

The Nottingham Growth Plan

www.nottinghamgrowthplan.com



Contents

- 4 **Foreword**
Introducing the Growth Plan

- 10 **Strengths and challenges**
Summary of research used to underpin the Growth Plan – highlighting the city’s strengths, competitive advantages and the opportunities for growth, and underlining the key economic challenges the plan needs to address.

- 16 **Strategies for growth**
An outline of the Growth Plan strategy – explaining the focus on three key emerging industries: digital content, lifesciences and clean technology.

- 28 **Actions for growth**
A summary of all the projects and actions being taken or planned to support the Growth Plan under three key theme headings: fostering enterprise, developing a skilled workforce and building a 21st century infrastructure.

- 68 **Delivering growth**
How the Growth Plan will be put into action and the governance around it.

- 76 **In summary**
The Growth Plan in two pages.

“Nottingham is clearly a place for innovative businesses and individuals to thrive.”

Rt Hon Dr Vince Cable MP

Secretary of State for Business, Innovation and Skills and
President of the Board of Trade

Foreword



The growth imperative

Nottingham stands at the threshold of a new era in its economic history, facing opportunity and challenge in equal measure.

The traditional industries that made the city one of the 20th century's truly world-renowned manufacturing centres – led by companies like Raleigh and Player's – have been replaced by businesses in the service sector. Nearly nine out of 10 jobs in the city are now in services, a figure significantly higher than the national average.

Although powerful new companies have emerged, too much focus on service jobs – particularly in the public sector, which employs three out of 10 people in the city – makes Nottingham vulnerable.

To prosper Nottingham needs to diversify. It needs to readjust the balance of its economy and reconnect with its historical roots as a centre for manufacturing excellence and enterprise.

Growth potential

The research that underpins this Growth Plan is reassuring. It shows that Nottingham already has in place the elements required for this "manufacturing renaissance".

Nottingham has one of the youngest populations of any major city in the UK. It has two universities that are delivering world-class research and producing the highly educated workforce essential to any ambitious economy. The city is one of the cleanest, greenest and least car-dependent in the country. It is well placed to retain the talent it generates.

Of course, we must continue to support the world-class businesses that make a vital contribution to the city's economy today. Yet we also need to look to the future – identifying new industries with the potential to generate jobs and growth in the years ahead.

Three sectors have been highlighted as showing particular promise. Nottingham has become home to a growing concentration of businesses specialising in digital content, lifesciences and clean technology. With the right support and

stimulus, these industries can grow, making the city an even greater exporter than it was in the past and re-establishing its global reputation as “a place that designs and makes things”.

Wealth, prosperity and jobs created in these three key sectors will have a knock-on effect elsewhere – in retail, in leisure and in the critical professional services market, where those who work in property, architecture and construction will be able to take advantage of opportunities to develop the city’s infrastructure. This plan will therefore deliver benefits that will be felt across Nottingham and beyond.

Barriers to growth

Naturally, many cities claim to be strong in these sectors. Unlike some, however, Nottingham’s claim is genuinely credible: there exists real potential for rapid and meaningful development.

Our research has identified three key areas that need support if this potential is to be fully harnessed.

- We need to foster enterprise, removing the barriers – such as access to finance – that too often stifle growth
- We need to support training, creating a workforce with the technical skills these new industries require
- We need to create a 21st century infrastructure

Bold and achievable

This Growth Plan sets out a series of measures for driving the economy forward. It is the fruit of a collaboration between some of the city’s most senior public and private sector figures, based on solid academic research, good business sense and valuable consultation. It contains bold, large-scale projects to be delivered over the next five to 10 years. It is ambitious but achievable.

I believe it holds the key to creating significant growth across the city – unleashing enterprise that will bring benefits for generations to come.

Sir John Peace

Chair of the Nottingham Economic Resilience Forum

To prosper Nottingham needs to diversify. It needs to readjust the balance of its economy and reconnect with its historical roots as a centre for manufacturing excellence and enterprise.

Strengths and challenges

“Our research reports on Nottingham’s competitive advantages and enormous potential but also evidences the nature and extent of the economic challenge facing the city.”

Professor Neil Gorman
Vice-Chancellor, Nottingham Trent University

Image courtesy of Neil Hoyle



/01



Strengths and challenges – key points

Nottingham has two internationally renowned universities. It has one of the youngest populations of any UK city.

It is one of the cleanest, greenest and least car-dependent cities in the UK.

It is a cost-competitive and central location with good transport links.

The Nottingham area has relatively low unemployment, but within the city boundaries the impact of the economic downturn has been greater than in many other cities.

Employers report skill shortages. Business survival rates suggest companies in their early stages of development would benefit from greater support.

Almost nine out of 10 jobs in Nottingham are in the service sector. The strength of this sector is to be applauded, but a more diverse economy would be a more resilient one.

Strengths and challenges

The Growth Plan is built on sound evidence. At the outset the Economic Strategy Research Bureau at the Nottingham Business School was commissioned to produce a report on the economic position of the city and its wider conurbation. This was supplemented by further economic analysis conducted by Nottingham City Council. Comments made in response to the consultation draft have also yielded valuable insights and helped shape the plan. This section summarises the research and key data. Comparison is made between “core cities” – these are the UK’s eight largest city economies outside London (Bristol, Birmingham, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield). Reflecting Nottingham’s international significance, European cities that share similar characteristics are identified for further study. Actions in the Growth Plan will continue to be influenced by solid research.

Driving prosperity

The impact of the Nottingham economy does not stop at the City Council’s political boundaries. Its influence stretches into neighbouring areas and the wider region.

Data based purely on administrative areas can present an inaccurate perspective on the performance of an economy. Nottingham is a case in point. It has therefore become increasingly commonplace to talk about cities within the context of their wider city region. It is therefore important to consider Nottingham’s wider economic area as being more accurately representative of the city’s functional economy, and this includes the local authority districts of Erewash, Rushcliffe, Broxtowe, Hucknall and Gedling. This wider Nottingham conurbation has a population of over 786,800.

The importance of taking into account Nottingham’s economic geography to present a balanced assessment is clearly demonstrated by the disparity between its economic performance and resident prosperity.

Nottingham core city’s economic performance, when measured by gross

disposable income (GDI) per head, looks poor – only 70% of the national average. By gross value added (GVA) per head – the most commonly used measure of economic output – it is the highest of any core city at £25,300.

This is because GDI is calculated based upon where people live, whereas GVA is calculated based upon where people work. Workforce earnings – and therefore GDI – tends to be higher in areas with significant out-commuting, while GVA tends to be higher in cities that experience high levels of in-commuting.

As Nottingham city has the highest levels of net in-commuting in the East Midlands, which is in part due to a good transport network, this means that the city draws upon this wider economic area for its workforce. The result is a productive city supporting a prosperous city region but with inner-city socio-economic challenges that are typical of any major UK conurbation.

While it is important that Nottingham’s wider economic geography is taken into account, this Growth Plan recognises that first and foremost it is the city that continues to be the driver of economic growth within Nottingham’s city region. As such, the core

city still has a duty to address these inner-city challenges, particularly the issue of employment and skills. In so doing it can only help reinforce the competitiveness of the wider economic area.

The remaining economic analysis is framed within this context – with the city being the provider of employment (economic structure) and the Nottingham economic area as a whole being the provider of workforce (labour market).

Young and growing

The Nottingham core city resident population was 306,700 in 2010, but, as previously shown, the city's economic reach extends beyond the city's local government boundary. Based upon the travel to work area, the population is estimated to be 755,800.

The Nottingham core city population has experienced significant growth in recent years. This is mainly due to the in-migration of younger people, which has included international migrants (who tend to have a younger age profile compared to the UK-born population), and the large number of students attracted to its two internationally renowned universities.

These factors have contributed to Nottingham having one of the youngest populations of any city in the UK. Two out of five residents are under 24. The average age is just over 34 – compared with 40 nationally and 41 for the county of Nottinghamshire.

Available workforce

Based on the travel to work area, Nottingham has a potential workforce of 512,000 (67.8% of the population, which is slightly higher than the national average, thanks to its relatively young population).

Nottingham economic area's employment rate of 65.8% of the population aged 16 to

64 is lower than the national average and in line with the rates in Manchester, Newcastle and Sheffield and higher than those in Birmingham and Liverpool. Only Bristol has a significantly higher employment rate (74.5%).

In terms of unemployment, the Nottingham economic area has the third lowest rate behind Bristol and Leeds. These figures can also demonstrate the disparity between the city and its wider economic area, as analysis of just the core city area shows Nottingham as having a lower employment rate and higher levels of unemployment. This shows that, although the wider city economy is comparable to the other core cities, the core city area contains a disproportionate amount of the most deprived communities that are struggling to enter the labour market. This suggests that elements of its employment structure and the skills profile of its residents have made it particularly vulnerable, meaning that the city needs to restructure its economy in order to broaden its economic base.

Youth unemployment is a growing national problem and affects Nottingham too – the youth unemployment rate is relatively high within the Nottingham economic area largely due to the large number of students in the city, who are counted in terms of youth population but not counted as unemployed.

What is beyond dispute is that, given that Nottingham is one of the youngest cities in the UK, creating employment for young people will be key to unleashing the city's growth potential.

Given that Nottingham is one of the youngest cities in the UK, creating employment for young people will be key to unleashing the city's growth potential.

Developing skills

Although a diverse economic structure will make Nottingham more resilient to economic shocks, areas with high proportions of skilled workers are also less vulnerable.

An analysis of employment by occupational group suggests that residents in the Nottingham economic area are more likely to be working in higher-skilled occupations than in most of the other core cities – only Bristol and Leeds have higher proportions of workers in highly skilled jobs.

Residents within the Nottingham core city area, however, tend to be in lower-skilled jobs. Barriers may exist for Nottingham residents to access high-skilled job opportunities and to successfully compete against commuters from suburban areas and adjacent towns and villages.

When considered as a single coherent economic area, the occupational profile of the Nottingham economy is very close to the national average, underlining the need for a balanced approach to the Growth Plan, recognising the contribution both the city and its associated economic area play in supporting growth.

Despite this, it is important to understand the reasons why Nottingham's core city residents may be less able to compete within an increasingly competitive jobs market.

