

Economic Development Strategy 2013-18

Introduction

Nottinghamshire County Council recognises that delivering economic growth and the creation of new jobs is a fundamental role of the County Council. Manifesto commitments made in the spring of 2013 have been carried across to the draft Strategic Plan for the Council, with economic growth positioned as one of five key priorities. This Economic Development Strategy details how the Council will use its own resources and role to facilitate and drive economic growth. It sets out how a number of service areas across the Council will work differently to deliver this ambition.

The Strategy sits alongside the Nottinghamshire Growth Plan which was finalised during the spring of 2013. The Growth Plan sets out a number of high-level priorities for securing sustained investment and growth in the Nottinghamshire economy. These will contribute to the stated aim of the D2N2 Local Enterprise Partnership of creating 55,000 new jobs over the next ten years.

This Economic Development Strategy is effectively the Council's response to the challenges laid out in the Nottinghamshire Growth Plan and in the Council's own Strategic Plan. It highlights how the Council will utilise its assets, influence and powers to enable and support growth. The Council wants to deliver the right type of growth – better skilled and better paid jobs that tackle inequalities within our communities.

The plan will be underpinned by a focus on fairness and equality and delivering economic growth in a genuinely joined-up way with our partners in both the public and private sectors. We want to be recognised as shaping investment plans and priorities in Nottinghamshire over the coming years and leading a collective effort to secure and maintain sustainable and targeted economic growth.

The Council has several key roles to play in delivering economic growth. These can be summarised as follows:

- Employer of over 19,000 people (includes Council controlled schools), injecting over £414 million through wages into the local economy¹;
- Provider of commissioned services to over 750,000 residents in Nottinghamshire, spending an average of £300 million per year in the local economy;
- Champion for growth in Nottinghamshire – influencing the Government, business community and partners to create the right conditions for sustainable economic growth;
- Champion for investment to unlock physical redevelopment, including new employment and housing sites;

¹Doesn't account for NCC employees who may live outside of the County. HR working on refining data.

- Enabler, through our asset holding and planning roles, of capital investments to deliver new jobs;
- Investor in key initiatives which will drive future growth and jobs – broadband, A453, apprenticeships.

Senior Members and officers of the Council have dedicated significant time and energy to building strong relationships and networks with the Nottinghamshire business community, through initiatives such as the Business Engagement Group and key account management. These relationships will continue to be important going forward if the Council is to realise its ambitions around enabling economic growth, and so business engagement will remain a priority for the Council and for the work of the Economic Development service.

External context

Nottinghamshire is covered by two Local Enterprise Partnerships (LEPs) – D2N2 (Derbyshire and Nottinghamshire) and the Sheffield City Region. The County Council's principal relationship is with the D2N2 LEP, of which it is a founding member. Local Enterprise Partnerships are the government's preferred mechanism for delivering economic growth in England. This is evidenced by proposals for LEPs to oversee EU funding investment and the new 'Single Local Growth Fund' in their areas from 2014 onwards.

The D2N2 LEP has indicated that it will consider devolving some responsibility for funding streams to more localised arrangements from 2015. Nottinghamshire partners are therefore considering the most appropriate arrangements to enable this to happen. Any future new governance arrangements may have an impact on the Council's role in terms of economic development and growth and will therefore be kept under review with the Economic Development Committee.

Link to Strategic Plan

The Council's draft Strategic Plan 2014-18 was endorsed by Policy Committee in September 2013. One of its key priorities is *Supporting economic growth and employment*. In order to achieve this, the Strategic Plan outlines a number of key outcomes linked to physical regeneration, job creation, skills development and infrastructure. In addition, promotion of better employment practice is a cross-cutting theme and the Council's own adoption of the Living Wage will be used to promote better employment practice across the county.

This Economic Development Strategy has been drafted to reflect the ambitions as outlined in the Strategic Plan and also to enable alignment with the Nottinghamshire Growth Plan and key objectives of the D2N2 LEP. The latter is important if the County Council is to be able to successfully lobby for and secure additional investment in Nottinghamshire. The Economic Development Strategy is therefore split into three themes as follows:

1. Jobs, skills and training, including:

- Championing better employment practice
- Increasing the number and take up of apprenticeships
- Providing a range of community learning resources
- Reducing the number of people who are economically inactive

2. Enabling business growth, including:

- A focus on indigenous business growth
- Developing sector plans to guide investment priorities
- Reviewing corporate procurement processes to maximise local spend
- Supporting business start-up and wider entrepreneurship
- Marketing Nottinghamshire as a location of choice for investment, growth and the visitor economy

3. Infrastructure and assets, including:

- Delivering the Better Broadband for Nottinghamshire programme
- Unlocking Nottinghamshire's investment and growth potential
- Improving Nottinghamshire's towns and service centres

Further detail on the ambitions, anticipated outcomes and lead service areas for each of these themes is contained in the tables below.

