Strategic Priority One – Strengthening our retail and leisure offer

Target T1. Improve the quality of our shopping centres so that they are commensurate with Nottingham's target as being a top 5 retail destination by 2020.			**Baseline**										
Measures / Indicators	**Source**	**Target 2020**	**Nottingham**	**Birmingham**	**Bristol**	**Liverpool**	**Cardiff**	**Leeds**	**Manchester**	**Glasgow**	**Aberdeen**	**Leicester**	**Newcastle**
Mallscore Ranking (excl. London)	Javelin Group (2013)	8th	11	1	2	3	4	5	6	7	8	9	10
Retail Footprint Ranking (excl. London)	CACI Retail Dimensions (2012)	4th	6	3	18	4	23	5	2	1	31	20	16

Actions	**Owner**	**Timescale**	**Completed**	
1. Work strategically with INTU to target and secure a mix of both aspirational offer as well as value proposition within its Centres so that Nottingham's offer is commensurate or better than its nearest rivals.	INTU / NCC	Ongoing		
2. Work with INTU to maximise the economic benefit associated with the Broadmarsh development from agreement to completion.	INTU / NCC	Post Broadmarsh announcement		
3. Create a joint marketing/promotional campaign which is aligned to the ambitions for Broadmarsh and will help to improve public perception of Nottingham's shopping centres.	INTU / NCC	Immediate		

Performance

Strategic Priority One – Strengthening our retail and leisure offer

Target T2. Ensure a thriving independent retail / leisure sector in the City Centre that is strong as anywhere else in the UK within 2 years

Measures / Indicators	Source	Target 2020	Baseline: Nottingham	Manchester	Birmingham	Leeds	Liverpool	Newcastle
Total Number of Independent Retail outlets	Experian (July 2012)	1	204 (1)	190 (2)	148 (5)	153 (4)	177 (3)	tbc
Total Number of Independent Leisure outlets		1	232 (2)	304 (1)	223 (3)	190 (4)	188 (5)	tbc
Total Number of Independent outlets		1	625 (2)	655 (1)	528 (3)	479 (4)	418 (5)	tbc
New starts	NCC/NBV - generated via Business Support programme	tbc	tbc	NA	NA	NA	NA	tbc
Survival Rates (3 years)	NCC/NBV - generated via Business Support programme	tbc	tbc	NA	NA	NA	NA	tbc

Actions	Owner	Timescale	Completed
1. Working in partnership with private sector,develop a successful retail incubation hub in the city centre by 2014, creating employment opportunities for new starts	Private developer	Early 2014	
2.Develop an information bank of key independent sectors (including Hockley, Derby Road, Carrington St, Mansfield Rd).	NCC	Feb-14	
3. Evaluate the success of NBV and the 2013/14 Grant scheme to determine the role it can play in 2014/2015 to further support new and existing business.	NCC	Mar-14	
4. In partnership with the BID, provide preferential promotional opportunities for independent retailers and develop an annual marketing campaign raising awareness of the independent offer in the city.	NCC	Ongoing	
5.To grow the Indie City network to deliver business support to independent retailers, to encourage business to business networking and to stimulate the sector to work together to promote independent retail.	NCC	Ongoing	
6. Regenerate and give better identity and signage to key independent areas and develop Derby Road and Hockley as key independent retail locations	NCC	Ongoing	
7. Plan and prepare for a brilliant Inspiring retail 2014, learning from the success of the 2013 event.	NCC	Ongoing	
8. Support temporary use opportunities in long term vacant properties to encourage new business starts.	NCC	Ongoing	

Performance

Strategic Priority One – Strengthening our retail and leisure offer

Target T3. Reduce the number of vacant city centre units in Nottingham by a third by September 2013 and by 60% by September 2014

Measures / Indicators	Source	Target 2017	Target 2014	Baseline Nottingham (Sept 2012)
Retail Vacancy Rate %	LDC	tbc	tbc	30.6
	NCC	tbc	tbc	20.7
Retail & Leisure combined Vacancy Rate %	LDC	tbc	tbc	tbc
	NCC	tbc	tbc	17.8