Clearly, qualifications have a direct impact on a person's ability to access employment, especially in difficult economic conditions. The proportion of employed adults living in the Nottingham core city educated to Level 4 or above (equivalent to a degree) is lower than the UK average and lower than in other core cities. Almost one in three employed adults in the city lacks a Level 2 (GCSE-equivalent) qualification.

Consideration also needs to be given to how the city has developed structurally and socially over time, which impacts on labour

market dynamics and has resulted in this concentration of people with lower skills and earning potential living within the core city as opposed to the wider economic area.

Nottingham core city does have pockets of higher earning areas, like The Park, but is not unlike many other historical cities in having concentrations of lower-skilled workers living closer to the centre. Earnings and skill levels tend to increase the further away you get from the city centre. This is a standard pattern in urban economics – a combination of lower-paid workers not being able to afford significant transport-to-work costs and the availability of lower-cost housing and cheaper rented property.

The ability significantly to change the structural composition of the city away from this model is limited, but the Growth Plan can attempt to address the barriers that exist for many Nottingham core city residents to access higher-skilled job opportunities, by targeting training and employment support at these residents. The city's economy can only develop if everyone benefits from the opportunities growth has to offer.

This will also benefit employers, who want more skilled workers. The 2009 National Employer Skills Survey (NESS) identified that the proportion of businesses in England reporting skills gaps rose from 15% in 2007 to 19% in 2009. The Nottingham core city area has a relatively high proportion of employers reporting skills gaps – particularly in the retail and health sectors – but the need to ensure that the supply of a skilled workforce meets future demand is critical for the whole Nottingham economic area because the disparity within the Nottingham core city area is likely to be a function of the industrial structure in the city, which is dominated by sectors that tend to employ lower-skilled workers.

Nottingham needs to reshape its skills profile to ensure workforce supply meets current demand as well as the demand of key growth sectors. It needs to improve rates

of workplace training and to ensure young people select the right training choices to fit with the local market. The ability to supply an appropriately skilled workforce is critical for the whole Nottingham economic area.

New businesses

Business birth rates in Nottingham were relatively stable prior to 2008 and then declined sharply due to the recession to below the UK average.

Prior to the recession, business failure rates fell across the core cities, but since 2008 they have increased sharply – at a higher rate in Nottingham than nationally.

Although business birth and business failure rates provide a partial picture of the changing business stock, how long a business survives can also provide an indication of the health of the local business community. Nottingham has the lowest one-year business survival rate among the core cities, but the fourth highest five-year survival rate, suggesting a weakness in supporting companies through their early stages of development.

High-growth companies are particularly attractive. They are more resilient in times of recession and account for a significant proportion of employment growth in the economy. Nottingham is ranked in the middle of the core city group for its number of high-growth businesses.

Investment in Research and Development (R&D), especially within emerging high-tech sectors, is often a route to growth. The R&D Scoreboard, published by the Department for Business, Innovation and Skills (BIS), ranks the top 1,000 UK companies by the size of their R&D investment. R&D spend is unsurprisingly heaviest in London, the South-East and the East of England. This is reflected in the content of the scoreboard. These three regions account for just over 80% of the total R&D spend of the top 1,000

The quality of Nottingham's service sector companies is one of the city's strengths. Even though the sector is very diverse, an over-reliance on this sector makes the city more susceptible to economic shocks. A more diverse economy would be more resilient.

companies in the UK. The East Midlands has 26 companies among the top 1,000 in the UK. Of these, only three are in Nottingham.

Strong service sector

Manufacturing activity accounts for only around 6.2% of total full-time employment (FTE) and 6.6% of GVA in Nottingham. In contrast, the service sector (public and private) accounts for a disproportionately large share of Nottingham's economy. Overall, 87% of total FTE employment and around 80% of total GVA in the city is accounted for by the service sector. This is significantly higher than national averages.

Within the service sector, business services is by far the largest single sub-sector. The share of the economy taken by retailing and wholesaling together is actually smaller than the national average. The public sector is also more significant in Nottingham than elsewhere, accounting for 31% of FTE employment.

The quality of Nottingham's service sector companies is one of the city's strengths. Even though the sector is very diverse, an over-reliance on this sector makes the city more susceptible to economic shocks. A more diverse economy would be more resilient.

This leads us to examine the best opportunities for growth and build a strategy that can exploit those opportunities.

International inspiration

Nottingham is not just a major UK city but a significant European city too. To compete effectively we need to look at similar cities across Europe to examine the growth strategies they have adopted successfully. Nottingham is a member of the Eurocities network and so has been included in the “Urban Audit” – a major international research project analysing 357 European cities. This means there is a huge amount of valuable comparative data available*. Among the cities identified for ongoing study and comparison are Wiesbaden, Malmö, Bonn and Utrecht.



Wiesbaden

Wiesbaden – capital of the German federal state of Hesse. It has a smaller population than Nottingham (just 276,700) but higher GDP per capita – 83% higher than the EU average. Like Nottingham, Wiesbaden has a strong service sector. It also has a strong representation in public services (as you would expect from a state capital). It has developed expertise in manufacturing sectors such as chemicals, machinery and technical appliances. The city has also established a leading role in new and emerging technologies in the digital content sector, specialising in data processing and software development.

Wiesbaden has achieved a relatively high level of output and economic activity while maintaining low levels of unemployment, with an average unemployment rate estimated to be 1.5 percentage points lower than Nottingham.

Malmö

Malmö – perhaps best known in Nottingham for its football club. Nottingham Forest beat Malmö in the final of the 1979 European Cup Final. The city is the commercial centre of southern Sweden and has a population slightly smaller than Nottingham (286,500). In common with Nottingham, the city is a centre for public administration for the surrounding area.

Unemployment in Malmö is higher than in Nottingham, at 9.9%. Key sectors in the local economy include logistics, the retail and wholesale trade, construction and real estate. The city is home to a number of leading global biotechnology and medical technology companies. It also has strengths in the manufacture and provision of low-carbon goods and services and digital content.

*Data quoted from Eurostat and the Directorate-General for Regional Policy at the European Commission, Urban Audit City Profiles, accessed 30th January 2012, www.urbanaudit.org. All population and employment data quoted 2007-9; GDP rates 2008.



To compete effectively we need to look at similar cities across Europe to examine the growth strategies they have adopted successfully.



Bonn

Bonn – capital of West Germany prior to reunification. It has a larger population than Nottingham (318,000) and a relatively productive economy, with a GDP per capita 64% higher than the EU average and low unemployment.

Bonn still hosts a range of UN and non-governmental organisations as well as federal ministries and governmental administrations (including a total of 17 United Nations institutions, such as the the United Nations Framework Convention on Climate Change). It also has a famous university and a newly established UN Campus in the city's former parliamentary quarter on the banks of the Rhine.

Of direct relevance to the sectors identified in the Growth Plan is the success of the city's retail centre. Bonn is also an important centre for communications (including TV and radio broadcasting), ICT and logistics (including the headquarters of DHL). Bonn has successfully built on its historical legacy as a former capital to expand in the area of business tourism and is an important location for international meetings, conventions and conferences. A new conference centre capable of hosting thousands of participants is currently under construction in the immediate vicinity of the UN Campus.

Utrecht

Utrecht – located in the Dutch province of Utrecht. It has a population around 300,000 and is the fourth largest city in the Netherlands, with a GDP per capita around 57% higher than the EU average. It has low unemployment rates – just over 3% between 2007 and 2009.

Utrecht has a number of interesting strengths, including R&D (closely related to the activities of Utrecht University, which is the largest university in the Netherlands). It also has a large student and graduate population. Utrecht and its surrounding areas are particularly strong in biotechnology research, development and manufacturing.

Utrecht has also been extremely active in organising and promoting cultural events and aims to become a cultural capital by 2018.

Strategy for growth

“New industries are growing in Nottingham with the potential to drive significant economic growth and bring jobs and prosperity for years to come. It makes sound strategic and economic sense to focus resources on supporting and building these industries. By doing so, I believe we best support existing businesses and the wider economy.”

Professor David Greenaway
Vice Chancellor University of Nottingham

/02



Strategy for growth – key points

Nottingham has a history of responding well to changes in the national and global economy.

The city already has natural strengths in three high-value growth sectors: digital content, lifesciences and clean technology.

These industries have potential to grow rapidly in the coming years.

Success for these industries will create a more vibrant economy, benefiting professional services in Nottingham – particularly property professionals and the construction industry – and will provide a further boost for Nottingham’s strong service sector in general.

Strategy for growth

Economic experts describe a city's ability to absorb economic shocks and create new paths of growth as adaptive capability. Cities with good adaptive capability can avoid getting locked into a path of long-term economic decline.

Nottingham has a tradition of adapting and reacting well to economic shifts and shocks. It responded strongly to the decline of its historic manufacturing industries in the late 20th century by building a powerful service sector. With that sector under challenge, it needs to adapt once more.

There has been huge investment in regeneration in recent years, which will pay economic dividends, but the emphasis must now shift to investment in economic growth. There is a compelling case for restructuring Nottingham's economy to give particular support to sectors that can create high-value jobs and drive growth and resilience in the economy. This requires a fundamental rethinking of the city's path, which will transform the economy within a generation. This plan is designed to create growth that will benefit every community in Nottingham.

Supporting all

Sectors like retail and business services are market-led. They are especially vulnerable to weakness in the economy.

As the large business services sector feeds off growth by other businesses, focusing on where growth can be most effectively supported elsewhere will ensure the continued health of one of Nottingham's key employment sectors.

Looking to the future

Simply identifying industries, nationally and internationally, with the greatest potential to generate growth is not sufficient. The city has to exploit its strengths: identifying sectors where it already has competitive advantage or where natural strengths will provide a competitive edge.

Research highlighted three sectors: digital content, lifesciences and clean technology. In each Nottingham already has world-beating young companies and significant numbers of new-start firms, many beginning as spin-outs from the city's two universities.

The universities themselves have particular strengths in these areas and are investing in their development, benefiting the whole city.

The city's attractions – its young population, central location, excellent transport links, universities and excellent quality of life – have encouraged many other talented people to Nottingham.

Steps already taken to support these emerging sectors – the creation of hubs like BioCity and Antenna – have all helped to generate momentum. This Growth Plan seeks to build on that momentum.



Nottingham is home to a growing number of clean technology firms.

