

NOTTINGHAM ECONOMIC RECOVERY & RENEWAL PLAN

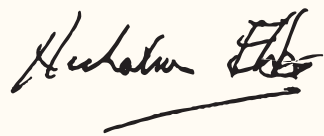
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FOREWORD

Prior to the first Covid lockdown in March 2020, there was a growing sense that Nottingham was a city whose time had come. The city's southside was buzzing with a £2bn pipeline of major development and investment, alongside the untapped potential of the Island Quarter. We had set out our stall for Nottingham to be the most liveable city centre in the UK and we set out plans to become the UK's first carbon neutral city by 2028.

The Covid pandemic has accelerated existing trends and presented us with new challenges that have caused us to pause and rethink our plans. Covid has affected all of us but it has not affected us all equally, and the pandemic has shone a spotlight on existing inequalities in our society – black and minority ethnic (BAME) communities, women, young people, older people and people with disabilities and/or underlying health conditions have been disproportionately impacted.



Nick Ebbs
Chair of Nottingham Growth Board



Nottingham is one of the most diverse cities in the country, but we have significant challenges to overcome. Too many of our citizens are unemployed and for those in work, too many are in low wage and/or insecure employment and reliant on foodbanks to meet their basic needs. The Black Lives Matter movement's response following the murder of George Floyd in the USA and the public response to the murder of Sarah Everard have highlighted deep-seated structural inequalities and injustices that the city needs to address. The impact of climate change has become clearer and the need to address the climate crisis more urgent.

As we begin to emerge from the pandemic we must use this opportunity not just to 'build back better', but to build back fairer.

In partnership, we – the Nottingham Growth Board, One Nottingham and Nottingham City Council – are setting out our Economic Recovery and Renewal Plan, a city-wide plan that is 'owned' by a coalition of partners across the public, private, voluntary and community, and educational sectors. Collectively, our



Cllr David Mellen
Chair of One Nottingham
Leader of Nottingham City Council



members employ over 36,000 people in the City, and represent hundreds of businesses and the people of Nottingham.

Our plan sets out a strategic framework for the city's economic recovery. Our aim is to build the economy back in a way that is equitable, inclusive and sustainable – both socially and environmentally – so that no-one in our city is left behind.

We are proud of the way local people and businesses have responded to the Covid pandemic over the last year and a half. Our city has shown a remarkable resilience and adaptability throughout these challenging times and, with the country slowly beginning to emerge from the pandemic, we are determined to look towards the future with renewed confidence. The world may have changed but Nottingham retains the fundamental building blocks that will ensure the future prosperity of its citizens, underpinned by a thriving, sustainable, resilient and inclusive economy. It is our responsibility to ensure this happens.



Cllr Rebecca Langton
Portfolio Holder for Skills, Growth and Economic Development
Nottingham City Council



SUMMARY

This plan has been developed by the Nottingham Growth Board (a partnership of some of Nottingham's key businesses, educational institutions and public sector organisations) in partnership with One Nottingham (the City's Strategic Partnership) and Nottingham City Council.

It sets out a bold vision for Nottingham's post-Covid economic recovery and renewal – to reimagine Nottingham as an inclusive, green, creative and digitally enabled city, widely recognised as:

- An internationally renowned city of culture, creativity & innovation
- The UK's first carbon neutral city
- A city which offers opportunities for everyone

The plan sets out the approach that will enable us to realise this vision. It is built around six strategic themes that together

set out the ambition of a City that is ready to reimagine its role in a post-Covid regional and national economy. It outlines work that is already underway to renew the city's economy, but more than that it sets a strategic framework that underpins our efforts to secure the further support and investment required for the city to fulfil its economic potential. It sets out to rethink how our City operates through an approach that will deliver for businesses, the economy, the environment and the people who live here. Each of these themes, or ambitions, will be supported by a detailed delivery plan.

It builds on the city's strengths in creative and digital industries and the low carbon sector, as well as its cultural assets and heritage. It also recognises the significant challenges exacerbated by the pandemic, and seeks to reimagine the city centre post-Covid, strengthen the city's business base and ensure that no-one is excluded from

the city's economic recovery – a genuine commitment to equality, diversity and inclusion, recognising and supporting talent from all our communities, closing the skills gap and creating accessible, good quality jobs for all of our people is a central thread that runs through the whole of the plan.

Our approach is rooted in partnerships, and setting out the case for investing in Nottingham to create jobs and boost productivity for the both the city and the wider economy. This plan sets out the strategic framework which will underpin our efforts to secure funding (such as the UK Shared Prosperity Fund) to support the levelling up of the Nottingham economy.

CONTEXT

Prior to Covid, the City had already set out clear plans and a strong economic development programme. Our economic strategy focused on supporting the City's key sectors to grow and boost productivity, and tackling the local skills gap so that people were able to take advantage of new opportunities.

