

## ECONOMIC DEVELOPMENT STRATEGY – DELIVERY PLAN 2016-17

JOBS, SKILLS AND TRAINING – Proposed budget commitment of £71,000				
Ambition 1: enhance Nottinghamshire's reputation for being the home of great employers				
Outcomes	Actions	2015-16 achievement	2016-17 measure and target	2016-17 resources
Increase in the number and visibility of Nottinghamshire employers who invest in their workforce and are socially conscious	Link Living Wage outcomes to the County Apprenticeship Project and the Nottinghamshire Economic Development Capital Fund	<p>xx% of apprentices moving into jobs that pay the Living Wage. <b>To be reported at a later date</b></p> <p>70% of jobs created through the Capital Fund paid at the Living Wage</p>	<p>20% of apprentices moving into jobs that pay the Living Wage</p> <p>75% of jobs created through the Capital Fund paid at the Living Wage (Note: this being the Living Wage Foundation figure, not the national Living Wage figure)</p>	<p>Linked to Futures contract (see below)</p> <p>£3.5 million remaining from the original £5million Capital Fund (covering up to 2020); £10,000 technical support + significant staff time (cross reference to Ambition 9)</p> <p><small>[Note: funded from ring-fenced budget allocation – not part of Committee's base budget]</small></p>
	Support the strategic work of the Nottingham and Nottinghamshire Skills and Employment Board (N2 SEB) in supporting business growth and job creation	Contribution towards the N2 SEB staffing and revenue costs (web development, marketing and the development of the N2 Skills and Employment Strategy)	Review actions of the private sector led N2 SEB relating to the N2 SEB Strategy for 2015-2020 and the Board's wider work on: skills development, ensuring young people are prepared for the world of work and the future needs of our economy	<b>£20,000</b> towards costs associated with the recruitment of the Employment & Skills Co-ordinator <b>[Agreed by Economic Development Committee, Sept 2015]</b>
	Support work associated with the recognised market failure in Small and Medium Size Enterprises (SMEs) effectively recruiting and retaining graduates. In particular (but not limited to) working with the Higher Education Sector to resolve challenges facing industry through schemes	Engagement with the part ERDF financed <i>Aim Higher Programme</i> which had been operating in Ashfield and Mansfield to create new SME placements	<p>10 x 12 week placements to be delivered by July 2016</p> <p>Develop a partnership funded project aimed at securing improved rates of graduate retention in the local areas from the two main universities, in particular creating new placement opportunities for recent graduates (either from one of Nottinghamshire's universities or graduates who have</p>	<b>£15,000</b> to cover the costs of follow on work associated with graduate retention and placement

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	where students, graduates and businesses work together		returned to Nottinghamshire at the end of their studies)	
<b>Ambition 2: help Nottinghamshire companies to offer the best possible apprenticeships</b>				
<b>Outcomes</b>	<b>Actions</b>	<b>2015-16 achievement</b>	<b>2016-17 measure and target</b>	<b>2016-17 resources</b>
Increase in the number of SMEs offering apprenticeships for the first time	Manage the County Apprenticeship Project with Nottinghamshire Futures  Promote apprenticeship opportunities through business networks	- 63 new employers recruiting apprentices  - 73 young people taking up new apprenticeships	- 10 new employers recruiting apprentices (to achieve target of 176 apprenticeship places)  - 12 young people taking up new apprenticeships (to achieve target of 176 apprenticeship places)	£194,068 remaining from the original £342,000 Futures budget <small>[Note: funded from reserve – not part of Committee's base budget]</small>
Increased levels of employment among young people who are Learners with learning difficulties and/or disabilities (LLDD) and/or Not in Education, Employment, or Training (NEET)	Broker partnerships with employers and training providers	- 25 starts  - 20 supported internships	- 12 starts (to achieve target of 45 work placements)  - 13 supported internships (to achieve target of 15 supported internships)	£134,842 remaining from the original £158,000 budget <small>[Note: funded from reserve – not part of Committee's base budget]</small>
<b>Ambition 3: help vulnerable and isolated people across the County access work and training</b>				
<b>Outcomes</b>	<b>Actions</b>	<b>2015-16 achievement</b>	<b>2016-17 measure and target</b>	<b>2016-17 resources</b>
Operation of Nottinghamshire Work Club network	Support nine Work Clubs across Nottinghamshire	Employability support provided to an average of 5 service users, per work club, per week across the nine County Council work clubs	Circa 50 clients to be transitioned into the new provision and ceasing the Work Clubs approximately halfway through 2016/17 financial year	<b>£26,000</b> to cover transitional arrangements resulting in 6 months' worth of continued delivery until the alternative provision is in place <b>[Agreed by Economic Development Committee, Jan 2016]</b>