Digital content

Digital content is a promising growth sector, both locally and nationally. The creative industries sector comprises a diverse number of market sub-sectors. In recent years technological development has led to the blurring of boundaries between these different creative industry sub-sectors, but what they all have in common is innovation.

Nottingham is increasingly developing a niche within the digital content sub-sector, which refers to a cluster of industries identified by government that are principally delivering digital output and are technology aided. This includes video, film and photography, music, publishing, radio and TV, computer games, social media and the software that supports these industries and the telecommunications sector.

The employment figure for the digital content sector in Nottingham reflects the national picture, with the highest levels of employment in computing and software, music and arts, video, film, photography and publishing, radio and TV. This sector employs 6,400 people, accounting for 3.5% of the total number employed in the city.

There is significant potential for growth, with the two universities attracting over 2,000 students between them to study software, digital media and associated subjects. The majority are with Nottingham Trent University, which has over 15,000 students and almost 30 related courses. Further Education (FE) is also a significant economic driver – New College Nottingham (NCN) has over 400 students registered on related courses from Levels 2 to 6. Confetti Media Group, based at Antenna – a business hub that supports new creative businesses – is a centre for activity within this sector and hosts a significant number of students from accredited courses at De Montfort University, showing the emerging benefits of collaboration between education and business.

Full Blown Media

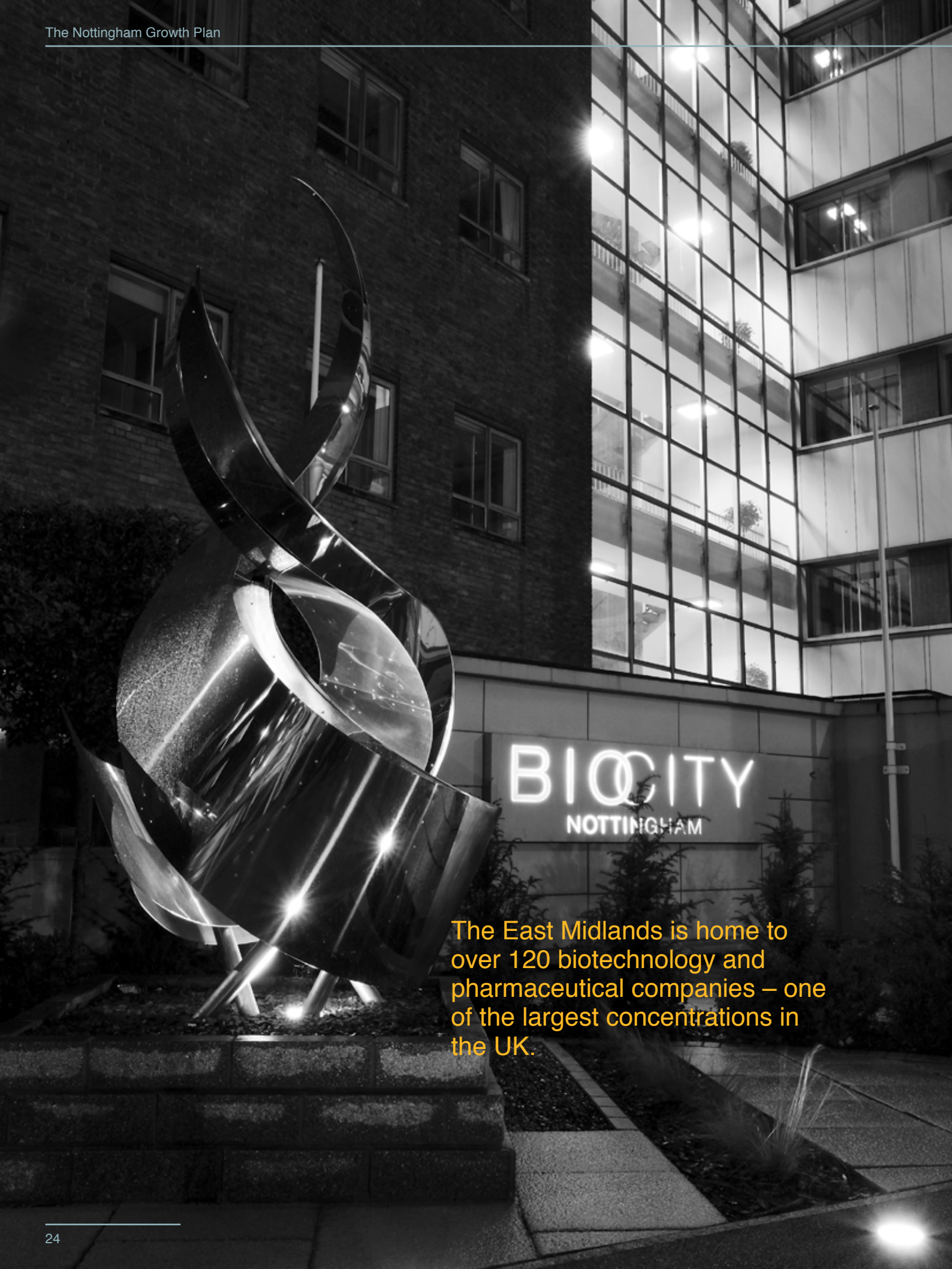
Full Blown Media is an independent producer of factual video content for broadcast and commercial markets alike.

Founder Andy Abrahams is a former producer and head of development at production companies in London and Leeds. He formed Full Blown Media with television presenters Dan Snow and Michael Douglas, and the company is an equal shareholding between Andy, Michael and Ballista Media, a London-based production company of which Dan is a director.

The company established a base in Nottingham and in 18 months has produced 16 short videos for the Shockwaves brand of Procter & Gamble, five short films for BBC One history show *National Treasure Live* and a 30-minute documentary presented by Dan called *Hidden Paintings of the East Midlands* for BBC One in the East Midlands. The documentary was subsequently transmitted on BBC Four. The company has also been commissioned to make a series of short factual films for BBC One's *The One Show*. All of the television projects employed crew and production staff from Nottingham and the East Midlands, and all have and will continue to be post-produced at Spool Post at the Antenna Media Centre.

Around 6,400 people work for digital content companies in Nottingham. The sector has significant potential for growth.





The East Midlands is home to over 120 biotechnology and pharmaceutical companies – one of the largest concentrations in the UK.

Lifesciences

Lifesciences is another growth sector within which Nottingham could begin to develop a competitive advantage. A company or activity would be considered to fall within the lifesciences sector if it operates in the medical technology, medical biotechnology, industrial biotechnology or healthcare sectors. It could be biology, chemistry, engineering or IT-based and develop products or services, making the sector very diverse. Growth in the health sector (which includes lifesciences) was 20% in Nottingham between 2000 and 2010, with forecasts from 2010 to 2026 suggesting that this sector will grow broadly in line with national trends. Currently 15% of people employed in Nottingham work in health – over 18,000.

The East Midlands is home to over 380 medical technology companies (one of the largest concentrations in the UK), over 120 biotechnology and pharmaceutical companies and over 150 associated value chain companies. The Nottingham and East Midlands area has also been identified as having particular strengths in drug formulation and delivery and in medical technology.

Approximately one in four start-up businesses in the local lifesciences sector are university spin-outs. The remaining companies emerged from existing businesses.

In the same way as Antenna provides a hub for the development of the city's digital content sector, BioCity is a hotspot for early-stage lifesciences companies. It is the UK's largest innovation and incubation centre. Launched in 2003, the 129,000 sq ft award-winning site currently hosts over 70 companies and 600 employees.

Haemostatix

Haemostatix is a biopharmaceutical company that has developed a new class of haemostat, PeproStat™, for the control of bleeding in surgery and trauma.

PeproStat™ is based on a peptide that coagulates blood and is being developed as a topical formulation that is applied directly to wounds to rapidly stop bleeding. Haemostatix believes it will be faster, safer and more convenient than current products.

Dr Ben Nichols is Haemostatix's CEO. A biologist by background, Ben has spent over 20 years in business development and senior management roles in the biotechnology sector.

Ben specialises in converting raw technologies into commercial products. He joined Haemostatix in 2008, following the trade sale of Plasso, a spin-out from Sheffield University, where he was Business Development Director.

Haemostatix is an example of the increasing number of companies arising from Nottingham's biotech cluster. The company has laboratories at Nottingham's BioCity but also outsources many of its activities to businesses within the local cluster. To support its research, Haemostatix collaborates with the University of Nottingham, a centre of excellence in the lifesciences.

Clean technology

Nottingham has the potential to position itself strongly as a key location for clean technologies. This sector includes companies providing technologies, goods and services that will enable the UK's transition to a low-carbon economy.

In the East Midlands there are approximately 900 companies operating in the environmental technologies sector, of which half are in waste management. There are also 452 SMEs in Nottingham and Nottinghamshire, employing 7,100 people in low-carbon industries.

The Energy Technology Research Institute at the University of Nottingham is a key centre for research into biomass and solar technologies, while at the same university the Sustainable Technologies Group focuses on research into sustainable building design, photovoltaics, solar thermal systems, earth construction (environmentally responsive alternatives to cement and concrete) and biomass. Through its Sustainable Technology Research Group, Nottingham Trent University is also involved in research into the thermal efficiency of buildings.

The science of carbon capture and storage also has potential locally, with a number of key research assets in and around Nottingham. These include the British Geological Survey (BGS) at Keyworth, which is recognised as a European centre of excellence in research into carbon dioxide storage, and the University of Nottingham.

The University of Nottingham has established the Centre for Innovation in Carbon Capture and Storage and the Energy Technologies Research Institute. The former undertakes research into the technological innovation required to deploy carbon capture and storage techniques more widely, while the latter will focus on clean coal technologies. In addition, the university and the BGS have pooled their respective areas of expertise to create the Nottingham Centre for Carbon Capture and Storage.



Chinook Sciences

Chinook Sciences was formed in 1998 by a group of engineers and scientists with expertise in thermal and gas processing. Chinook's End Stage Recycling® plant recovers and recycles the valuable metal in man-made waste residues that would otherwise go to landfill. In the process and as a by-product the plant recovers the energy generated by the residue in the form of a clean 'fuel-grade' synthetic gas or 'syngas'. This 'syngas' is an excellent substitute for natural gas and could be used in various processes, including the generation of electricity using gas engines (as in cars) or using gas turbines (as in planes).