The City's Southern Gateway was being transformed, with the development of the new HMRC offices at Unity Square, major new housing developments such as Waterside at Trent Basin, a new Further Education College Skills Hub, a new central library, the transformation of Nottingham Castle, plans for the redevelopment of the Island Quarter and, after two decades of false starts, the redevelopment of the Broadmarsh shopping centre. We were finalising a City Centre Strategy that addressed the challenges faced by high street retail and the need to create a better mix of retail, leisure, offices, residential and public realm.

The Covid pandemic and subsequent lockdown has presented a series of new economic challenges. Some of these will be temporary, but some are likely to be longer lasting. Technology – especially digital technology

– has enabled us to adapt and maintain economic activity and employment to a degree that wouldn't have been possible even a few years ago, but we don't yet know how much of the 'homeworking revolution' will be permanent. The shift towards online retail has accelerated and the face of the high street is likely to be changed forever and, following the collapse of intu, the independently led Broad Marsh Advisory Board has been actively developing a new vision for the area around the former Broadmarsh shopping centre as an exemplar of post-Covid city centre development.

Covid has reshaped our patterns of behaviour and some of these impacts are likely to persist. With the shift towards homeworking, we have seen a resurgence of local neighbourhoods as people have avoided travel into city centres. We are starting to see the emergence of a new hybrid of remote working mixed with less frequent visits to city centre workplaces, and so we need to rethink the relationship between where people live, work and play in the City – not just in the city centre, but in our neighbourhoods too.

The local economy has proved resilient, but it has not emerged unscathed. Early forecasts that unemployment could rise to nearly 20% proved unfounded, but nevertheless it is a significant challenge not just in scale but in the unequal way it has affected our

communities – women, young people, older people and people with disabilities and/or underlying health conditions have been disproportionately impacted, and people from BAME communities are twice as likely to be unemployed as their fellow citizens. Household incomes are significantly lower than the national average as too many citizens are either unemployed, or in low wage and/or insecure jobs. Many businesses have been forced to close, key sectors (such as retail and hospitality) have struggled with the impact of successive lockdowns and many businesses continue to struggle.

Regional economies have an important role to play in the post-Covid economic recovery, and Nottingham is ready to play its part. The evidence is clear that the interdependence of cities and towns means that levelling up one place cannot come at the expense of another, that successful regions are built on a combination of strong cities and strong neighbouring towns. Nottingham's economic renewal is critical to the resurgence of the wider D2N2 and East Midlands economy.

STRATEGIC VISION

Our vision is to reimagine Nottingham as an inclusive, green, creative and digitally enabled city, widely recognised as:

- An internationally renowned City of Culture, Creativity & Innovation
- The UK's first Carbon Neutral City
- A City which offers Opportunities for Everyone

Nottingham is a city with a legendary past and a bright future, a green city full of creativity and culture – the home of innovators and pioneers.

The city has a proud and distinguished history: from the legendary Robin Hood to the first computer programmer Ada Lovelace; from the inventor of the knitting machine William Lee to the pioneering black entrepreneur George Africanus; the home of Boots the Chemist, Raleigh, Paul Smith, ibuprofen and the MRI.

But it's not just the past. The city today is home to: BioCity, the UK's largest bioscience innovation and incubation centre; Queen's Medical Centre, the UK's largest teaching hospital; two leading universities; Experian, and a growing financial technology sector; Games Workshop; the Creative Quarter; Trent Bridge; the Kanneh-Masons...and the Sleaford Mods!

Moreover, Nottingham is a vibrant, modern and growing city, with a young and ethnically diverse population. It is home to two renowned universities with a student population of around 70,000, but also significant levels of deprivation and low skills in some neighbourhoods and communities. As we rebuild post-Covid, we are

building new homes fit for our growing population, creating a sustainable transport infrastructure that is fit for the future, and working to ensure that the city's economy offers opportunities for all of our citizens – and ensuring our citizens have the skills to access secure, good quality jobs.



STRATEGIC FRAMEWORK

Our approach to realising our vision is focused on the delivery of six major ambitions (or themes):

1. City of Creativity & Culture

We will build on the Creative Quarter, our Unesco City of Literature status and the transformation of Nottingham Castle to become an internationally renowned centre of culture and creativity

2. Reshaping the City

We will use the Broadmarsh redevelopment as a catalyst for change, to create a more sustainable and liveable place adapted for a post-Covid and more digitally enabled world.

3. Carbon Neutral City

Through transformational green investment and reskilling/upskilling at scale, we will build on our track record of delivery to become the UK's first carbon neutral city by 2028.

4. Digital Enterprise

We will build on our digital and fintech strengths to enhance Nottingham as a significant national centre for digital technologies and enterprise, underpinned by a programme of upskilling across our communities.

5. Entrepreneurship & Innovation

We will support businesses (existing, new and early stage) to survive and thrive, targeting growth in key sectors and developing our entrepreneurial and innovation ecosystem.

6. Skills & Employment

We will promote and deliver economic inclusion through job creation, reskilling and upskilling, ensuring all Nottingham citizens are able to take advantage of new employment opportunities.