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Enable unemployed people to access job opportunities where transport is a barrier	Service Level Agreement with the Wheels to Work (W2W) programme	The NCC contribution has supported 19 people into work and training through the Moped Loans and Ignition Scheme	To be negotiated with the provider	<b>£10,000<sup>1</sup></b> to support the transition to a more sustainable model and enable the W2W team to identify/generate alternative sources of match funding
		Achieved £80,000 leverage on the Ec Dev investment		

### ENABLING BUSINESS GROWTH - Proposed budget commitment of £399,500

**Ambition 4: understand the growth needs of key businesses and sectors in Nottinghamshire and support the development of new products and services to achieve business potential**

Outcome	Action	2015-16 achievement	2016-17 measure and target	2016-17 resources
National and local business support influenced to the needs of existing businesses within the key sectors across the County to stimulate growth	Maintain an overview and participation within D2N2 working groups on key sectors and with the development of the D2N2 Growth Hub (see also Ambition 6)	Maintained an overview and participation within D2N2 working groups on key sectors and growth hub	Secure D2N2 Growth Hub presence within and engagement with Nottinghamshire's Innovation Centres	Staff time
Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership (D2N2 LEP) sector priorities reflect Nottinghamshire growth ambitions	Influence D2N2 sector planning with practical projects and proposals for funding which relate to Nottinghamshire businesses	Reviewed sector plan for low carbon with D2N2  Health and Social Care Economic Plan drafted  Reviewed and evaluated the Creative Greenhouse Network	Participation in LEP-driven sector plans and meetings to influence the Nottinghamshire impact  Adoption of the Health and Social Care sector by D2N2 as a focus for future investment  Advance discussions with both the D2N2 Creative and Digital Consortium (which is subject to a successful European Regional	Staff time £62,500 [Note: Contribution to D2N2 to be funded from contingency - not part of Committee's base budget]  <b>£5,000</b> allocation to support the Creative Greenhouse networks transition to a new operating model and

<sup>1</sup> To be kept under review

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		Continuation of part-time co-ordination of the Creative Greenhouse network and an evaluation undertaken to determine its future	Development Fund application) to ensure the networks membership benefits from a range of business and entrepreneurship support offerings and with Vision West Notts college to develop a sustainable business model	supporting planned events <b>[Agreed by Economic Development Committee, Feb 2016]</b> Staff time
	Maintain understanding of and relationships with key financial assistance schemes	Considered reviews by LEP and others of access to finance schemes and Growth Hub provision	Ensure businesses are aware of opportunities through European programmes and support delivery where appropriate in alignment with the Capital Fund	Staff time
Nottinghamshire companies get maximum benefit from financial products available to them	Promote availability of existing and new schemes across Nottinghamshire's business community	Relationships established with N2 Growth Fund and the Invest 2 Grow Fund managers and with private commercial agents	Maintain relationships and support the development of new funding with partners	<b>£4,000</b> (£10,000 over a 3 year period) to be used as an operational budget to support the delivery of the TA programme <b>[Agreed by Economic Development Committee, Nov 2015]</b>
<b>Ambition 5: understand the growth needs of key businesses and sectors in Nottinghamshire and support the development of new products and services to achieve business potential</b>				
<b>Outcome</b>	<b>Action</b>	<b>2015-16 achievement</b>	<b>2016-17 measure and target</b>	<b>2016-17 resources</b>
Enhanced County Council relationships with the wider Nottinghamshire business community	Review and restate the vision and purpose of the Notts Business Engagement Group (NBEG). Ensure NBEG's role as the business voice in relation to D2N2 and the Combined Authority is established.	Refreshed the aims/Action Plan of NBEG  Revised Terms of Reference  Refreshed representation on NBEG from the D2N2 LEP Board and linkages established with the Growth Hub.	Overall aim is to work with small and micro business in Nottinghamshire to sustain business and drive growth  NBEG members to be surveyed to determine key priorities and to influence the provision of business support for the coming year:	Staff time – including part-contribution drawn from the D2N2 Growth Hub ESIF submission  <b>£2,000</b> towards costs of facilitating NBEG meetings and web development