Chinook has two sites in Nottingham and is working with the City Council to open a community-scale End Stage Recycling® facility in the city. This would provide renewable energy generation combined with a full-scale advanced manufacturing plant. The expansion is part of Chinook's drive to build in Nottingham a centre of excellence in sciences and engineering, with the world's highest concentration of expertise in creating renewable energy using Chinook's patented and proprietary technology.

Harry Perry, Chinook's Technical Director, said: "Chinook is committed to expand upon its state-of-the-art engineering and research centre in Nottingham with an integrated facility that would house a substantial manufacturing facility combined with a community-scale End Stage Recycling® plant. This large commitment to Nottingham demonstrates Chinook's confidence in the city's support for growing renewable business.

"This integrated facility should bring to Nottingham skilled 'green-collar' jobs and an expertise that is unrivalled in any other city in the UK."

There are
452 SMEs in
Nottingham and
Nottinghamshire,
employing 7,100
people in low-
carbon industries.



Image courtesy of Blueprint

Actions for growth

“If we are to encourage growth we need proposals that address the barriers to growth; if we are to encourage creativity we need proposals that are themselves creative. This Growth Plan successfully rises to both of these challenges.”

Alex Gourlay
Chief Executive, Health and Beauty Division, Boots

Image courtesy of Neil Hoyle

/03



Brian Clough OBE

Actions for growth – key points

Actions in the Growth Plan are focused around three areas:

Fostering enterprise – includes making available investment capital, technology grants and business rate support; assisting entrepreneurs with appropriate training and mentoring; working to generate investment and sales opportunities nationally and internationally.

Developing a skilled workforce – includes ensuring the workforce has the right skills to meet the needs of emerging industries.

Building a 21st century infrastructure – includes developing ultraband and wireless connectivity in the city; stimulating land development; creating hubs where emerging sector companies can grow alongside each other; expanding the green energy supply.

Actions for growth

The strategic focus of the Growth Plan is on developing those industries that have the most potential to generate growth. This is a prudent and efficient use of resources. The plan of action itself needs to be equally focused. It needs to target barriers to growth. The range of programmes are rooted in research and built on experience of previously successful interventions as well as responses to the consultation draft. There needs to be scope for creativity too. The Growth Plan is flexible: it allows the scope and freedom for new initiatives to be developed in response to future challenges.

The plan focuses on three key themes:

- **Fostering enterprise** – We will enable enterprise to flourish by giving entrepreneurs the skills and management training they need to build their businesses and to succeed. We will give them the business support structures and provide financial incentives to encourage enterprise. We will also provide access to capital so entrepreneurs have the funding they need to invest in growth.
- **Developing a skilled workforce** – To achieve a highly skilled, productive workforce capable of supporting the new industries, we will develop structures to simplify the process of connecting people to jobs. We will develop strong relationships with education and training providers to ensure that provision and economic need are aligned.
- **Building a 21st century infrastructure** – For Nottingham to realise its full potential, a range of high-quality business and economic infrastructure development is required. This includes sustained investment in office and business accommodation to secure the high-value added service investment needed to deliver change. It would also encompass further investment in public transport, digital infrastructure and improved housing.

Many of these programmes will help not just the targeted growth industries but existing established businesses in the service sector.

In the three sections that follow we look at each of the action themes, explain the rationale behind them and summarise the key programmes and the projects within them.

The award-winning No1 Nottingham Science Park has attracted several high-growth companies. It is an environmentally sustainable building designed to inspire creativity, increase productivity and improve quality of life for those working there.



Fostering enterprise

There are five programmes within this first theme, each focused on encouraging the development of a creative enterprise culture. The programmes aim to provide the optimal conditions to encourage internal development and growth within the key sectors and will run in tandem with a strong and aggressive campaign marketing the city to external businesses, investors and markets.

Programme 1.1. Transformational finance

Innovation and entrepreneurial activity have to be financed in some way, and this is increasingly challenging given the difficult operating conditions many businesses are facing. Access to finance for start-up and growing businesses has become much more difficult since the recession. According to the UK Department for Business, Innovation and Skills (BIS), UK businesses have been heavily reliant on banks to raise finance, with the majority of SMEs relying solely on bank loans. Given the recent global financial crisis and the lack of bank lending, it is not surprising that business growth has been held back by a lack of available capital.

The government has taken a number of steps to ease access to debt finance, including, for example, the use of the Enterprise Finance Guarantee (EFG) loan scheme to encourage banks to soften their lending criteria. But businesses – particularly young early-stage growth businesses – are still finding access to bank finance difficult, and there are few publicly funded equity investment mechanisms available to them. Investment that is available, such as through Capital for Enterprise, tends to gravitate through market forces to the South-East and London.

The Derbyshire and Nottinghamshire Chamber of Commerce consistently reports on concerns from businesses about the availability of finance and the terms on which finance is available as a barrier to growth.

Project: The Nottingham Investment Fund

The creation of a Nottingham-based equity investment fund will help early-stage growth businesses both in the city and in the wider county. Nottinghamshire County Council and Nottingham City Council are proposing to seed the investment fund with £10m of capital secured from the Nottinghamshire Local Government Pension Scheme, alongside equivalent investment made by the government as part of Nottingham's City Deal. The investments will provide a realistic exit for the fund that gives acceptable returns to the investors and allows for subsequent re-investment over the lifetime of the fund. It is intended that the fund will be flexible enough to fund investments between, normally, £100k and £1m.

Project: The Nottingham Technology Grant Fund

Subject to a successful Regional Growth Fund (RGF) bid, grants between £20k and £1m per business or entrepreneur will be made available to stimulate SME growth within the digital content, lifesciences and clean technology sectors. They will be particularly targeted at supporting businesses in overcoming issues that can often jeopardise their future. The grants will support the exploitation of intellectual property (IP), the necessary development of new technologies that have scalable commercial potential or capital infrastructure investment where the SME needs to expand into new

premises. The grant fund will be established by the N'Tech Group, consisting of Nottingham City Council, University of Nottingham, the Nottingham Trent University, BioCity, Confetti Media Group and Inntrropy, which operates Nottingham's new CleanTech Centre.

Nottingham does not currently make the most of its intellectual capital. As well as two world-class universities with significant specialisms in the three key emerging sectors, it has hotspots of creative talent within facilities such as BioCity (lifesciences), Antenna (digital content) and the new GreenTech Centre (clean technology). Alongside this and positioned between BioCity and Antenna is Nottingham's proposed Creative Quarter, which has the potential to encourage cross-pollination of ideas and collaboration between businesses within these sectors. This new grant fund will help unlock this intellectual capacity.

Project: Localised business rates

As a result of the government's Localism Bill and associated changes to the way local authorities are financed, Nottingham City Council will in the future have greater control over the way it collects and retains business rates. This will allow the City Council to develop a business rates policy that can be used to support the aspirations of the Growth Plan and, specifically, its key growth sectors. In order to ensure alignment with the city's plans for economic growth and the Medium Term Financial Strategy (MTFS) of the City Council, the council proposes to work with partners to develop and put in place a new business rates policy from April 2013. This will incentivise and encourage growth within key strategic locations across the city.

Business rates are often a significant financial burden for many local businesses and so being able to control and tailor these to suit the needs of Nottingham's economy and business sector alike could have a powerful effect in encouraging targeted

growth and contributing to the overall aspirations of the Growth Plan.

Programme 1.2. Support on growth

Few people have all the skills required to take a good idea and turn it into a business and then grow that business successfully. At every stage – from incubation to growth – training and support from qualified experts with relevant experience can make a significant difference to achieving success.

Project: Growth 100 programme

Growth 100 will provide an intensive programme of support and learning for SME leaders with the ambition to grow. It will be aimed at ambitious early-stage businesses and will help them develop, plan and implement a range of activities to help achieve growth. It will include strategy and business planning, marketing, sales and selling, finance, operations, HR, access to overseas markets, leadership and team building, and creativity and innovation. All of these are aimed at helping SMEs become more investment-ready. The programme will be delivered by the University of Nottingham in collaboration with Nottingham City Council. It will also be closely aligned with the National High Growth Service being delivered locally by Pera, to ensure appropriate cross-referrals between both programmes so that the right businesses get the right support to help them grow.

Project: Generation Y programme

The Generation Y programme will put in place both early-stage entrepreneurial support and a loan fund as well as providing a mentoring programme involving existing successful Generation Yers – those aged between 16 and 35. The Generation Y programme will provide advice support and training to give students and graduates the confidence, ability and aspiration to start

MediPark will be a cluster of world-class medical science research facilities located alongside the Queen's Medical Centre – one of the foremost teaching hospitals in the UK. Companies locating here will be eligible for transformational finance support.



their own business.

Generation Yers have been brought up during the rise of personal computing, video games, the internet and new communication technologies. They are comfortable with technology, innovation and a fast pace of change and have a leaning to socially/ environmentally responsible business models. It is envisaged that given the educational background and support provided to participants a greater number of technology, innovation and high-value businesses will be created by this programme.

Nottingham has a relatively high percentage of people within the Generation Y age group, which explains the need for this focused and concerted approach. With the recent contraction and continued squeeze on the public sector, we need to find an alternative employment option for our young people to support them not only into employment but also into self-employment.

Generation Yers face significant barriers to starting a business, not least their lack of collateral to access risk finance and the burden of student loans, which can often be a deterrent to young people who do not want to take on further debt. The project will also provide a route to investment funds, loans or grants to support business start-ups.

Project: Get Ready for Business

In order to rebalance Nottingham's economy, not only towards the three key sectors but also in favour of private sector enterprise, the city needs to find the entrepreneurs of tomorrow. Nottingham currently has low levels of business start-ups and a disproportionately large number of public sector employees. There needs to be a concerted effort to encourage citizens with no previous experience of private sector enterprise to consider starting a business.

Nottingham Business Ventures (NBV), in collaboration with a number of other

enterprise agencies and Barclays Bank, aims to identify people who could run their own business and then give them the training, support and investment to make this a reality. Focusing on Nottingham as a city with high levels of public sector employment, NBV will begin to deliver this programme from late 2012.

The programme will provide the opportunity for people to explore the life of an entrepreneur. It is of particular value to people who may need to change their mindset, such as public sector employees with no experience in the private or third sector. Many public sector employees have transferable skills but lack the confidence and ability to make the transition without a coaching package designed to change patterns of thinking.