Performance

Baselines and targets will be agreed by Economic Development Committee, and performance against these will be monitored on an annual basis. Individual service areas will present back to Economic Development Committee on progress with actions that fall within their remit.

Nottinghamshire benefits from :

- an increasingly mixed economy, not dependant on one or two sectors
- key growing sectors – logistics, environmental technologies, food & drink, construction
- robust manufacturing performance
- relatively stable employment levels over a period of national economic disturbance
- a cautiously positive economic performance given the downturn and an improving but fragile business confidence
- a growing enterprise culture with significant small business and self-employment prospects
- business survival rates broadly comparable to national figures

With challenges arising from :

- population growth, placing demands on services and demands for employment
- significant intra-County differentials in economic performance, wealth generation and income generation
- recent business deaths over births deficit
- unemployment hot spots with, again, some very local differentials
- growing youth unemployment
- low and no skills concerns and the ability to secure sufficient numbers of high quality well-paid jobs

NOTE - The Committee will note that each of these points is drawn from the statistical analysis and conclusions as presented to the Committee on the 11th June, suitably updated where appropriate. Further, it is intended to illustrate these with “infographics”, which will offer the information in a more visually meaningful way and it is intended that this will support future reporting, being ideally shaped as a “Nottinghamshire Economic Dashboard” of key economic indicators.

Jobs, Skills and Training

Ambition 1 – To increase the number of ‘Good Employers’		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • An increased number and visibility of Nottinghamshire employers who invest in their workforce and are socially conscious • More employers in the County paying the Living Wage 	<ul style="list-style-type: none"> • Recognise and promote the importance of good employment practices including the Living Wage to employers across the County 	Economic Development
	<ul style="list-style-type: none"> • To implement the living wage for centrally employed County Council staff from April 2014 	HR
	<ul style="list-style-type: none"> • To develop a broader approach to the county's workforce with partners 	HR
Ambition 2 – To increase the number and quality of Apprenticeship opportunities		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • An increase in the number, range and take up of apprenticeship opportunities • Increased levels of employment among young people 	<ul style="list-style-type: none"> • Identify gaps in the provision of apprenticeship services for key / emerging sectors 	Economic Development
	<ul style="list-style-type: none"> • Work with partners and notably Nottingham & Nottinghamshire Futures to overcome gaps and promote new opportunities for employers / apprentices 	
	<ul style="list-style-type: none"> • Work with employers to increase the demand and retention of apprentices 	
Ambition 3 – To create more entrepreneurs in the County		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • Increased numbers of people pursuing entrepreneurship as a career path 	<ul style="list-style-type: none"> • Raise the profile and enable more people to identify with entrepreneurship 	Economic Development

<ul style="list-style-type: none"> Increased levels of aspiration and confidence, with those entering employment being seen as 'intrapreneurs' 		
Ambition 4 – To improve educational attainment and strengthen links to the world of work		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> Young people leaving education with greater employability skills, a real understanding of the workplace and of the breadth of career opportunities More employers offering work experience opportunities or traineeships to increase employability of young people and reduce inequality A reduction in the number of young people who are Not in Employment, Education or Training (NEET) 	<ul style="list-style-type: none"> Increase the number of young people who benefit from work experience before leaving education Stimulate the demand from employers to offer work experience or traineeships to young people Replicate models of best practice which demonstrate the value of an integrated approach from employers, education providers and young people To facilitate the provision of Careers Advice via IAG for young people in school 	Children & Family Services and Economic Development
Ambition 5 – To promote participation levels in community learning		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> Effective engagement and signposting enabling individuals to learn, progress and increase their quality of life Support provided locally, enabling individuals and families to progress along a continuum with local infrastructure (e.g. libraries and community centres) being multi functional and recognised access points for family learning 	<ul style="list-style-type: none"> Promote a range of community learning resources which are easily accessible and meet local needs 	Adult and Community Learning Services

Ambition 6 – To create new employment sites		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • A long term, strategic approach to employment sites linked to future need and maximising value to the County economy • A holistic approach taken to working with developers at each site to benefit the local community 	<ul style="list-style-type: none"> • Produce an integrated plan to identify future employment sites across the County 	Economic Development
Ambition 7 – To reduce the number of people who are economically inactive		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • An increased participation by young people in activities leading to sustainable economic change 	<ul style="list-style-type: none"> • Work with partners including community and voluntary organisations to identify and promote appropriate activities 	Economic Development