Underpinning these six ambitions is the drive for greater socio-economic inclusion, the need to address the inequalities experienced by too many people in our city – BAME communities, women, young people, older people and people with disabilities.

Significant work to deliver these six ambitions is already underway, but with support and investment we will deliver growth in jobs and productivity, not just for the City but for the benefit of the wider region and the UK as a whole.

We must make sure that these ambitions reach right across the City, to all its people, and we will collaborate with our neighbouring towns so that the benefit of our approach flows through the wider region; and we will work with all our communities to ensure that local people have the skills and opportunities to participate in the inclusive, green, creative, digital economy that we are striving for.

THEME 1: CITY OF CREATIVITY & CULTURE

We will build on the Creative Quarter, our Unesco City of Literature status and the transformation of Nottingham Castle to become an internationally renowned centre of culture and creativity. We will deliver a decade-long series of cultural events, and use our history – from Raleigh to Games Workshop to digital tech businesses – as a catalyst for innovation and entrepreneurship.

We have an opportunity to learn from global cities that have used creativity and culture as the central tenets of a reimagined economy – cities such as Austin, Texas and Berlin that have used the forces of creativity and culture to reimagine a place, built upon the foundations of a strong creative economy.

We will put creativity and culture at the core of our plans and work towards a vision of Nottingham as

an international beacon for creativity and culture. Nottingham has a growing reputation as a centre for the creative industries, and regional city strengths in music, culture, sport and leisure – with assets such as the Royal Concert Hall, Rock City, Dance4, the Theatre Royal and Nottingham Playhouse; Nottingham Castle, Nottingham Contemporary, the New Art Exchange and the Galleries of Justice; Nottingham Forest, Nottingham Panthers and Trent Bridge.

We will not simply rely on the story of our past, we will build on it by bringing forward projects that imaginatively reflect the Nottingham spirit as we set our own path to a prosperous future. In the short term, this will include a series of projects that can be delivered flexibly and at low cost, allowing for the longer term work which will include the imaginative redevelopment of the Broad Marsh area, from the Castle to the new Nottingham College City Hub.



THEME 2: RESHAPING THE CITY

We will use the Broad Marsh redevelopment as a catalyst, and set out our post-Covid plans for a more inclusive and sustainable city centre in a new City Centre Strategy. We will build on the resurgence of local neighbourhoods as people adapt long-term to changes, and seek to establish ‘15 minute neighbourhoods’ across the city.

Key to transforming the city’s economy is ensuring that at the heart of it lies a strong, sustainable, vibrant city centre. Prior to Covid, Nottingham’s city centre, like city centres across the country, was going through a period of rapid change. Covid has accelerated the pace of this change and we are rethinking the future of our city centre, creating more places to live and reimagining our High Street.

Our plan is in two parts: short term recovery, helping our businesses, particularly those in the retail and hospitality sectors to survive and recover post lockdown; and in longer term, the rebalancing of our city centre to ensure it meets the needs of a sustainable post-Covid city economy.

Our pre-Covid City Centre Strategy contains much that is still relevant and inspiring for the future, but Covid has presented a fresh set of challenges and so we are currently rethinking this strategy to address these challenges. Central to this is a reshaping of the city centre so that we ensure a sustainable balance of different uses and enablers – retail and leisure, flexible office space, residential and student accommodation, public realm and green space, health and education provision, sustainable transport and excellent digital connectivity.

Liveability is a central concept to the future development of the City, and housing development and regeneration is essential in supporting the city’s economic renewal – the provision of homes to support Nottingham’s growing workforce, the retention and attraction of skills and talent, and the engagement of citizens and businesses in the job and contract opportunities that housing development provide. Nottingham already has significant housing development underway with 1,850 new homes under construction across the city in October 2021. We will continue to bring forward a wider mix of quality residential accommodation, green public realm and supporting infrastructure (such as healthcare and, potentially, a school) to attract young professionals, retain graduates, and encourage families and older people to live and stay in the City. We will deliver a Student Living Strategy to ensure an integrated approach to city living is adopted, We will support Nottingham to become a Unicef child friendly city.

We will expand green and blue corridors that improve the environment and enhance biodiversity, support the health and wellbeing of residents and visitors by extending sustainable transport routes for walking, cycling and jogging, and boost the visitor economy.

Whilst the reshaping of the city centre is central to our vision of a sustainable post-Covid economy, we recognise that an inclusive economy needs to be built across the City with place-based investment in the neighbourhoods beyond the city centre. Local retail has benefitted through the lockdown as city centre commuters have switched to homeworking and whilst we want to see workers return to city centre offices, it is unlikely that we shall see a full return to pre-Covid working arrangements of large, densely populated open plan offices – more likely is a hybrid pattern of homeworking mixed with use of offices for meetings and collaborative working.