Accelerating a Low-Carbon Economy (ALCE)

Accelerating a Low-Carbon Economy (ALCE) extends the work of the University of Nottingham's Energy Technologies Research Institute – already a world-leading energy research hub. ALCE will work with businesses to increase innovation, commercialisation and adoption of sustainable energy technologies in the region. Experts at Nottingham are developing new energy technologies that are sustainable – environmentally, economically and socially. These technologies will change the way we provide electricity, heat our homes, drive to work and travel around the world. ALCE provides local businesses and developers of energy technologies with access to unique experimental facilities for research, development and demonstration. It also offers knowledge transfer opportunities through a graduate placement scheme and collaborative research.

The university is already a major centre for energy research with a reputation for excellence. Building on this and supporting the development of Nottingham's clean technology sector, ALCE is about using the university's skills and knowledge to support businesses in the development of sustainable energy technologies.

Project: Antenna Access

The Antenna Access project will involve delivery of an enhanced programme of specialist business coaching and mentoring for creative and digital enterprises and an annual programme of industry-focused networking and information events. The aim is to provide tailored support and signposting to enable businesses in the sector to have all of the tools, information and partnership opportunities they need to start up and grow. The programme will be delivered by the Confetti Media Group in close partnership with Broadway's Creative and Digital Entrepreneurs Programme, ensuring that businesses are referred to the programme where specialist digital content and associated support is required.

Antenna already provides an important hub for the development of the city's digital content sector. Although the sector is predominantly made up of low-employment-density SMEs, they tend to be highly productive and could contribute significantly to Nottingham's GVA. The most notable impact from the project will therefore be the creation and growth of new creative and digital businesses and new jobs.

Project: BioCity Pre-Incubator programme

This project is aimed at early-stage businesses with high growth potential in the areas of healthcare and medical technology. The focus of the programme is on helping participants understand how to start and grow a business and on introducing them to people who can help. It will help people with ideas prepare their plans and businesses for launch.

Individuals and technologies that are at a very early stage of exploiting/being exploited for a commercial application need intensive support and intervention from experienced, sector-focused individuals to give them the best chance of success. However, no such programme currently exists for the lifesciences sector anywhere in the UK. A

programme like this will help Nottingham remain at the forefront of business incubation in the lifesciences sector nationally and internationally.

Project: Public procurement

Nottingham City Council is a major procurer of capital projects, goods and services, spending on average £320m per year.

The City Council is therefore working alongside Nottinghamshire County Council to develop a new procurement policy to support an increase in spend with local suppliers and the additional benefits that this will deliver. The City Council will publish a five-year procurement plan to set ambitious targets for supporting local suppliers and to better inform suppliers of its future requirements so that they can gear up to provide the goods and services, for which the council will be issuing contracts. This will also involve working closely with external business support organisations to ensure local suppliers have the support they need to tender for public sector work.

The council will work with partners such as Nottingham City Homes to develop opportunities along supply chains and create new opportunities and jobs for local people.

Programme 1.3. City centre

Key to transforming the city's economy is ensuring that at the heart of it lies a strong, sustainable, vibrant city centre supported by a thriving retail and leisure offer. This will be one of the preconditions for attracting and retaining talent within Nottingham, along with ensuring that the retail sector continues to thrive and to provide employment for city residents. Although Nottingham city centre continues to be one of the most important retail destinations in the UK, pressure from competitors and difficult trading conditions for retailers over the last few years mean that a smart and timely strategy is now needed to

provide the quality of life that will retain and attract the best companies and most highly skilled people. This needs to sit alongside a strong leisure economy with the city building on its existing range of cultural assets to improve Nottingham's potential as a leisure and business visitor destination.

Project: City Centre Retail Strategy

Nottingham City Council, the Nottingham Retail and Leisure BIDs and the Invest in Nottingham Club Retail Forum will work together to put in place a new vision for the development of the city centre and retail sector. This strategy will seek to maximise the opportunities of proposed developments by securing a city centre around the two strong anchors of the redeveloped Broadmarsh and Victoria centres, and by recognising the different needs of the various areas of the city and focusing on these – giving each area greater identity. It will provide a series of 'quick wins' and longer-term actions to improve the vibrancy of the city centre through a developed independent retail sector and encourage investment through a flexible approach to parking while dealing with vacant properties using new business rate powers.

Project: Broadmarsh shopping centre

In order to ensure that Nottingham has a diverse retail offer in the future, the presence of two strong anchor shopping centres to the south and north of the city centre is essential. Although the Victoria Centre continues to thrive as a flagship centre within Nottingham, the Broadmarsh shopping centre has been caught in a spiral of decline for a number of years and it is often the first impression of the city many people receive when arriving from the train station. Following the sale of Broadmarsh to Capital Shopping Centres (CSC) in early 2012, Nottingham City Council is committed to working with CSC to secure the successful redevelopment of the centre as a key part of the overall

Business Improvement Districts (BIDs)

Two Business Improvement Districts (BIDs) have been established by businesses under the 'We Are Nottingham' banner to enhance the retail and leisure offers in the city centre.

The shopping BID, established by retailers in 2010, is focused on improving the shopping environment, supporting crime prevention, promoting better access and parking and building brand awareness about Nottingham's retail offer.

The leisure-based BID has been operating for four years and has resulted in events such as the Nottingham Food and Drink Festival, Light Night and the Hockley Hustle music festival. Marketing promotions have been organised such as the Big Night Out with BBC Radio Nottingham. Taxi marshals have been introduced, along with street ambassadors who provide information for visitors.

regeneration aspirations for the city centre.

This site, when complete, will open up routes to the city from the redeveloped Nottingham Station Hub along with key gateway regeneration opportunities to the south and west of the city centre.

Project: Conference and events bidding unit

Nottingham is underperforming in the UK conference and events market. This project aims to address this by delivering a targeted sales, marketing, and delegate welcome programme to attract major conferences and events to the city. Led by Experience Nottinghamshire, the project will deliver new capacity to join up sales and marketing activity on a destination-wide basis, and create a sales and marketing unit that will support partner organisations to bid for and win new events.

This proposal will create capacity to enter new events markets, increasing visitors to the city

and encouraging greater visitor spend in the retail and leisure economy. This project may support private sector investment in a high-quality hotel development or a purpose-built conference centre.

Programme 1.4. Domestic and international investment

Although the majority of future economic growth will come from existing indigenous businesses, the city needs to attract investment both from domestic and from international markets.

Nottingham does not generate enough foreign and new domestic inward investment. There is now a need to reverse this trend and take a more targeted approach to inward investment. Success in attracting new investment will also be critical in increasing demand for physical developments at the Enterprise Zone and proposed developments at the Energy Park and MediPark.

Project: Invest in Nottingham

The Invest in Nottingham team, based within Nottingham City Council and supported by the Invest in Nottingham Club, has the remit to promote Nottingham as a top UK business location. Building on the back of existing work, a new strategy will be put in place offering financial incentives to achieve the aggressive and focused attraction of inward investment to help boost existing sector strengths and create opportunities for existing businesses.

Project: International investment and exports

Research from the University of Nottingham's Globalisation and Economic Policy Centre shows that Foreign Direct Investment (FDI) can have a range of positive impacts. Perhaps the most important is the spillover effect in terms of boosting the

productivity of domestic firms and making the economy more efficient.

From both an international and national perspective, the first impression many people have of Nottingham is through its universities. This is especially the case for students, given the University of Nottingham's international links to China and Malaysia. These links will be invaluable in the future as Nottingham increasingly needs to operate and compete on an international level to attract and retain investment. Work is under way in collaboration with both universities, but specifically the Asia Business Bureau at the University of Nottingham, to maximise the opportunities to promote Nottingham through these existing academic and business links. This also includes the establishment of a German forum within the Invest in Nottingham Club to enable businesses that want to trade with Germany to learn and get advice from businesses currently operating in this market. Further work will be required to exploit opportunities within BRIC countries (Brazil, Russia, India and China) as well as establishing similar international facilities, such as the Asia Bureau, to help support companies looking to export to Nottingham's other key markets.

Programme 1.5. Enhancing reputation

Nottingham is competing on a global scale for investment, people, knowledge and talent. The city has benefited from substantial investment and redevelopment in recent years and thanks to the three key growth sectors is now at the cutting edge of modern technology and research. This needs to be reflected in the way we promote the city internally and externally to further enhance Nottingham's reputation.

Project: Nottingham PR team

A virtual Nottingham PR team will be created, which will involve all organisations

International swimwear brand Speedo relocated its headquarters to Nottingham's NG2 business park in April 2011. The site houses the company's Aqualab global research and development facility, responsible for the cutting-edge swimwear worn by many of the world's leading athletes.



working to promote the city. This includes organisations such as Nottingham City Council, the Invest in Nottingham Club, Experience Nottinghamshire and the Business Improvement Districts (BIDs), along with both universities. It could potentially also be extended to include key sporting and leisure venues such as Trent Bridge, Nottingham Forest FC, and Notts County FC which are often at the forefront of presenting a positive impression of the city. This group would agree how each organisation could coordinate messages in order to maximise their impact and reduce duplication.

Project: Made in Nottingham

Although levels of employment in traditional manufacturing are below the national average, Nottingham's modern-day sectors continue the city's long history of manufacturing. Today, of course, you are more likely to find the product on your computer screen than be able to hold it in the palm of your hand. The city's key growth sectors of digital content, lifesciences and clean technology are by their very nature technology-driven, making products such as computer games, websites, new pharmaceuticals or even innovative low-carbon products. Nottingham needs to do more to remind people that the city's manufacturing tradition continues and to use companies selling products made in Nottingham across the world to promote the city to new investors. A new Made in Nottingham campaign will be launched, encouraging Nottingham-based companies to use the 'Made in Nottingham' brand when selling their products domestically and internationally.

Project: Creative Class

The 'Creative Class' is a term used by economist and social scientist Richard Florida, a professor and head of the Martin Prosperity Institute at the Rotman School of

Management at the University of Toronto, to describe a creative socio-economic class. He identified that a small number of creative and knowledge-based workers were a key driving force for economic development of post-industrial cities. Building on this concept, the Invest in Nottingham Club established the Creative Class to profile and celebrate entrepreneurs and companies creating new technologies, products, services and markets essential for the growth of the city's economy. They are powerful ambassadors for the city and great role models for the next generation of entrepreneurs.