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			Wider linkages being subject to clarification on devolution and associated structures.	
			Continued membership of key lobbying and sector representative organisations to support the understanding of key issues impacting on business development	<b>£10,000</b> towards memberships fees including the Industrial Communities Alliance, Chief Economic Development Officers' Society and Chamber of Commerce Staff time
Enhance access to, and use and quality of, information communication and technology (ICT) among indigenous county businesses	Take a strategic role in developing a partnership with other D2N2 upper tier councils with a view to optimising available European Union (EU) funds	<p>Production and submission of an outline funding bid under European Structural and Investment Funds (ESIF) European Regional Development Fund (ERDF)</p> <p>£25,000 spent on pre-development concepts in support of the ESIF digital business support bid. In addition to 1-1 Adviser support delivered by the Chambers eBusiness Club Manager, the following outputs were achieved:</p> <ul style="list-style-type: none"> <li>- 6 Awareness Raising Seminars – attracting 200 Nottinghamshire based delegates</li> <li>- 10 Full Day Strategic Action Planning Workshops – attracting 100 business delegates and 60 unique businesses</li> </ul>	<p>Evaluation of pre-development concepts in support of ESIF digital business support programme (to be reported to EDC)</p> <p>Production of full funding bid for the (ESIF) D2N2 Digital Business Growth Programme, to provide SMEs with the knowledge, tools and ability to use and exploit ICT to maximise wealth generation via circa £7.58m of funding invested into the D2N2 area economy between 2016 and 2018. If full match funding allocated this would result (across D2N2 area) in:</p> <ul style="list-style-type: none"> <li>- 870 businesses receiving support</li> <li>- 100 new (start-up) businesses supported</li> <li>- 450 businesses introducing 'new to the firm; products via an ICT grant</li> </ul>	<p><b>£70,000</b> towards the match funding package for this programme (£210,000 over a 3 year period) <b>[Agreed by Economic Development Committee, Jan 2016]</b></p>

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		It is intended that business beneficiaries will be used as a 'pipeline' for the main ESIF digital business support programme	- 450 businesses benefitting from 1:1 ICT and digital skills advice and support - 360 full-day strategic 'action planning' workshops - 96 'awareness-raising' technology based seminars, hackathons and demonstrators - 1 Digital Conference & Expo	
Ambition 6: support Nottinghamshire to become <i>the</i> place for new business starts and business growth				
Outcome	Action	2015-16 achievement	2016-17 measure and target	2016-17 resources
The County's Innovation Centres are recognised for hosting and supporting new and high growth businesses	Maximise occupation and graduation levels from the Innovation Centres	<u>Occupancy</u> - Contract composite 89.8% (+1.8%) - Mansfield 92.75% (+4.75%) - Newark Beacon 85.25% (-2.75%) - Turbine 91.5% (+3.5%) - (forecast Performance to target in brackets)	Innovation Centres outcomes will continue to be reported to this Committee annually	The contract costs are met via income generated by the centre but any deficits are met by the individual centre owners with surpluses being shared with the operator per a performance incentive.  Ongoing contract with Oxford Innovation, plus: <b>£55,500</b> to cover provision for deficit, annual maintenance budget and depreciation at the Worksop Turbine [ <b>Agreed at the start of the Contract</b> ]  <b>£3,000</b> follow-on from 2015/16 works undertaken at Worksop Turbine to rebrand and refocus the catering offer to meet tenant needs in a changing market  Staff time, possible call on revenue budget
	Ensure Oxford Innovation delivers against business support targets	<u>Tenant customer satisfaction</u> - 85% scored the services as excellent (based on 60% response rate)	Phase 2 reconfiguration project – business lounge fit out	
		<u>Non tenant customer satisfaction</u> (i.e. conference users) - 80%	Measures and target setting for 16/17 to be negotiated with the provider through the Contract's Strategic Management Board	
			Soft market testing will be undertaken in 16/17 and re-tendering to get the best value for money out of the market. This will include business support and mentoring, as well as facilities management in the context of new innovation programmes and space offers in D2N2	