We will establish ‘15 minute neighbourhoods’ – where most of people’s daily needs can be met within a short walk or cycle – across the city. We will seek opportunities to develop retail, office and industrial areas outside of the central area; ranging from socio-economic hubs, such as in Hyson Green or Bulwell; to retail corridors on Alfreton Road and Mansfield Road in Sherwood; to industrial areas in Basford and Lenton/Dunkirk; and to the outer estates in the north of the city.

Work already underway:

- Transformation of the City's Southside – from Nottingham Castle, through Broad Marsh to the Island Quarter, £650m of active development work on key regeneration sites has continued throughout the lockdowns, including major new housing developments and purpose-built student accommodation for the city's growing population.
- Transforming Cities Fund – £161m being invested to transform the gateway to the city from Nottingham Station to Broad Marsh and Nottingham Castle, and to create and improve sustainable transport infrastructure across the city and wider area..
- Student Living Strategy – the Universities and City Council are working together to diversify and improve the range and quality of student accommodation, and reduce the reliance on HMOs (houses of multiple occupation),
- Levelling Up Fund – £18m secured for local neighbourhood transport improvements, connecting residential areas with local centres, reducing traffic around schools and expanding the EV charging network.
- Reducing vacancies in the city centre – working proactively with stakeholders to reduce vacancy levels in key city centre locations such as Bridlesmith Gate.
- Biodiversity improvement projects – a £10m ERDF-funded programme to open up green and blue areas across the city.

Our proposals:

- Reimagining Broad Marsh. Work is underway and the Broad Marsh Advisory Group has presented its transformational vision for the redevelopment of the Broad Marsh area – from the Castle in the west to the new Nottingham College centre in the east, and centred around a 'Green Heart' – as an exemplar of post-Covid city centre development.
- City Centre Strategy. The pause in the redevelopment of the Broadmarsh Shopping Centre has given us the opportunity to rethink and reimagine not just the Broad Marsh area, but the city centre as a whole. We will set out our approach to transforming the City for a post-Covid world in a refreshed City Centre Strategy, outlining our long term vision for the city centre.
- The Island Quarter. The redevelopment of the former Boots Island is progressing, the first phase of the project is set to open to the public in the spring of 2022. The mixed use development will create office, retail and residential space alongside a range of hospitality venues and public realm, creating 4,500 jobs when completed.
- City Centre & Neighbourhood Regeneration. Prior to Covid, Nottingham was undergoing an unprecedented period of regeneration, focused on the City's Southside but with developments across the city centre. Many of the developments have continued throughout the lockdown, but not all. We will seek investment to unlock long-term viable stalled sites whose immediate viability has been impacted by Covid, including residential development at Nottingham Waterside and mixed use development across the city's neighbourhoods.
- Vacant Premises Fund. We will continue to work proactively to bring vacant premises back into use, exploring grant schemes to incentivise landlords, rent subsidy for new businesses and support for meanwhile use.
- Transformation of Nottingham & Beeston Canal. Key improvements on the stretch from Meadow Lane Lock to Castle Marina as part of a wider green-blue active travel route from Colwick Park to Attenborough Nature Reserve.



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THEME 3: CARBON NEUTRAL CITY

Through transformational green investment at scale, we will create jobs and deliver triple bottom line (economic, environmental, social) benefits to sustainably grow Nottingham's economy and support the city's ambition to become carbon neutral by 2028.

Nottingham has made a bold commitment to become the UK's first Carbon Neutral City by 2028, and the net zero ambition is central to the city's economic renewal. A carbon neutral Nottingham presents opportunities for investors, opportunities to attract and retain new businesses, and opportunities for local people to develop the skills to access good quality jobs. The City has a track record of supporting innovation in energy and low-carbon projects – such as the mass installation of photovoltaic solar panels on council houses, the district heating network and Energiesprong retrofitting – and we want to support business to grow and access these new markets.

Nottingham's Carbon Neutral Action Plan provides the basis for renewing and regenerating the City in a

sustainable way. By aligning our economic priorities with our carbon neutral ambition, we can simultaneously address the climate change challenge whilst improving the quality of life for citizens and ensuring a thriving economy with long-term growth and job creation.

Our ambition includes the mass scaling up of retrofitting, and the continuing development of

sustainable transport systems and active travel – to connect people across Greater Nottingham (and Derby) to future employment sites (such as HS2 Toton and Ratcliffe on Soar), ensuring that the two-city region at the heart of D2N2 can sustainably drive the wider regional economy and transform lives.



Work already underway:

- Carbon Neutral Action Plan. The Nottingham City Council Carbon Neutral Action Plan sets out our wide ranging partnership approach to becoming the UK's first carbon neutral city by 2028, with an ambitious programme to build a low carbon economy on sustainable technologies that creates high quality employment.
- Accelerating Reduction in Carbon (ARC). The £1.6m ERDF-funded energy grant programme provides local businesses free energy audits and grants to improve the energy efficiency and costs of running their businesses.
- Deep Retrofit Energy Model (DREEM). An £11m ERDF-funded project retrofitting over 100 houses across the city using the award winning Energiesprong model and piloting its application in an educational setting.
- Innovative technology. We are trialling a range of innovative technologies – including vehicle-to-grid electric vehicle charging, battery storage, deep retrofit to increase energy efficiency, heat pumps, fuel cells – to test the business case for and benefits from installing these.
- Nottingham Carbon Neutral Housing. A £350k Community Renewal Fund project led by the University of Nottingham that will assess the cost-effectiveness of different retrofit models and train 60 local people as retrofit installers.