Staff at Promethean Particles – one of many promising spin-out companies from the University of Nottingham. The firm specialises in helping businesses develop commercial applications for nanotechnology.

Developing a skilled workforce

Increasing the availability of highly skilled workers and increasing the number of local residents in employment are critical to improving the economic performance of the city. The four programmes within this theme aim to ensure that more people have the skills and qualifications to access employment opportunities in the city.

Work-related skills are particularly important to enable people to enter and progress within the labour market. Areas with a high proportion of skilled workers are likely to be less vulnerable to economic shocks because businesses with highly skilled staff tend to be better able to identify market opportunities, innovate and adapt to new technologies and attract and facilitate investment. Skilled workers are also better equipped to access new employment opportunities if they are made redundant. A skilled workforce will therefore be an important contributor to the adaptive capacity of an area.

Training and skills initiatives are also needed to allow those already in employment to move to better-paid jobs within emerging sectors. This will increase social mobility and open up new opportunities for those seeking entry-level jobs. This is especially important for young people – both graduates and non-graduates.

Programme 2.1. Access to employment

Because of the competitive nature of the current jobs market, city residents with lower skills are less likely to benefit from employment opportunities. Raising skill levels and moving workless individuals into employment often requires intensive support. There is a need for a broad range of programmes to tackle the underlying barriers to employment for these individuals.

Project: Employer Hub

The Employer Hub was launched in September 2011 and forms part of the Working Nottingham Strategy. We intend to develop and expand the Hub, which works with employers and inward investors to ensure that new job opportunities are targeted at unemployed local people. The Employer Hub provides necessary

skills development through colleges and training providers. It supports developers, construction contractors and their suppliers to fulfil any employment and training obligations that might be required of them as a condition in winning permissions for developments or in procuring local government contracts. This also involves the City Council preparing an Interim Supplementary Planning Document on Employment and Training to ensure the benefits of new development are available to local residents in terms of construction and ongoing employment and training, and in supply chain benefits to local companies. The Employer Hub also connects to the range of neighbourhood-based organisations that provide support to unemployed people in Nottingham.

This project will assist with Nottingham's worklessness agenda, which addresses the significant challenge of tackling persistent

levels of unemployment within key inner-city areas.

Project: Integrated employer engagement service

Employers report that current systems to support them with recruitment are too complex and do not meet their needs as they are focused primarily on those of the job seeker. In addition, they continually report that lack of employability skills is the biggest barrier to recruiting local people. Nottingham City Council and its partners have prioritised a significant reduction in worklessness, but understanding the employment and skills requirements of employers is vital to meeting this target.

The proposal is to create one team across Nottingham to undertake market analysis of the local labour market, advertise services to local employers and develop a coherent package of support focusing on their recruitment needs. This will be achieved by combining the services provided by Job Centre Plus and Nottingham City Council. The benefit of this approach is that there will be one point of contact for employers through an account management service. It will encourage and support employers (particularly SMEs) to take on apprentices and offer ongoing support to the employer for a period of three months, to ensure that appointed individuals stay in post. We intend to create job clubs across our estates.

Programme 2.2. Workforce supply

Nottingham core city residents suffer from lower skills levels than those across the wider economic area. This reflects both lower educational attainment and the sectoral/occupational structure of employment in the city. There is consistent evidence that the course choices of young people in further education are not well aligned to employer demand or informed by a good understanding of the employment outcomes

likely to be associated with these choices. There is clear scope for the Growth Plan to address these issues.

With greater competition for job vacancies due to increasing unemployment in Nottingham, it is particularly important for young people – who have more limited work experience – to ensure that their choices in education and training contribute to developing the skills that employers need.

Project: City Skills Fund

A City Skills Fund will be used to address skills priorities across the city and beyond. It will fund the development of a skills plan so that there is a shared understanding of local skills and business needs, and will ensure that provision of adult skills meets the needs of the local economic and labour markets.

Analysis of further education data for the East Midlands in 2010 found significant

Nottinghamshire Futures

Nottinghamshire Futures is an initiative that provides improved and co-ordinated support for young people and is designed to make a significant impact on youth unemployment.

The existing model of support for young people aged 16 to 18 who are making decisions about their education, training and career will be extended to cover those aged 18 to 24.

Nottinghamshire Futures will combine its Not in Education Employment or Training (NEETs) reduction service with work done by the Department of Work and Pensions and Nottingham City Council's Employer Hub. The aim is to simplify what can be a confusing array of services.

Nottingham has the lowest level of NEETs aged 16 to 18 in any major UK city, but unemployment among those aged 18 to 24 is relatively high.

differences between the course choices of young people and adults. Adults are more likely to take subjects that are aligned with job market demand. The most popular FE course choices for 16-to-18-year-olds are creative and arts, fitness and sport and beauty and hairdressing. This suggests they are influenced more by their individual interests than an understanding of labour market opportunities in choosing courses.

The City Skills Fund will look to inspire young people within schools and colleges to make choices and follow routes that will lead to employment.

Project: Creation of a University Technical College (UTC)

A University Technical College (UTC) will open in Nottingham in September 2013 to develop the science, technology, engineering and mathematical (STEM) skills of 14 to

19-year-olds. This new institution will be a partnership between Djanogly Academy Trust and the University of Nottingham. It will have strong links to local employers who are reliant on the supply of young people with advanced skills in STEM subjects and will provide opportunities for employers to affect the design of the curriculum, as well as providing opportunities for young people to gain extended periods of work experience. When up to full capacity, the UTC will host 800 students from across the core city area.

The UTC will be an important development in further connecting education with employment. It continues the journey already made by local schools and colleges over recent years to offer students an increasingly work-related curriculum, whilst still retaining a focus upon the core subjects of English and Maths. Feedback from employers has suggested that this is important, but unfortunately too many young people are still leaving education without the skills required for work. The UTC aims to address this, as well as tackling the other significant issue of inspiring young people to pursue STEM subjects, safe in the knowledge that these are the skills that will be required by the 21st century economy, which this plan is looking to establish in Nottingham.

Project: Business-focused curricula

Enterprise education in schools is currently delivered in a piecemeal fashion, with some schools choosing not to offer any, and others buying in support from external organisations to help students to realise the opportunities that entrepreneurial activity can have upon them. Nottingham City Council will work collaboratively with schools and FE colleges to build into the curricula programmes to develop entrepreneurial skills and awareness.

Programme 2.3. Youth employment

It is clear that the impact of the recession

University Business Schools

Nottingham has two excellent business schools based in the city's universities.

Nottingham Business School at Nottingham Trent University contributes an estimated £76m to the East Midlands economy annually, according to a study for the Association of Business Schools. This contribution includes providing graduates for the local jobs market, increasing the skills of workers through professional courses, improving business productivity through consultancy projects and attracting students and staff to the area.

Nottingham University Business School is ranked in the UK top 20 and the world top 100. With campuses in China and Malaysia, it also provides an international spotlight for the city in some of the fastest-growing world economies. It is a leader in ethical and sustainable business education, ranking 1st in the UK and 45th globally in the Aspen Institute's 2011-12 'Beyond Grey Pinstripes' top 100 ranking of business schools and MBA programmes that integrate ethical, social and environmental issues into teaching and faculty research.



on unemployment has tended to hit hardest localities that faced more challenging circumstances before the onset of recession, but it has also particularly affected young people. Nottingham's employment and unemployment rates reflect this. Indeed, there is strong evidence that Nottingham has been affected to a greater extent than other comparable cities – suggesting that its age profile has made it particularly vulnerable and therefore leading to the need for concerted and targeted work to address youth unemployment.

Project: Nottingham Jobs Fund

Improving employment prospects for young people is hard as entry-level jobs disappear and/or employers set increased minimum qualification standards for job candidates – particularly in the retail and distribution sectors, which have traditionally been large

employers of young people.

The Nottingham Jobs Fund (NJF) was launched in November 2011 and aims to get 240 young people into work by March 2014. As part of the scheme Nottingham City Council has committed to paying 50% of each salary for one year, based on a minimum wage for any 18 to 24-year-old who is employed through the scheme.

It is hoped the offer of the NJF wage incentive will encourage employers to recruit a young inexperienced person. Any young person who lives within the city boundary, is 18 to 24 years old and has been unemployed for up to one year is eligible and employers in the Nottingham area are being targeted.

Programme 2.4. Talent retention

A city's stock of highly skilled workers

is one of the key determinants of its economic prosperity. We are fortunate to possess two universities with international reputations. They are major assets and key to Nottingham's aspiration to become a 21st century world city. Both universities perform consistently well in the various university league tables and both have significant achievements in research, competing at a national level. In addition, Nottingham also has large and innovative further education colleges (NCN, South Nottingham and Bilborough) that provide excellent academic and vocational courses for students from the whole conurbation. Together they make Nottingham one of the most popular destinations for academic and vocational study.

Analysis of data for graduates leaving the two universities in Nottingham shows high proportions accessing employment soon after graduating and similarly high numbers accessing high-quality graduate occupations. But graduate retention data trends indicate that the city also has the lowest levels of graduate retention of any of the core cities. Nottingham needs to retain and develop this talent if it is to successfully transform its economy.

Project: Student strategy

Nottingham City Council is working alongside both universities to put in place a strategy for how all the institutions will work together to maximise the benefits of the universities for the city as a whole. This includes locating student accommodation and other educational support functions in the city centre on good public transport routes; providing opportunities for post-graduate entrepreneurial activity; and providing purpose-built accommodation suitable for new graduates.

Project: Internships

It is important that business works closely with both universities to build on and

develop new models for student internships, both within the undergraduate period and immediately after graduation, to stimulate employer demand and provide students with valuable experience. The internships are similar to placements, although with internships there will be the commitment to develop a formal programme of development. These internships will be focused on Nottingham's three key growth sectors and those where upskilling to graduate level is important in maintaining competitiveness.