Actions	Owner	Timescale	Completed
1 .Develop a live database which captures up to date information about targeted vacant property and can provide regular "health" updates to the Retail Growth Forum	NCC	Dec-13	
2. In partnership with local property agents, identify landlords of long term vacant properties and use legislative powers to bring units back into existing or change of use.	NCC	Feb-14	
3. Determine a clear strategy and SLA for Pop ups and identify 9 Pop ups over 2014-2015	NCC	Jan-14	
4. To develop a street by street strategy for reducing vacancy within the top 10 streets.	NCC	Jan-14	
5. To implement vacancy property analysis on a quarterly basis and produce stakeholder update prior to release of national statistics.	NCC	Jan-14	

Performance

Strategic Priority One – Strengthening our retail and leisure offer

Target T4. Retain all existing top brands and actively work to bring 20 new top brands (in bespoke stores) to the Nottingham City Centre by 2017			Baseline	
Measures / Indicators	**Source**	**Target 2017**	**Nottingham**	
Number of top twenty brands identified through analysis of competitor cities and Nottingham demographic attracted to the city.	CACI/ Experian	tbc+20	tbc	

Actions	Owner	Timescale	Completed
1. Working with key stakeholders to undertake analysis to identify absent brands, their requirements, and the potential match to the Nottingham offer.	NCC	Mar-14	
2. To develop in partnership with key stakeholders a targeted marketing strategy aiming to attract these absent brands.	NCC	Mar-14	
3.To develop a communications plan with partners to raise the profile of Nottingham as a retail destination, and improve its reputation within the retail sector.	NCC	Mar-14	
4. To develop an intermediary strategy to ensure potential 'ambassadors' (both locally and nationally) are fully informed of the Nottingham offer.	NCC	Mar-14	
5. To deliver a high quality account management handling of potential investors.	NCC	Mar-14	
6. Set up a steering group to develop the plans for BCSC 2014, so that all partners are aligned. All comms to be agreed and produced well in advance of conference.	NCC	Mar-14	

Performance

Strategic Priority One – Strengthening our retail and leisure offer

Target T5. Better promote Nottingham's retail leisure offer inside and outside of the City so that Nottingham is promoted through joined up campaigns by stakeholder organisations

			Baseline									
Measures / Indicators	**Source**	**Target 2020**	**Nottingham**	**Glasgow**	**Manchester**	**Birmingham**	**Leeds**	**Liverpool**	**Derby**	**Leicester**	**Newcastle**	**Lincoln**
Primary and Secondary Catchment Market Share %	Experian (July 2012)		37%	n/a	20	22	27	35	35	45	30	n/a
Retail Spend per Head within the Primary and Secondary Catchment £	Experian (July 2012)		4,497	n/a	4,626	4,632	4,242	4,616	4,557	4,265	4,520	4,520

Actions	**Owner**	**Timescale**	**Completed**
1. To undertake analysis of the Nottingham catchment demographic to understand which groups are not using Nottingham as their primary retail destination.	NCC	Mar-14	
2. Undertake an annual shoppers survey to understand catchment consumer behaviour and needs.	NCC	Mar-14	
3. To develop a joined up targeted promotional campaign aimed at the consumer and targeting the demographics within the Nottingham catchment with a view to increasing the number of shoppers.	NCC / BID	Mar-14	
4. Using customer insights, to continue to develop marketing platforms such as the Nottingham app, social media platforms, web presence etc. so that key promotional offers are regularly communicated to our consumers.	Nottingham BID	Mar-14	

Performance

Strategic Priority Two – Improving the Nottingham visitor experience

Target T1. Improve the use of public spaces so that by 2014 there is clear strategy for each public square in the City Centre and ensure that by that time events in the City Centre better support retail and leisure			Baseline (Annual % change to Sept 2013)	
Measures / Indicators	**Source**	**Target 2020**	**Nottingham**	
Annual percentage change in footfall	Springboard High Street Index/ NCC	tbc	-1.1%	

Actions	Owner	Timescale	Completed
1. Develop a clear strategy for each major public space in the City Centre, including Old Market Square	NCC / BID	Mar-14	
2. Develop an overarching markets strategy for the city, creating opportunities for new and niche markets in alternative locations	NCC / BID	Mar-14	
3. Develop a toolkit, in conjunction with the BID, Experience Nottinghamshire and NCC to measure and chart the success of key events.	NCC / BID	Feb-14	
4. Develop an overarching events strategy for the City Centre, aiming to bring more Nottingham	NCC/BID/Exp Notts	Feb-14	