Enabling Business Growth

Ambition 8 – To develop sector plans to underpin investment priorities		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • National and local business support influenced and geared to the needs of existing businesses within the key sectors across the County to stimulate growth • An enhanced understanding of existing and 	<ul style="list-style-type: none"> • Maintain an overview and participation within D2N2 LEP working groups on key sector developments as they relate to the Nottinghamshire economy • Develop initial sector plans for: <ul style="list-style-type: none"> ○ Low Carbon 	Economic Development

emerging sectors and their development needs to influence the approach to inward investment and existing business growth for the County (see later actions)	<ul style="list-style-type: none"> ○ Advanced Manufacturing ○ Food & Drink <ul style="list-style-type: none"> • Seek to influence LEP sector planning with practical projects and explore funding opportunities as may be available for Nottinghamshire businesses 	
Ambition 9 – To trial innovative financial products to increase access to finance for Nottinghamshire businesses		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • 30 supported businesses with loans through the Funding Circle resulting in more and alternative sources of business finance • Scope future activity and influence provision to ensure a diverse range of financial products are available 	<ul style="list-style-type: none"> • Evaluate the trial of the County Council's account with Funding Circle and agree next steps • Evaluate take-up and scope of financial support via national programmes, LEP-driven activity (UI4G) the Nottingham Investment Fund and the N'Tech Investment Fund and agree next steps • Seek an ongoing dialogue with businesses, banking representatives, funding and business support agencies to review the impact of schemes within the County and to recommend future activities • Review the potential to expand the availability of financial products to businesses in the County via new funding sources, including the EU Structural & Investment Funds and the Single Local Growth Fund 	Economic Development
Ambition 10 – To utilise procurement to drive business growth, new business practises and develop skills		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • The adoption of innovative procurement practice, leading to an increased number of local companies, including SMEs, who respond to and 	<ul style="list-style-type: none"> • Review and benchmark the Council's spend through its procurement activity with local companies, including a review of the potential to adopt the LM3 or similar 	Procurement, Finance and Economic

<p>secure contractual opportunities from the Council</p> <ul style="list-style-type: none"> Targeted employment and skills clauses reflected as a matter of course within procurement opportunities, alongside Living Wage expectations and new ways to secure temporary employment opportunities across the Council 	<p>multiplier approaches as part of the procurement process</p> <ul style="list-style-type: none"> Ensure a particular focus on supporting SMEs to tender for work with the local authority, reflecting on the Social Value Act's requirements. Review abilities to ensure payments are made promptly to local businesses and to ensure that efforts are made to reinforce this via the supply chain Explore the potential linkages between the "Better Business for All" and the "Buy with Confidence" schemes to encourage local business growth 	<p>Development in dialogue with business agencies</p>
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Ambition 11 – To signpost businesses to quality business support for both advice and finance and review gaps in provision

Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> Influence over existing and the development of new approaches in tackling the gaps in business support and finance available to Nottinghamshire businesses Local businesses afforded a consistent and supportive framework for sharing opportunities, offering mutual support, with information being cascaded to the SME community Key advantages such as the roll-out of broadband exploited to develop new approaches to business support and fast-track business growth in the County 	<ul style="list-style-type: none"> Enhance the key account management approach to supporting businesses across the County Monitor good practice generally and specifically, the established sources of advice to ensure they are fit for purpose and that the intelligence derived informs new developments and addresses gaps in provision Maintain the positive relationships established with the business groups operating within and across the County via the Nottinghamshire Business Engagement Group Maintain relationships with and secure intelligence from national and sub-regional programmes and support networks including BIS Local and D2N2 / SCR LEPs 	<p>Economic Development</p>

Ambition 12 – To support existing small and new business start-ups across the County with advice, access to finance and mutual support		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • Maximised occupation and healthy spin-out levels from the Innovation Centres • A flourishing culture of entrepreneurship, business start-ups and their sustainability into established businesses • A heightened influence in business support delivery to start-ups and new businesses, particularly those with high growth potential • Opportunities for business creation in the care sector are maximised 	<ul style="list-style-type: none"> • Maximise the impact of the County's innovation centres ensuring they remain responsive to emerging issues and develop new approaches to spread good practice outside of their immediate locations • Review the impact and explore the further development of the business start-up offer delivered on the County Council's behalf by NBV Ltd • Encourage the development of micro-businesses and social enterprises in the care sector 	<p>Economic Development</p> <p>ASCH Commissioning</p>
Ambition 13 – To market Nottinghamshire as the location of choice for inward investment, business growth and the visitor economy		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • The development of a high quality, integrated support package to drive investment and growth, delivered in close collaboration with agencies and District Councils • An enhanced visitor experience and the creation of jobs, accessed by local residents • Investment proposals developed and agreed by 	<ul style="list-style-type: none"> • Review and agree the approach to the growth of the business base in the County through the attraction of foreign and UK-based investment alongside the growth of existing SMEs already located within the County • Maximise the economic impact of existing capital investment plans at Sherwood Forest and Holme Pierrepont 	<p>Economic Development, Cultural Services & Conservation</p>

the key partners	<ul style="list-style-type: none"> Identify gaps in the current visitor economy offer and work with partners to bring forward development plans with potential for external funding Explore closer working relationships between the investment and visitor economy functions to maximise the quality of life considerations 	
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Infrastructure and Assets