Our proposals:

- Skills for Green Growth. The transformation to a low carbon economy requires significant investment in skills. Working with Midlands Engine, we will develop skills pathways and programmes to support the development of a diverse and inclusive low carbon energy and Green Growth workforce, able to access the good quality jobs that the sector offers.
- Domestic Energy Efficiency Retrofit Programme. Nottingham has around 5,500 solid brick or system built council houses that require external wall insulation and other fabric energy efficiency measures. Building on the approach being piloted through Nottingham's current BEIS funded Whole House Retrofit Destination Zero, a retrofit programme of 1,000 council houses properties per year would be a game changer in driving the development of a new locally-based industry to manufacture and install high quality external wall insulation and other measures, using modern methods of construction, offsite manufacture and digital innovation in energy use.
- Business decarbonisation. We will continue to encourage and support businesses to reduce their energy use and carbon footprint as this will not only support the wider carbon reduction programme, but will help businesses to reduce costs and become more efficient.
- Extension to tram network. We will seek to develop the business cases for the Toton, Clifton and Gedling

extensions, to connect areas of housing growth with areas of employment expansion, and reduce carbon emissions, bringing benefits beyond the City.

- New primary substation. This would facilitate delivery of low carbon energy projects and also help to stimulate growth in new developments across the south side of the City, where additional supply cannot be met from the existing network.
- Minewater energy. A rollout mine energy scheme to supply 1,000 new and existing homes in the Crabtree Farm/Stanton Tip area. Testing at this scale would enable us to assess the technology's viability for widespread application across major infrastructure investments. The scheme will inform similar developments across the county.
- Green Transport Corridor. A step-change in adoption of active transport (cycling and walking) will be driven by the development of green transport corridors through implementation of blue-green infrastructure along existing routes such as rivers (from Colwick to Trent Bridge), canals (from Meadow Lane Lock to Castle Marina), roads and disused transport infrastructure.

THEME 4: DIGITAL ENTERPRISE

We will establish a digital hub in the city centre, with regional outreach to satellite centres in Nottinghamshire, to create new digital tech jobs and expand digital skills and employment opportunities for local people.

Nottingham is a nationally leading tech centre, with excellent broadband and 4G networks, great Universities, emerging FinTech, MedTech and Augmented Reality clusters. For Nottingham to excel, it needs to improve its digital infrastructure, increase digital skills, support the various digital sub-sectors that are growing rapidly, and recognise the economic growth that is already there from this key sector.

With brands such as Experian, Capital One, Parexel, Init, Little Fish, Affari Media, MyUnidays and Hallam, Nottingham is already home to some of the most innovative digital and tech businesses in the UK. And with the Creative Quarter Company – a Creative and Digital economic development agency for the CDI (creative & digital industries) sector – Nottingham is well placed to drive this key sector further. We will strengthen Nottingham's position as a significant

national centre for digital technologies and enterprise, underpinned by a programme of upskilling across our communities to ensure a diverse and inclusive digital workforce and close the digital skills gap.

The digital hub and satellites will built on existing strengths in fintech, data science and creativity – and

support our carbon neutral ambition – to create a globally significant centre of excellence. We will support new and growing digital businesses to create over 1,000 tech jobs in the next 5 years. We will expand digital opportunities for local people in Nottingham and Nottinghamshire through a coding and data science outreach programme across all communities.



Work already underway:

- Digital infrastructure in the City – we are working with providers such as City Fibre and ITS, who have a concession to put 10Gbit fibre in the tram ducting and have now built out the fibre network to over 75km of full fibre to premises.
- Smart Wireless Innovation Facility (SWIFt) - D2N2 funding allocated for NTU's SWIFt at its Clifton Campus as a test-bed for SMEs developing new apps and products.
- The Big House and Growth Hub Digital Upscaler projects – helping those businesses about to grow rapidly, from small to medium to large.

Our proposals:

- Digital Nottingham. An innovation hub at the University of Nottingham's new Castle Meadow campus in the city centre – creating a research and knowledge exchange programme in Artificial Intelligence, data science and FinTech in partnership with industry – that will deliver lasting benefit for the city's economy.
- Digital Skills. Our Universities working with Nottingham College will deliver digital apprenticeships and short courses to upskill and

retrain across the community for a shift from retail and hospitality to digitally-enabled careers. In particular we will target disadvantaged communities to develop digital skills through outreach programmes.