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<p>The D2N2 Growth Hub will be Nottinghamshire businesses first call for support, promoting a flourishing culture of entrepreneurship, business start-ups and a maximised sustainability of established businesses</p>	<p>Implementation of the next phase of the D2N2 Growth Hub, utilising if successful the first wave of EU funding targeted to enhance the offer to Nottinghamshire businesses</p>	<p>An established and operational Growth Hub, supported by partners, including a comprehensive website, initial diagnostics and a customer management system</p> <p>Temporary business advice secured for Nottinghamshire supported by the D2N2 LEP</p>	<p>Continued support of the Growth Hub model, supporting Nottinghamshire businesses to access good quality comprehensive advice dependent on their specific needs.</p> <p>A minimum of 25% of Growth Hub interventions are to be with Nottinghamshire companies</p> <p>Supporting the delivery of the programme with EU funding from the D2N2 ESIF support. Subject to approval, specific targets via the ESIF programme for Nottinghamshire in 2016/17:</p> <ul style="list-style-type: none"> <li>- 2 Business Support Staff appointed</li> <li>- 100 businesses receiving initial support</li> <li>- 23 businesses receiving in-depth support</li> </ul>	<p>Staff time</p> <p><b>£50,000</b> to support (in tandem with other partners) a combination of core and enhanced local services in the County [<b>£150,000 over 3 years agreed by Economic Development Committee, Nov 2015]</b></p>
<p>A clear understanding of potential need and demand for an outreach innovation service</p>	<p>Nottinghamshire County Council is part funding Nottingham Trent University to complete a feasibility study to assess need, demand and funding options for an outreach innovation service</p>	<p>£7,500 committed to NTU in the current financial year</p>	<p>Completion of the feasibility study in summer 2016 and a presentation to Economic Development Committee on the findings and proposed next steps</p>	<p>Staff time</p>

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Ambition 7: harness the Council's spending and contract power to drive Nottinghamshire's business growth, new business practices and to improve local skills				
Outcome	Action	2015-16 achievement	2016-17 measure and target	2016-17 resources
Procurement strategy 2014-2018	Write the Procurement Strategy	The published Procurement Strategy (2015-2018) <sup>2</sup> aims to set the way forward over the next three years for the Council's Procurement Centre, aligning with the strategic plan for the council, "Redefining Your Council", Economic Development Strategy 2014-18, Equality Act 2010 and other Council policies. The Strategy will keep in step with changes in legislation such as the, "Local Government Transparency Code", "Public Services (Social Value) Act 2012", and the "New EU Procurement Directives 2015"	There are no particular 2016-17 targets. However, the Strategy includes an action plan for the future, monitoring against which will be periodically reported through the Council's Joint Commissioning and Procurement Board and on to members as appropriate.	None
Ambition 8: market Nottinghamshire as <i>the</i> place for inward investment and visitors alike				
Outcome	Action	2015-16 achievement	2016-17 measure and target	2016-17 resources
Collaborative approach towards inward investment and visitor economy agreed	Develop a shared approach to place marketing across Nottinghamshire to drive inward investment and tourism related activity forward.	<p>Experience Nottinghamshire was incorporated as Marketing Nottingham &amp; Nottinghamshire (MN&amp;N) with new Articles of Association, establishing it as the place marketing organisation for the County and City</p> <p>Three year funding agreement entered into with MN&amp;N</p>	<p>MN&amp;N's high level outcomes are:</p> <ul style="list-style-type: none"> <li>- Notts becomes a top 10 location for Foreign Domestic Investment in the UK</li> <li>- Notts has a higher profile as a destination for visitors; demonstrating growth in visitor numbers and sector spend for the benefit of the economy in the County</li> <li>- The area's image and reputation, nationally and internationally, is</li> </ul>	<p><b>£200,000</b> per year (covering the period 1<sup>st</sup> October 2015 to 30 September 2018) [<b>Agreed by Economic Development Committee, Sept 2015</b>]</p> <p>Staff time</p>

<sup>2</sup> <http://www.nottinghamshire.gov.uk/media/105986/procurementstrategy2015-2018.pdf>