Many Nottingham companies have limited experience of the benefits of employing young graduates. As a result, many employers are unfamiliar with the potential contribution a graduate can make and are unwilling to recruit from the large pool of graduates leaving Nottingham's two universities each year. The USA and Canada have a long-established tradition of intern programmes, where young people gain experience and employers gain an extended period to assess potential recruits, with no commitment on either side. The intern approach offers the opportunity for employers to use young and energetic Nottingham students to undertake a combination of project work and training over a short period, with students involved able to gain useful workplace skills and enhance their CVs ahead of seeking full-time employment.

We also intend to develop volunteering in the city so that it is better recognised by employers as creating employability skills.

Project: Creative Quarter opportunities

A campaign will be launched to attract young entrepreneurs and graduates to stay in or relocate to Nottingham as part of the incentive package accompanying the development of the Creative Quarter. This will aim to capture talent from both within and outside Nottingham by promoting the advantages of being based in the Creative Quarter.

The 65-acre Jubilee campus, home to the University of Nottingham Innovation Park, has won various awards, including the Millennium Marque Award for Environmental Excellence.



Building a 21st century infrastructure

For Nottingham to attract, retain and grow businesses within our three key sectors, a range of infrastructure development is required. This includes digital infrastructure and critical site development.

The programmes outlined here show the city's resolve to create a 21st century infrastructure that will support existing and new businesses to grow. Critical to making this happen is a supportive planning framework, which will be provided by the Nottingham Core Strategy. Showcased, but not covered in detail here, are projects for improving transport and housing. Clearly, a high-quality effective transport system is an important driver for delivering economic growth and creating a successful and vibrant city. The Nottingham Local Transport Plan (LTP) 2011-2026 outlines in much more detail how transport will be improved and sits alongside the Growth Plan. Likewise, the Nottingham Housing Plan sets out how the city will address its housing needs over the next three years in order to transform Nottingham's neighbourhoods to create sustainable communities that are both mixed and balanced.

Programme 3.1. Super-connected Nottingham

Our competitors recognise that a high-quality digital infrastructure is required to encourage innovation and help the next generation of businesses to flourish. Cities across Europe are investing heavily in digital infrastructure and Nottingham must do the same to keep up and develop a competitive advantage. Various studies have shown that increased broadband penetration leads to growth in GDP due to the construction of new infrastructure, increased efficiency for businesses, and cultural change – the faster the network, the more likely an area is to experience economic growth.

Investment by telecom operators is increasing broadband speeds, but the UK is failing to keep pace with the investment made in other countries. If we do not correct this, we will not bring about the next generational change in technology that will unleash a wave of innovation.

Nottingham's Creative Quarter is ideally placed to become a major centre for digitally-focused creative businesses, but it has poor existing levels of broadband – although BT has recently started a programme of improvements.

Project: Ultraband

Nottingham City Council is delivering the Ultraband project. The project makes available almost unconstrained levels of connectivity to SMEs in key sectors to help transform their business performance. While this is only for a fixed period (up to December 2014), it gives SMEs an opportunity to establish the advantage of being an early adopter at the early stages of the new super-connected phase of internet development.

The project tests the impact of enhanced levels of digital connectivity in key business centres and is principally focused around the Creative Quarter. It also tests how

SMEs benefit from transformational levels of connectivity by constructing a local 'cloud' that should encourage supply chain development, localised provision of services and will explore new business models for procuring future connectivity. Lessons learned from this project will be used to improve business connectivity and to support other key business sectors and clusters across Nottingham.

Ultraband is important. There are currently no other 'test beds' in the UK where the impact of enhanced digital connectivity on business performance and the real level of potential demand for ultrafast services is being measured. This research should prove invaluable – to stimulate demand for ultrafast services more widely among similar businesses, but also in planning future provision, both at a business centre level and citywide.

Project: Open Access Nottingham

Our aim is to ensure that the necessary digital infrastructure is in place to serve and encourage the development of concentrations of activity within the Creative Quarter and also within key growth zones in the city. This will involve providing gigabyte connectivity by offering 'fibre to the premises' to our key central growth zones, including 250ha of strategic development sites with the potential to support the city's three key sectors, as well as our Creative Quarter in the Lace Market. The proposal will exploit our extensive network of ducting – including along the Nottingham tram route – to create a digital corridor, which will eventually act as a stimulus for business growth along the length of the tram network.

Project: Wireless Nottingham

Our aim is to ensure that wireless connectivity is widely available through a wireless network in public venues, in the Creative Quarter and along the Nottingham

tram network. Nottingham City Council is currently in discussion with different providers and is assessing various delivery approaches, e.g. by deploying access devices on council-owned utility poles and street furniture.

While commercial providers may make next-generation wireless connectivity widely available in public areas where there is high footfall such as the city centre, the City Council is committed to achieving wider coverage to areas that are not commercially attractive to private sector providers such as in the Creative Quarter.

Project: Open Data Nottingham

Nottingham City Council is looking to open up data sources to support their use and exploitation by SMEs to deliver new products and applications to consumers, as well as the public and private sectors. This will be of particular benefit to the digital companies we are looking to locate within the Creative Quarter, that will be at the forefront of new technology exploitation and ideas. A review will be undertaken of all public data sources that may be accessed by SMEs to provide

Nottingham Hub

The Nottingham Hub is a £60m project to develop the railway station area into a vibrant city quarter with new offices, shops and homes.

The hub will be the centre of a 21st century transport system, making the most of the investment in the NET Phase Two tram route and creating a much improved gateway to the city.

Station facilities will be upgraded and a new concourse created that will connect trains, trams and the recently opened car park. The initiative extends Nottingham's city centre to the south and its first phase is due to be completed in 2014.

Nottingham Express Transit

All major European cities have trams and Nottingham's tram system has become an iconic symbol of the city's ambition.

Since its opening in 2004 the system has proved a great success. It has met or exceeded all of its targets, with 10 million passengers using it each year and traffic congestion along the Line One corridor down by 8 to 9%. About 30% of tram users either leave their car at home or use park-and-ride facilities serving key tram stops along the route.

NET Line One was one of the first, and the largest, local authority Private Financial Initiative (PFI) projects in the country.

Due to its success, work began in 2012 to expand the network through the construction of two new lines. The benefits to Nottingham and the surrounding area of NET Phase Two are numerous. The new lines will provide access to some 1,270 workplaces to which approximately 55,000 employees commute. Destinations include the NG2 business park, the Queen's Medical Centre and the University of Nottingham. The completed system will serve 20 of the 30 largest employers in Nottingham, each of which will be within 800 metres of a tram stop.

The tram has won national praise and is one of the reasons Nottingham has been declared the least car-dependent city in the country. Awards include:

- Nottingham City Council: Transport Authority of the Year – National Transport Awards 2006
- Nottingham City Council for NET: 4PS Excellence in PPP Regeneration Private Finance Awards 2006
- Nottingham City Council for NET: Best Operational Transport Project 2006
- Public Private Partnership Achievement of the Year: 2005 MJ Achievement Awards
- Nottingham City Council for NET: Best Transport Project above £20 million – Public Private Finance Awards 2002

Image courtesy of Neil Hoyle





More than 20 million passenger journeys a year will be made on the Nottingham Express Transit system when the £570 million Phase Two expansion is completed in late 2014.

Midland Mainline and High-Speed Rail

The Midland Mainline (MML) is Nottingham's primary rail link to London and the South-East and to the neighbouring cities of Derby, Leicester and Sheffield. In the short term upgrading the MML must remain a priority for the city, as improvements would generate significant wider economic impacts in terms of higher productivity by business, valued at more than £450m.

Over the longer term High-Speed Rail will provide further opportunities. Linking the 'Three Cities' – Nottingham, Derby and Leicester – with the Sheffield and Leeds city regions as part of a national High-Speed Rail network would connect an area of 6.7m people and 3m jobs. Onward connections to the Tees Valley and Tyne and Wear city regions would provide access to a further 2.2m people and almost 1m jobs. The estimated impact of the route east of the Pennines would be around £60 billion in standard transport benefits and a further £2.3 billion from increased productivity.

Road developments

The A453 is a key road transport route into the south of Nottingham, linking the city to the M1 and East Midlands Airport. In March 2012 the Secretary of State confirmed the Orders for the scheme. Main construction works are programmed to start January 2013. The A453 east of the M1 is a major route between Nottingham, the M1 and Nottingham East Midlands Airport. The existing single-carriageway road has become increasingly congested. It carries up to 30,000 vehicles a day, has a poor safety record and poses maintenance difficulties. The proposed scheme will improve safety, reduce congestion and make journeys more reliable.

Alongside improvements to the A453, proposals for improvements to the Nottingham ring road will also help ease congestion. The Ring Road Major Scheme was awarded Programme Entry status by the Department for Transport (DfT) in December 2011. The proposed major improvements will reduce congestion and enhance overall network capacity and include significant local improvements for pedestrians and cyclists. Public transport interchange facilities will also be upgraded.

commercial services. This will build upon the City Council's existing open data site, Nottingham Insight, to mimic the provision of open data provided by initiatives such as data.gov.uk.

Access to open data is part of the wider movement connected to open source and open content, which advocates that non-personal information should be freely available without restrictions. Although this proposal does not address a particular existing problem, it will be proactive in seeking to provide positive opportunities for entrepreneurs and businesses.

Project: FutureCities

Climate change, population growth, congestion and healthcare demand are putting pressure on city resources. To succeed in the future we need to provide integrated city-wide solutions to manage Nottingham's major public infrastructure such as health, energy, water, waste, communications, buildings and transport. Nottingham has made a start by mapping the energy use in the city and looking at how it is generated and delivered. Better integration of a range of systems is complex.

Nottingham City Council will work with the universities to identify which of these elements of public infrastructure could be better aligned and integrated through a FutureCities pilot bid launched by the Technology Strategy Board (TSB). The aim will be to build on the work of SmartCities to provide new solutions for connecting and integrating city systems and allow us to explore new approaches to delivering a good local economy and excellent quality of life, while reducing our environmental footprint and increasing resilience to environmental change. A range of systems is being considered, including energy and heating, transport and digital infrastructure – all enabled by transforming the use of information technology.

Programme 3.2. Getting development moving

The projects within this programme are aimed at helping to provide the necessary supply of land and property over the short to long term, to raise investment levels, provide opportunities for our key growth sectors and associated businesses to expand and make Nottingham a more attractive proposition for new investors. In achieving this the projects will also benefit the city's professional services, particularly property professionals and the construction industry.