- Excellent Digital Connectivity – for businesses and residents. Focusing on Nottingham's leisure, culture and visitor economy sectors, Connected Nottingham is a fully distributed 5G demonstrator, with edge computing transforming use case technology and taking immersive experiences further. This will include the extension of NTU's SWIFt facility to the City and Mansfield, as well as across NTU's Clifton Campus to create a testbed for new technology and applications by businesses.
- Support digital enterprise and new business. We will seek to establish a fund to support digital SMEs and entrepreneurs through business loans, start-up & scale-up grants, infrastructure costs and business rate relief.



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THEME 5: ENTREPRENEURSHIP & INNOVATION

We will develop our enterprise and innovation ecosystem through a programme of business investment and support, targeting key sectors with the potential for significant long term, sustainable, clean growth.

Nottingham is a great place to start a business. It is home to two leading universities, working together and with partners under the Universities for Nottingham Civic Agreement, and BioCity. The Growth Hub, plus the many business support programmes in the area – The Big House, Medilink, Invest in D2N2 – offer a set of support networks offering coaching, mentoring, advice, access to finance and links to bigger opportunities in the UK and internationally.

With over 35 different incubator and start up locations across the City (in sectors such as fintech, life sciences, culture and creative industries), as well as University linked incubators and Nottingham Science Park, Nottingham offers some of the best services available for entrepreneurs, scientists, or people moving out of their bedroom into larger expanding start ups.

We will continue to support businesses to start, grow and thrive in Nottingham across all sectors, with an emphasis on those sectors – such as green industries, digital technology, creative industries, biosciences – where the city has particular strengths. We will ensure that people are able to develop the skills – including through lifelong learning and the lifelong loan entitlement – to enable them to access new opportunities.



Work already underway:

- Covid Business Support Grants. We have administered £100m of UK Government Covid business support grants and £40m of business rates relief to support our businesses throughout the pandemic, alongside a £1m fund to enable businesses adopt new IT based solutions to help them recover from COVID 19, and the Welcome Back Fund and Reopening the High Streets Safely Fund which have supported the safe reopening of the City Centre..
- The D2N2 Growth Hub offers one stop support for businesses including:
 - Signposting to over 100 business support programmes such as access to finance, sector support and skills programmes.
 - Specific local focus on key sectors – creative and digital industries, life sciences, food and drink manufacturing, high value manufacturing and low carbon.
 - The Business Investment Fund, a £6m grant scheme to help 200 businesses invest to grow.
 - Specialist support for BAME businesses through B-Global, the pioneering black-led business network.
- The Big House project, supporting over 700 creative and digital businesses to establish and grow.
- Invest in D2N2, a £5m programme working with Invest in Nottingham to generate inward investment to the area to support hundreds of businesses and jobs.

Our proposals:

- Highly developed innovation projects run by the Universities, engaging with businesses and placing students in businesses to support innovation programmes, including:
 - NTU: The Hive, the new Dryden Enterprise Centre and the new Med Tech Innovation Facility.
 - University of Nottingham: an international student entrepreneurship programme at the Sir Colin Campbell Building Ingenuity Centre supported by the Haydn Green Institute.
- East Midlands Accelerator, a £1m Community Renewal Fund collaborative programme led by the East Midlands Chamber of Commerce to support business growth, decarbonisation and employment in key sectors.
- The expansion of Nottingham Science Park, providing new units close to University of Nottingham.
- Nottingham College, offering enterprise incubator spaces at its new city hub.
- Sustainable Urban Development (SUD) programme, supporting the creation of incubator spaces across the City, including the NTU Dryden Enterprise Centre.
- Foresight Nottingham Fund, a £40m equity investment fund launched in 2013 to support SME growth in key sectors.
- Growth Hub. Secure funding for the Growth Hub beyond December 2023 when current EU funding ends, to ensure continuing provision for businesses.
- Sector Innovation Hubs. Nottingham is home to emerging clusters of national significance in lifesciences and healthcare, fintech, clean tech, music and creative arts. With support, we will establish and grow these sectors using the successful 'sector innovation hub' model developed at BioCity. The lifesciences and healthcare, fintech and clean tech hubs will support the commercialisation of university and other technologies and drive the recruitment and retention of high quality jobs. These Hubs will comprise four key elements:
 - Space and services. Flexible access to offices, labs, workspace, studios, equipment and services for early stage and growing companies.
 - Industry focussed community. Strong, well-networked community of tenants, support services, industry leaders and experts providing an ecosystem to support the next generation of entrepreneurs in key sectors.
 - Start-up and Scale-up programmes. Accelerator programmes that increase rate of business survival and growth.
 - Access to venture finance. Investment readiness support and access to capital to accelerate the growth of the most promising opportunities.
- Business Investment Programme. Package of investment and finance (recyclable loans, equity, grants) targeted at business with significant growth potential in key sectors. This could include start-up competition awards and early stage soft loans for companies in the music and creative arts.
- Business Support. We will build on the existing business support offer through the Growth Hub and ERDF-funded programmes and ensure a range of business support programmes that meet the changing needs of local businesses.
- Digital Platform – Entrepreneurial Notts. A digital platform to inspire, encourage and support innovative and entrepreneurial activities across the population. By showcasing the entrepreneurial talent and activity already present in Nottingham and by sharing their experiences and lessons learned, we aim to inspire and educate Nottingham's next generation as well as highlighting Nottingham to the rest of the world as an entrepreneurial city with a rich, collaborative enterprising culture.