Performance

Strategic Priority Two – Improving the Nottingham visitor experience

Target T2. Support the development of better visitor attractions, support existing attractions and ensure that all are well promoted and form part of coherent tourism offer within 3 years

Measures / Indicators	Source	Target 2016	Baseline 2012 Nottingham
Overnight stays increase from 64% to 70% by 2016	Experience Notts (eg STEAM, UK Hotel Review)	70%	64%
Current visitor revenue to increase by x% to £	Experience Notts	tbc	tbc

Actions	Owner	Timescale	Completed
	NCC	Mar-14	
2. Develop, in partnership, the Destination Management Plan so that all stakeholders are engaged and positively support the plan.	Exp Notts	Mar-14	
3. To work with the retail and leisure sectors to develop targeted special offers/marketing packages	Exp Notts	Ongoing	

Performance

Strategic Priority Two – Improving the Nottingham visitor experience

Target T3. Create by 2015 an established late night shopping culture and ensure we achieve a seamless transition from retail into the late night economy in the City Centre			Baseline					
Measures / Indicators	**Source**	**Target 2020**	**Nottingham**	**Glasgow**	**Manchester**	**Birmingham**	**Leeds**	**Liverpool**
City centre offers one Late Night Shopping Evening (Wednesday) to 8pm. Majority of retailers in Victoria Centre to engage in the offer, linked in with leisure packages	NCC	Yes	No	Yes	Yes	Yes	Yes	Yes
City centre offers more than one Late Night Shopping Evening to 8pm and the majority of retailers in Victoria Centre as well as other retailers, engage in the offer, linked in with leisure packages.	NCC	Yes	No	Yes	Yes	Yes	Yes	Yes
The retail revenue generated from the Late Night Shopping offer is equivalent to 10% of total revenue by 2016	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc

Actions	Owner	Timescale	Completed
1. To undertake a review to identify the potential to extend retail opening hours in the city centre.	NCC / BID	2014 / 2015	
2. To develop a strategy to implement late night opening which has buy-in from all partners, along with the commitment of resources to ensure it is delivered	NCC / BID	end-2014	
3. In the short term to develop Wednesday as the late night offer through a partnership approach between retail and leisure.	NCC / BID	end-2014	

Performance

Strategic Priority Two – Improving the Nottingham visitor experience

Target T4. Ensure that it is and remains easy and inexpensive to get into and out of the City Centre

Measures / Indicators	Source	NCP CHARGES	Baseline: Nottingham	Glasgow	Manchester	Birmingham	Leeds	Liverpool	Derby	Leicester
Car Parking charges remain competitive with commensurate destinations.	NCP	2 Hours	£3.50	£5.70	£6.00	£4.00	£6.70	£4.50	£2.00	£5.00
		24 Hours	£14.00	£12.20	£15.00	£20.00	£17.00	£9.00	£3.50	£12.50
The average length of stay of shoppers is on par or better than our competitors	tbc	tbc								
Public transport is a safe, reliable and competitively priced	tbc	tbc								

Actions	Owner	Timescale	Completed
1. Implement further recommendations from the car parking review particularly with private sector operators.	Nottingham BID	Ongoing	
2. Continue efforts to ensure that a more customer focused approach to on street parking enforcement is undertaken	Nottingham BID	Jan-14	
3. Plan to support investment in public transport initiatives such as Boxing Day provision etc	Nottingham BID	Ongoing	

Performance

Strategic Priority Two – Improving the Nottingham visitor experience

Target T5. Improve the use of technology to support the City Centre and by 2014 develop mobile software that comprehensively sells and supports retail and leisure			**Baseline**					
Measures / Indicators	**Source**	**Target 2020**	**Nottingham**	**Glasgow**	**Manchester**	**Birmingham**	**Leeds**	**Liverpool**
Nottingham City centre to be a wi-fi zone	NCC	Wi Fi Zone by 2014	No	2014	Yes	Yes	Yes	No
City centre to have free wi-fi hot spots	NCC	Free Wi Fi Zones by 2014	No	2014	Yes	Yes	Yes	No
City to have a dedicated App for shopping and leisure	Nottingham BID	Launch 2013	Yes	Yes	No	Yes	No	Yes