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	<p>MN&amp;N have developed its' place marketing strategy</p> <p>To February 2016:</p> <ul style="list-style-type: none"> <li>- 131 Enquiries received</li> <li>- 29 Successes – 29 (12 County – including 3 in the Enterprise Zone i.e. 41%); 17 City i.e. 59%</li> <li>- 1249 Jobs created – (536 County i.e. 43%; 713 City i.e. 57%)</li> </ul> <p>3 bids for Heritage Lottery Fund supported</p>	<p>enhanced with Notts regarded as a vibrant destination for investment and visitors</p> <ul style="list-style-type: none"> <li>- MN&amp;N is the natural membership organisation for relevant businesses in the County – sustainable and with a recognised brand with discernible added value and recognition locally, regionally and nationally</li> </ul> <p>In addition, MN&amp;N are required to develop its business plan by March 2016</p> <p>Six monthly reports detailing the progress being made against the outcomes and the delivery of the Place Marketing Strategy to be considered by Economic Development Committee</p>		
<b>Ambition 9: ensure the effective delivery of the Nottinghamshire LEADER programmes</b>				
<b>Outcome</b>	<b>Action</b>	<b>2015-16 achievement</b>	<b>2016-17 measure and target</b>	<b>2016-17 resources</b>
<p>LEADER<sup>3</sup> programmes launched and first tranche of investments made</p>	<p>Accountable body functions established and staff recruited</p> <p>Programmes launched</p> <p>First tranche of applications received and considered</p>	<p>All Funding Agreements/Delegated Authority Agreements and Set up and evaluation Visits in place/completed. Year 1 Annual Delivery Plan agreed</p> <p>Each Programme (North and South) has launched 2 calls for outline applications and 4 applications have been appraised and invited to full application stage</p>	<p>Work currently underway with the Rural Payments Agency (RPA) to negotiate the Delivery Plan for Year 2 (deadline for submission 15<sup>th</sup> April 16.) This will include financial profiling across priorities and remaining years of the programme, outputs, outcomes, key milestones and key delivery arrangements.</p>	<p>Staff time</p> <p>LEADER programme staff funded through LEADER resources</p>

<sup>3</sup> The acronym LEADER stands for 'Liaison Entre Actions de Développement de l'Économie Rurale' which translates to 'Liaison among Actors in Rural Economic Development'

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		and a further 4 are being processed 15/16	Completion and submission of Annual Attestation Report	
		Websites and programme material (technical and public relations) designed, completed and distributed	Continued Programme Delivery and engagement	
		Local Action Groups confirmed and recruited to	Six-monthly update reports to be delivered to the Economic Development Committee	
<b>INFRASTRUCTURE AND ASSETS – Proposed budget commitment of £30,000</b>				
<b>Ambition 10: unlock capital investment in Nottinghamshire</b>				
Outcome	Action	2015-16 achievement	2016-17 measure and target	2016-17 resources
Encourage capital investment in Nottinghamshire companies	<p>Manage the Nottinghamshire Economic Development Capital Fund (NEDCF)</p> <p>The agreed overall output targets over the initial three years of operation were:</p> <ul style="list-style-type: none"> <li>- 250 Jobs Created</li> <li>- 150 Jobs safeguarded</li> <li>- £6M Leverage – public and private sector</li> <li>- £26k Benchmark cost per job</li> <li>- 20 hectares of Business sites improved</li> <li>- 40 Businesses assisted</li> </ul> <p>Evaluate demand for the fund and its impact to inform future investment priorities</p>	<p>An additional 12 companies supported, creating a further 207.5 Full Time equivalent (FTE) jobs, 11 Apprenticeships. Additional leverage of £9.5M.</p> <p>This brings the total outputs secured to date from the two rounds as follows:</p> <ul style="list-style-type: none"> <li>- 269 Jobs created</li> <li>- 446 Jobs safeguarded</li> <li>- 27 Apprenticeships created</li> <li>- £17.3M in leverage – public and private sector</li> <li>- £26,000 Benchmark cost per job</li> <li>- Between £7,500 to £16,000 projected investment per job</li> <li>- 19 Business assisted</li> </ul>	<p>Capital Fund planned for re-launch Spring 2016. Given the success of Rounds 1 and 2, the NEDCF's remaining target outputs (which will be contributed to but not necessarily achieved during 16/17) have been refreshed as follows:</p> <ul style="list-style-type: none"> <li>- 350 Jobs created</li> <li>- 200 Jobs safeguarded</li> <li>- £7M in leverage – public and private sector</li> <li>- £10,000 Benchmark cost per job</li> <li>- 30 Businesses assisted</li> </ul>	<p>Staff time</p> <p><b>£10,000</b> for technical support</p>