THEME 6: SKILLS & EMPLOYMENT

We will promote and deliver economic inclusion by supporting disadvantaged groups into sustainable employment through job creation and targeted employment support and reskilling/upskilling programmes.

Since the onset of the pandemic, Nottingham has seen a significant rise in unemployment levels in the City, with some communities and groups such as BAME, young people, older people, women returners, and people with disabilities disproportionately affected by the economic impacts of the pandemic.

We will address these inequalities and prevent long-term mass unemployment by taking an inclusive and targeted approach, ensuring underrepresented groups within our communities gain the necessary advantages to succeed in a competitive jobs market, providing people with the skills and vocational training needed to gain employment in Nottingham's growth sectors (e.g. digital, low carbon and creative sectors).

We will also tackle sectoral disruption by directing employment and skills support to businesses in sectors struggling to recruit as a direct consequence of the pandemic (e.g. hospitality, health and social care, transport and logistics).

We will work with our partners to prepare for the introduction of UK Shared Prosperity Fund through a strategic commissioning framework, ensuring that our employment and skill priorities are clear and that we are positioned well to secure investment from the Government's wider Levelling Up funding.

Employment & Skills will also play a vital role in supporting delivery of wider strategic priorities set out in this Plan by:

- Providing a skilled workforce to meet recruitment demands of employers in priority sectors and developers and SMEs leading regeneration efforts in the City, particularly building capacity and resilience in the City's low carbon skills base;
- Ensuring communities gain basic and advanced digital skills increasing inclusion and driving productivity;
- Working with Schools, Colleges and Futures to equip young people with core STEM and creative skills, unlocking our ambition to become a world class City of Creativity, Culture and enterprise/ entrepreneurship;
- Colleges and Universities collaborating to create an integrated pathway for young people to progress and develop the higher level skills required by local employers, and for older people to develop skills through lifelong learning opportunities.

Work already underway:

- Nottingham Jobs Service, connecting local people with jobs and ensuring employment support is available locally within communities, particularly for those with more complex needs.
- Targeted employment support through ESF funded provision (Way2Work, Pathways to Health & Social Care and Nottingham Works4You) and local 'community hubs'.
- Kickstart. We have secured 800 job placements for 16-24 year olds with over 130 employers, with employee salary costs subsidised by government.
- A joined up redundancy support service, in partnership with DWP and the National Careers Service and promoted through our Growth Hub networks.
- Strategic Development Fund Pilot. In response to the Skills and Post-16 Education Bill, we are working with Nottingham College to implement the Pilot, supporting colleges and employers to better align provision, technology and teaching to industry standards.
- Newstart. A £1.2m Community Renewal Fund project to help 100 people to develop skills and gain sustained employment.
- Volunteer It Yourself. A £300k Community Renewal Fund project to support 150 young unemployed people gain vocational skills and qualifications through renovating local community buildings and spaces.

Our proposals:

- Nottingham Jobs Service. Secure funding to deliver the Nottingham Jobs Service beyond December 2023 when current EU funding ends to ensure continuing provision for job seekers.
- People into Jobs. Through the Nottingham Jobs Service, provide community-based employment support to help 1,000 unemployed disadvantaged individuals (BAME, young people, older people, women, people with disabilities) into employment annually.
- Job Creation & Inclusive Recruitment. Work with employers via the Nottingham Jobs Service, Skills Access Hub and Growth Hub to unlock 1,000 accessible jobs and adopt inclusive recruitment practices, ensuring disadvantaged groups have access to jobs, whilst meeting the recruitment needs of employers.
- Skills for Growth. In response to the Skills and Post-16 Education Bill, work proactively with skills providers and employers to address skills shortages:
 - Develop flexible foundational skills training for 16-18 year olds, particularly those identified at risk of NEET, supporting successful progression into employment
 - Develop a reskilling programme for adults with no or low qualifications unlocking access to jobs
 - Link intermediate and higher technical skills pathways to jobs (e.g. via National Skills Fund, fully funded level three qualifications, skills bootcamps, lifelong learning loans), increasing productivity levels in key sectors (e.g. digital, low carbon and creative sectors)
- Ensure community learning provision is in place to help people develop the skills needed to access level 3 pathways
- Encourage collaboration between FE and HE providers in the City to facilitate the creation of a single integrated skills pathway between colleges and universities for both learners and employers.
- Joint Youth Strategy in partnership with DWP, to tackle youth unemployment by bringing together policy and resources to address youth unemployment.
- Nottingham Youth Hub Project. Launch eight pilot Youth Hubs across Nottingham, providing community based wrap around employment support, increasing access to education training and employment for young people
- Apprenticeships. Through the Skills Access Hub, help young people and employers take advantage of Apprenticeships and Traineeships, whilst maximising the Apprenticeship Levy locally, increasing Apprenticeship uptake in Nottingham.
- Careers Guidance. Work with the D2N2 LEP, Futures and The Careers & Enterprise Company, to establish a 'careers hub' across the City, ensuring quality careers guidance is available to young people, particularly those at risk of becoming NEET, throughout all City Schools.
- Digital Poverty. Reduce digital poverty and associated inequalities in the City by delivering a three-year initiative to increase access to IT equipment, improve connectivity via free wifi and increase digital skills to ensure individuals can benefit from a digital economy.
- Creating New Businesses. Develop a self-employment programme for unemployed people increasing access to business support and provide financial support to enable them to survive the first year in business.
- Women into Employment. Develop targeted support for unemployed and underemployed women whose employment status has been impacted by the pandemic; creating accessible employment pathways.