Ambition 14 – To unlock capital investment in Nottinghamshire		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> TBC with Economic Development Committee, but likely to include: <ul style="list-style-type: none"> New private sector jobs created / safeguarded Temporary construction jobs created Apprenticeships completed Public / private sector leverage secured Hectares of land unlocked M² of workspace created / refurbished Businesses supported A long-term capital growth programme established, aligned to D2N2 and EU funds 	<ul style="list-style-type: none"> Agree the criteria for a new £1 million per year Economic Development Capital Fund (subject to Policy Committee approval) Launch the fund, develop pipeline projects and following assessment, make recommendations to Committee Evaluate the impact of the Capital Fund to inform future investment priorities and to shape future application rounds 	Economic Development
Ambition 15 – To maximise the opportunities provided by better Broadband infrastructure		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> £15 million investment programme delivered on time and on budget 	<ul style="list-style-type: none"> Sign off contract with preferred supplier and BDUK and deliver and promote improved broadband access to 	Economic Development

<ul style="list-style-type: none"> • A market stimulation programme designed and delivered to ensure Nottinghamshire maximises the benefits of the new infrastructure • The closure of the “superfast gap” for the 5% of premises not covered by the existing programme 	<p>over 6,000 Nottinghamshire businesses and 50,000 homes</p> <ul style="list-style-type: none"> • Secure clawback through the Better Broadband for Nottinghamshire programme to enable further roll-out of fibre broadband solutions • Secure additional public sector investment to ensure that the needs of the final 5% of Nottinghamshire premises are addressed • Ensure that the investment in broadband is reflected in the inward investment offer 	
Ambition 16 – To release Nottinghamshire’s investment and growth potential		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> • An agreed approach across Nottinghamshire with public sector property and land-holding partners to support asset-led investment / funding opportunities • Innovative financial instruments and approaches (i.e. TIFs, LABVs) reviewed to explore their potential for bringing forward new economic development activity • A Nottinghamshire approach agreed to ensure that S106 and developer contribution negotiations are handled consistently with a focus on enabling growth 	<ul style="list-style-type: none"> • Develop a Nottinghamshire approach to public sector property and land-holding assets which focuses on enabling growth and sustainable development • Launch the Nottinghamshire Business Investment Zones (NBIZ) initiative, showcasing the major development opportunities in the County to investors / funders • Promote the development of a Countywide approach to S106 and developer contributions which maximises growth and recognises sustainable development objectives • Secure Nottinghamshire’s fair share of resources through the D2N2 / SCR LEPs and related sources 	<p>Property, Finance, Planning and Economic Development</p>

Ambition 17 – To enhance Nottinghamshire’s reputation as a County with excellent connections		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> Nottinghamshire’s key transport priorities are supported by D2N2 and the SCR LEPs and wider Government investment Increased GVA and jobs growth stimulated by significant infrastructure investments in key road and rail schemes 	<ul style="list-style-type: none"> Continue to develop proposals and lobby for investment in Nottinghamshire’s transport networks through D2N2 and the Government Ensure key transport priorities are addressed through joint working with D2 and SCR partners Maximise the economic and employment benefits offered through investment in the A453 and Midland Mainline Deliver the major schemes as identified within the Local Transport Plan and supported as priorities for funding by the D2N2 Local Transport Body Scope a masterplan for the proposed HS2 station at Toton, to include access and employment land opportunities 	Transport and Highways and Economic Development
Ambition 18 – To improve Nottinghamshire’s towns and service centres		
Desired Outcomes	Key Actions	Lead
<ul style="list-style-type: none"> A renewed master-plan delivered for Mansfield town centre that will improve its potential for investment and sustain / enhance the potential of the retail and key services offer Joint projects and investment proposals drawn-up and collectively agreed to enhance the viability of town and service centres 	<ul style="list-style-type: none"> Develop plans for Mansfield to improve its infrastructure and the sustainability of its retail and services offer Work with District and Borough Council partners to identify further towns and service centres that would benefit from the master-planning approach Explore the potential for BID models in other key 	Economic and Transport and Highways

<ul style="list-style-type: none"> • The BID models in Mansfield and Beeston reviewed with agreements reached with District Councils / stakeholders about any future BID models 	<p>service centres</p>	
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