	8 Clients	tbc
LUNCH (30 mins)							
PM (11.30am – 2.30pm) (12.30am – 3.30pm)	8 Clients	8 Clients	8 Clients	8 Clients	8 Clients	8 Clients	tbc
a) Each client will work a minimum of 4 x 3 hr shifts p/w in the first 18 weeks of the programme (12 hrs Total) b) Each client will work a minimum of 6 x 3 hr shifts p/w in the last 8 weeks of the programme (18 hrs Total) c) No client will work for more than 24 hours in a week d) Basing the work week on 16 hrs per week/per person average, this allows for a maximum of 18 clients to participate on one 26 week Employment Programme – 36 Clients in Year 1.							

Table 5.0 Westbank Social Enterprise – Customer Journey



6. Risk

Table 6.0		
RISK / (LEVEL)	ISSUES	MITIGATING ACTIONS
Site Leasing Site Planning Site Condition (HIGH)	<ul style="list-style-type: none"> • Increased Cost • Not using whole site in Phase1 • Joint use by PKC • Long Term for Funding • Ownership Criteria? • Shaw Trust investment in site • Planning consents for Phase 2 	<ul style="list-style-type: none"> • Negotiate win/win agreement with PKC • Long term lease, offsetting cost of commercial rental by evidencing economic/regeneration/ social and/or environmental benefit to PKC. • Head of Terms Agreed by Shaw Trust • Break-clauses in lease for social enterprises • Instruct condition survey to cost improvements
Staffing TUPE (HIGH)	<ul style="list-style-type: none"> • Clarity on PKC staff review • TUPE Liabilities / Pension etc • Redundancy of Nursery Assistant • Ideally retain Nursery Supervisor / Nursery Charge hand 	<ul style="list-style-type: none"> • PKC Staffing Review complete • Consultation with current Staff • Negotiation with current staff • Identify and Cost all TUPE liabilities
Slow Sales Uptake (MEDIUM)	<ul style="list-style-type: none"> • Lower trading income • Negative impact on the sustainability of the enterprise • Less work activity 	<ul style="list-style-type: none"> • Appointment of General Manager • Sales and Marketing Plan • Introduction of seasonal products / campaigns • Performance Management
Employment Programme (MEDIUM)	<ul style="list-style-type: none"> • Clients not close to work-ready • Distraction from Commercial Performance • Mixing client groups (i.e. Criminal Justice and Mental Health or with General Public) • Challenging Behaviour 	<ul style="list-style-type: none"> • Appointment of Employment Advisor • PKC Youth Justice coordination for CPO clients • Client Assessment and Selection Process • Building strong referral relationships • Client Commitment via Service Level Agree. • Clear, personalised 'Work Plan' • Health, Safety and Risk Management Policies and Procedures
Insufficient Development Funding (MEDIUM)	<ul style="list-style-type: none"> • Limited cash flow resource • Lack of capacity • Limited diversification 	<ul style="list-style-type: none"> • Planning implications need clarity • Ongoing Development planning • External Funder Engagement • Shaw Trust match funding / investment
No Employability Funding (MEDIUM)	<ul style="list-style-type: none"> • Poor sustainability • Reduced social outcomes • Low strategic fit 	<ul style="list-style-type: none"> • Realistic employability model • Investigate Direct Payments model • Partnership working with PKC • Evidence of client impact on productivity • Evidence of social value for PKC clients
Operational Production Quality (LOW)	<ul style="list-style-type: none"> • Loss of existing Nursery staff • Technical Knowledge 	<ul style="list-style-type: none"> • Retain current staff team if possible / viable • Undertake growing trials for new varieties • Technical input and support from Shaw Trust • Technical Consultancy involvement (Community Growing Solutions CIC)
Competitive Position (LOW)	<ul style="list-style-type: none"> • Local and National Competitors • Retail Location • Pricing 	<ul style="list-style-type: none"> • Research local competitors • Develop product and service offering • Pricing Strategy • Shaw Trust Bid Support • Strong Central Perth Location / Brand

7 Governance

7.1 Shaw Trust and Perth and Kinross Council have a vision for the social enterprise as an independently incorporated legal enterprise that sits as a subsidiary of Shaw Trust within 3 years. Following evidence of sustainable commercial and social outcomes, the most appropriate legal structures will be identified and investigated and we hope that Perth and Kinross Council will be represented on the Board of Trustees.

7.2 During the transitional phase towards independent incorporation, a number of different governance models are being investigated to support the best interests of all stakeholders. A Social Enterprise Strategy Board will retain members of Perth and Kinross Council HCC , TES and Shaw Trust.

7.3 On commencing trading, the social enterprise will require a trading name and brand that will be confirmed and designed before 01 April 2013. One example of an idea for a brand is 'Westbank Enterprises' with the strap-line of 'A Growing Community'.

7.4 The General Manager of the social enterprise will report into Shaw Trust Social Enterprise Directorate.

7.5 At the end of each financial year, Shaw Trust will review and report on progress against key financial and social measures and complete a revised budget for the year ahead.

8 Financial Highlights

8.1 Income Forecast (over 2 Years) - £656,000

Expenditure Forecast (over 2 years) - £610,000

Average Annual Profit Forecast - £46,000 (6.8% Margin - Surplus for central services contribution)

8.2 Income over the first 2 years at the Westbank social enterprise is based on current and historical contracts and realistic sales projections that relate only to Phase 1 Nursery activities without any diversification or capital expenditure. These figures include no employability incomes and fall within the operational capacity levels to deliver.

8.3 Plant volumes in the financial forecast are based on offering a price per unit of £0.60 and the cost of sales is based upon the historical costs in 2009/10 at the Westbank Depot. This price is a round figure that is closer to a wholesale price than a retail price, which will generate greater margin. .

8.4 Some income gap between commencement of operations and achieving the level of sales is to be expected, allowing for transition, growing cycles, skills development and business development.

8.5 Any income to Shaw Trust relates to central services provision such as central support and management services (Finance, HR, Marketing, Operations, and Business Development etc)

8.6 A detailed budget has been compiled by Shaw Trust finance department, and summarised in the attached PowerPoint presentation - Appendix 1.

8.7 Development capital required for Phase 2 will only be possible through fundraising applications to statutory bodies, enterprise funding or trusts and foundations. It is important that Phase 1 delivers on its economic and social aims to build a strong case for diversification.

9 Next Steps

9.1 A phased development to full operation in April 2013 is proposed with timescales influenced by: leasing of premises; final budget; staffing transfer and governance approval.

Timescale	Action	Issue
04 Feb 2013	<ul style="list-style-type: none"> Final Draft Proposal and Draft Budget Complete 	<ul style="list-style-type: none"> Review / Feedback from Social Enterprise Strategy Board
18 Feb 2013	<ul style="list-style-type: none"> Proposal reviewed/approved by Shaw Trust Executive Management Team 	
19 Feb 2013	<ul style="list-style-type: none"> Proposal submitted to and reviewed/approved by PKC Executive Officer Team 	
Mid-March 2013	<ul style="list-style-type: none"> Proposal submitted to and reviewed/approved by PKC Elected Members 	
01 April 2013	<ul style="list-style-type: none"> Secondment of General Manager to Shaw Trust commences on 0.5 FTE 	
01 May 2013	<ul style="list-style-type: none"> TUPE of Nursery Staff and commencement of Public Social Partnership transition period until 31 March 2015. 	
01 May 2013	LAUNCH	

END

Mark Rait – Shaw Trust Social Enterprise

07 Feb 2013



Proposed Social Enterprise Project, Westbank Nursery, Perth : Proposals