Actions	**Owner**	**Timescale**	**Completed**
1. Develop a dedicated app for shopping and leisure in Nottingham	Nottingham BID	Autumn 2013	
2. Enable free wi-fi access throughout the entire City Centre	NCC	Summer 2014	
3. In partnership with an agreed network provider, deliver free wi-fi access in key areas of the city.	NCC	Summer 2014	

Performance

Strategic Priority Three – Improving the physical environment and infrastructure within the City Centre

Target T1. Address the issue of where Nottingham's core retail areas are and support the introduction in the 2013 of a clear spatial plan for the city centre including where necessary through changes of use in the City Centre			Baseline		
Measures / Indicators	**Source**	**Target 2020**			
Production of final Time and Place Plan	NCC	2014	**n/a**		
Actions			**Owner**	**Timescale**	**Completed**
1. Implementation of the plan to be carried out by the City Council in partnership with landowners, developers or others, and reported to Strategic Regeneration Board.			NCC & partners	On-going	
2. Time and Place Plan to be considered as part of planning and licensing decisions			NCC	On-going	

Performance

Strategic Priority Three – Improving the physical environment and infrastructure within the City Centre

Target T2. Ensure a continued focus on good public order and cleansing to effectively support retail and leisure with crime falling and cleanliness successively improving in the City Centre in 2013, 2014 and 2015

Measures / Indicators [Target]	Source Nottingham Plan to 2020 (Strategic Priorty 5 - Safer Nottingham]	Target 2013-2015	Baseline: Nottingham (Oct 2012-2013)	Baseline: 2008	
Achieve a year on year reduction in the number of City Centre crimes (incl. ASB)	City Centre Report (NCC)	tbc	-282		
Reduction in the perceptions of anti-social behaviour to the average for Nottingham's family of similar CDRP's %	NI17, Place Survey, biennial	tbc		29	
Continuously improve the Cleanliness Index Score for the City Centre	NCC	tbc			

Actions	Owner	Timescale	Completed
1. Develop a clear marketing strategy in partnership with NCC around Purple Flag week so that this opportunity is celebrated and marketed in a strong and positive way.	Nottingham BID	Mar-14	
2. Contine to work in partnership with CDP and report back key issues to the Retail Growth Forum	NCC	Jan-14	

Performance

Strategic Priority Three – Improving the physical environment and infrastructure within the City Centre					
Target T3. Review the regulatory framework in the City Centre and make recommendations			**Baseline**		
Measures / Indicators	**Source**	**Target**			
Actions			**Owner**	**Timescale**	**Completed**
1. Undertake a regulatory review, including consultation with local businesses, in order to develop priorities for action			NCC	Jul-14	

Performance

Strategic Priority Three – Improving the physical environment and infrastructure within the City Centre

Target T4. Establish a plan, including internal and external sources of funding sources to physically develop and regenerate certain key retail/leisure 'hot spots' in the City Centre			Baseline	
Measures / Indicators	**Source**	**Target**	**Nottingham**	
Number and location of hot spots	NCC Development/ Planning			
Number and type of units/buildings targeted	NCC - Development/ Planning			

Actions	Owner	Timescale	Completed
1. Identify priority areas for action through the Strategic Regeneration Board process to identify quick wins and longer term projects	Regeneration Board/ NCC	Mar-14	

Performance

Strategic Priority Three – Improving the physical environment and infrastructure within the City Centre

Target T5. Conduct a property review in the City Centre and work with landlords and agents to address vacancy units in the City Centre by May 2014			Baseline	
Measures / Indicators	**Source**	**Target**	**Nottingham**	
Retail Vacancy Rate %	LDC	tbc	tbc	30.6
	NCC	tbc	tbc	20.7

Actions	Owner	Timescale	Completed
1. In partnership with local property agents, identify landlords of long term vacant properties and use legislative powers to bring units back into existing or change of use.	NCC	Mar-14	
2. Assess the feasibilty of a register of landlords scheme	NCC	Mar-14	
3. To develop a street by street strategy for reducing vacancy within the top 10 streets.	NCC	Mar-14	

Performance