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		Explored relationships with LEP-wide business finance programmes within the context of the Growth Hub		
		Review undertaken of the two Rounds to date and feedback from applicants.		
Ambition 11: deliver fibre broadband to Nottinghamshire communities and exploit the opportunities for accelerating business growth				
Outcome	Action	2015-16 achievement	2016-17 measure and target	2016-17 resources
Superfast broadband access to 95% of Nottinghamshire premises	Mobilise and deliver phases 4-6 of co-investment contract with BT	Contract 1 delivered, achieving over 63,000 premises passed by the new fibre network (overachieving on the target of 62,350)  Completion of £2,762,649 ERDF contract		Programme management costs will continue to be met from the reserve established to support the Better Broadband for Nottinghamshire programme.
Extend coverage in Nottinghamshire to circa 98%	Conclude negotiations for contract 2	Contract 2 signed. Timeline subsequently accelerated by a year which will see the reach of superfast broadband (when combined with the commercial rollout) to 98% of the county by June 2017  Secured a total of £11,048,514 across the two contracts	- 7,856 premises passed (i.e. 53% of the June 2017 total Contract 2 target of 14,862)  Commencement of drawdown of funds from the D2N2 £2.63m Local Growth Fund contract for which:  - 5730 premises are to be connected to fibre broadband by end of 2017 - 388 FTE jobs created - £1,286,561 match funding attracted	
Business growth driven by access to the new fibre-based broadband network	Design and deliver a market stimulation programme	- 233 Business Broadband Connection Vouchers issued  - 6270 SMEs passed by the new network	Continued promotion of the satellite broadband subsidy scheme to ensure no premises are left behind	

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		<ul style="list-style-type: none"> <li>- 2496 homes and businesses eligible for the December 2015 satellite broadband subsidy scheme</li> <li>- 575 FTE jobs created</li> <li>- 60 New Businesses created</li> </ul> <p>£25,000 secured from D2N2 Growing Places Fund (GPF) towards Fibre broadband adoption initiatives</p> <p>10.3% increase in take-up of fibre broadband services achieved (i.e. 20.9% from a baseline position of 10.6%)</p> <p>Digital Champions Network launched achieving the following:</p> <ul style="list-style-type: none"> <li>- 60 Digital Champions recruited</li> <li>- 1 Marketing Plan devised</li> <li>- 1 Toolkit developed</li> <li>- 2 Digital Champion Events held</li> </ul>	<p>by subsidising the cost of installing superfast capable satellite services</p> <p>Undertake further fibre broadband adoption activities in order to draw-down the remaining 50% (i.e. £25,000) of D2N2 Growing Places Fund (GPF)</p> <p>9.1% increase in take-up of fibre broadband services achieved (i.e. from a baseline position of 20.9%)</p> <p>Forward Strategy to be devised for Digital Champions Network</p>	<p><b>£20,000</b> to support additional demand stimulation activity which might include buying in some admin capacity to support the satellite scheme and continuation of the Digital Champions Network</p>
<b>Ambition 12: enhance Nottinghamshire's reputation as a 'connected County'</b>				
<b>Outcome</b>	<b>Action</b>	<b>2015-16 achievement</b>	<b>2016-17 measure and target</b>	<b>2016-17 resources</b>
Nottinghamshire's key transport priorities are supported by D2N2 and Sheffield City Region LEP and national government investment	Develop proposals and lobby for investment in Nottinghamshire's transport networks that impacts positively on economic growth			Staff time
Increased Gross Value Added (GVA) and jobs	Deliver major schemes as identified within the Local			

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growth stimulated by significant investment in key road and rail schemes	Transport Plan and supported as priorities for funding by the D2N2 Local Transport Body			
Ambition 13: support Nottinghamshire's thriving towns and service centres				
Outcome	Action	2015-16 achievement	2016-17 measure and target	2016-17 resources
Enhanced viability of towns and service centres	Work with Borough and District Council partners to identify towns and service centres that would benefit from the master-planning and investment	Initial submission made to D2N2 LEP for anticipated Local Growth Fund (LGF) Round 3 resources	Towns and service centres plan developed through N2 Joint Committee subject to successful LGF3 submission	Staff time, potential revenue resources
	Develop plans for Mansfield to improve the sustainability and viability of its town centre	Application made to Heritage Lottery Fund (HLF) in Mansfield (unsuccessful)	Bids related to the heritage of Mansfield town centre developed and submitted	
	Explore the potential for Business Improvement Districts (BID) models in other centres			