DELIVERING THE PLAN

This plan sets out the strategic framework for the city’s economic renewal, but any plan is only as good as its delivery.

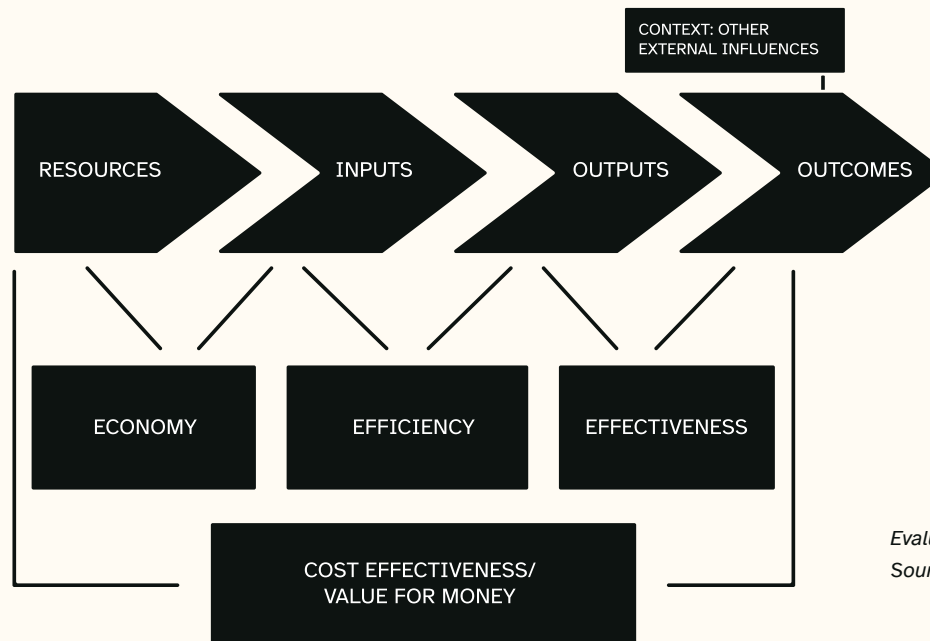
This plan outlines a range of work already underway and sets out a series of proposals that are at various stages of development. Growth Board ‘Champions’ have been identified for each of the six ambitions within this plan, and are currently working with One Nottingham and City Council colleagues to map and coordinate activity, initiate new ideas and mobilise the partnership to deliver activity for each of the ambitions. Through this process, they will develop detailed delivery action plans that will be published in due course for each of the six ambitions, setting out the actions through which we will achieve each of these ambitions. Project proposals that require public funding will be expected to evidence the need for the funding, value for money and deliverability, as well as setting out the outputs and outcomes against which they will be measured.

We will monitor the delivery of these action plans through a robust programme management framework that will ensure projects are delivered, and we will measure their impact through a performance management framework that will monitor not just key economic indicators, but crucially will focus on inclusive growth metrics to ensure that the central aim of economic inclusion is being delivered.

The performance management framework will incorporate both output and outcome measures. Outcome measures relate to high level strategic objectives (e.g. improving the health or performance of the Nottingham economy) and will inform future strategic decisions. Output measures are performance indicators that measure the efficiency and effectiveness of specific projects or programmes of activity. The relationship between inputs, activities, outputs and outcomes is captured in the following logic model:

The action plans will evolve over time through an iterative cycle of ‘plan, implement, review’, to ensure that projects and initiatives achieve their intended results and contribute towards the aim of inclusive growth, and to identify further actions to address new challenges as they arise.

Delivery of the plan will be overseen by the Nottingham Growth Board, which will review quarterly performance reports. The One Nottingham Board will receive bi-annual reports on inclusive growth, and City Council Portfolio Holders will receive regular progress reports.



Evaluation/performance monitoring logic chain.
Source: HMT et al 2004 Choosing the Fabric





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