Nottingham requires an improved range and increased quantity of good-quality industrial and commercial premises. Research has shown that a lack of suitable land and property assets has been a constraining factor on Nottingham's ability to attract new investment as well as constraining the growth of our key sectors.

The Nottingham Office Market Review predicts that Nottingham will need to find employment space for an extra 13,000 workers in the business services sector alone over the next 15 years. The health sector (which includes lifesciences) will also create employment opportunities for an additional 9,000 people. The multiplier effect of construction as a result of healthy commercial and residential development markets is particularly important and can be the basis for new employment opportunities for lower-skilled residents.

Recent deals have added momentum to the Southside Business District, a cluster of corporate commercial offices around the city's main transport hub in Station Street, the Nottingham railway station and the tram terminus. Southside is now also home to Capital One, Ikano Financial Services and the corporate law firm Shoosmiths, and it provides a prime example of the drive to encourage pipeline activity through well designed individual schemes in an overall environment that is naturally attractive to

business. Southside's long-term logic as one of the city's major commercial locations is underlined by the large-scale investments in transport infrastructure on its doorstep, due to Phase Two of the tram and the railway station hub development.

Project: Stimulating property development

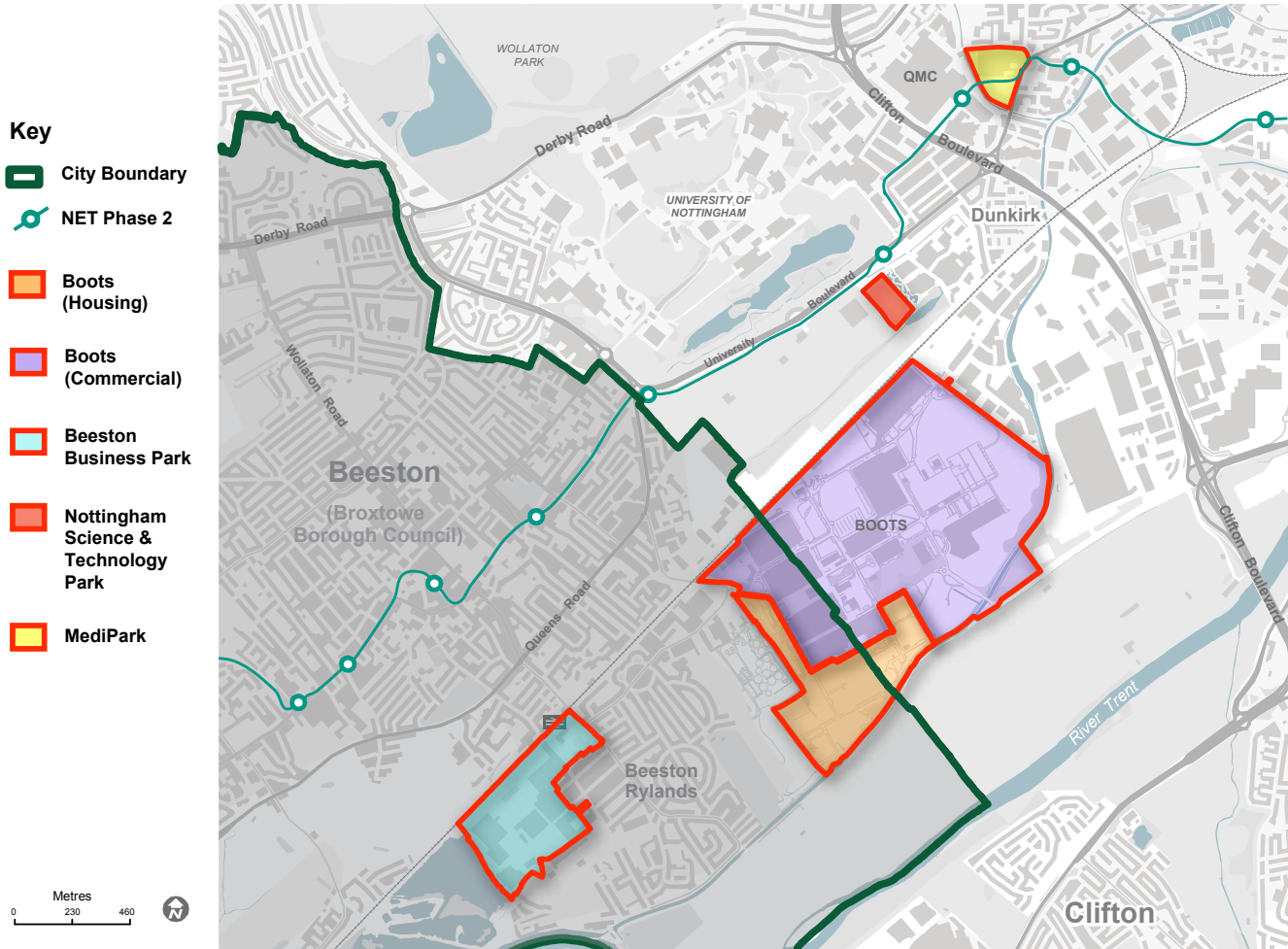
With the ongoing economic downturn, property developers continue to operate on a low-risk basis and are only committing to development on a pre-let basis. For Nottingham to become more competitive as a location for investment and enterprise the city needs to increase the diversity and quality of commercial premises. Development of these properties will in turn support a healthy construction industry and have associated multiplier and supply chain benefits.

Nottingham City Council is to investigate the potential for using innovative financial mechanisms, such as establishing a rent guarantee scheme or purchasing the freehold to allow developers to borrow commercially and engage in speculative developments with confidence. This is particularly important for refurbishing properties in the Creative Quarter, where significant amounts of potential office and workspace, which could house the next generation of creative entrepreneurs, are currently lying derelict and unable to be brought to the market.

Project: Redevelopment of Boots campus as an Enterprise Zone

The Alliance Boots campus in Nottingham comprises a 115ha site and employs nearly 7,000 people in a wide range of roles. It is therefore critically important to the long-term health of the Nottingham economy that Boots is supported to retain and expand its current and future operations on site. Given this

Enterprise zones

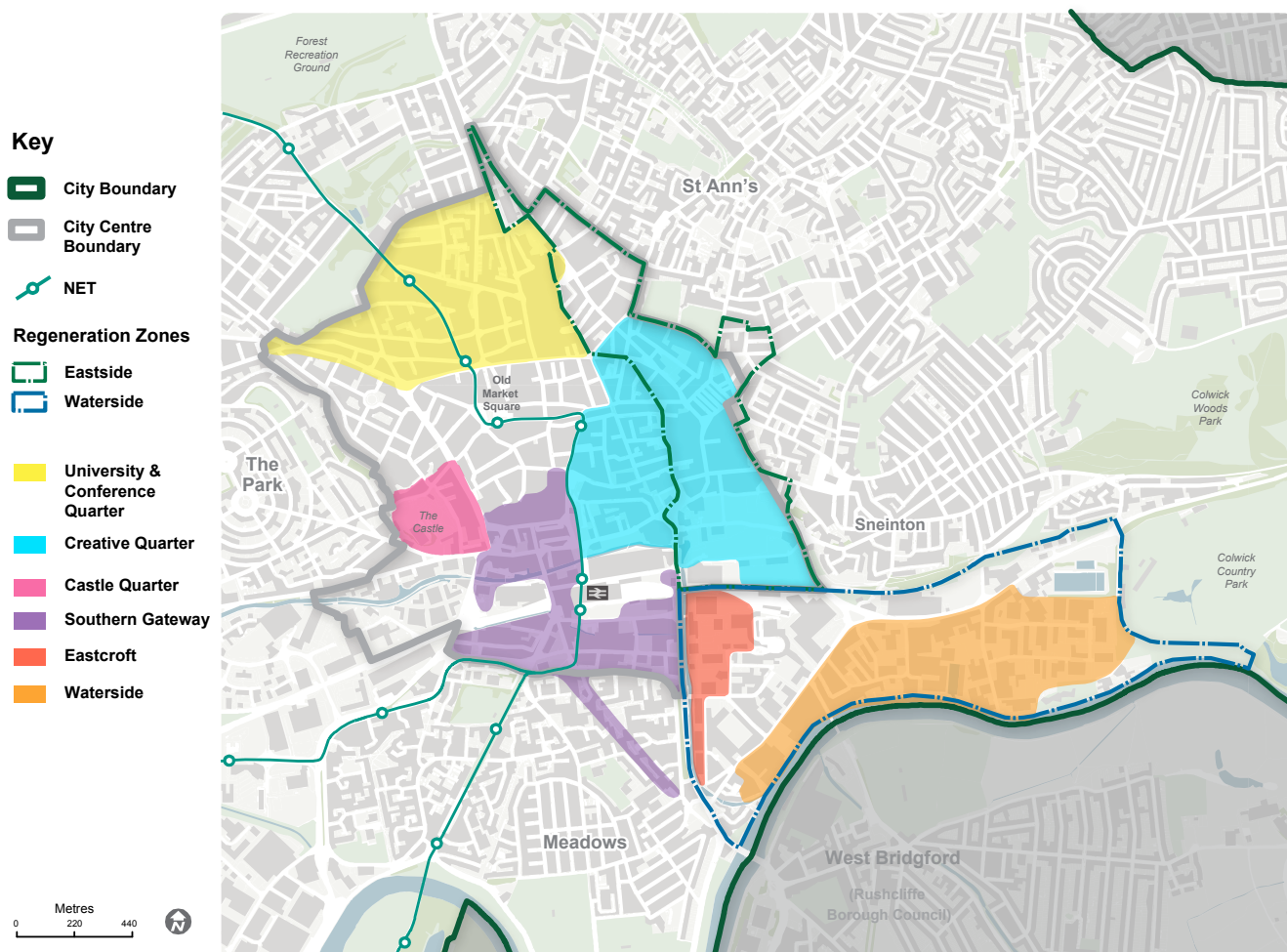


© Crown copyright and database right 2012.
Ordnance Survey Licence number 100019317.

importance, Nottingham City Council, Nottinghamshire County Council, Broxtowe Borough Council and the Homes and Communities Agency (HCA), along with the Department of Communities and Local Government (CLG), are working with Boots to bring forward the redevelopment of its campus, both in terms of its future use as an Enterprise Zone and as a key location for housing growth within Broxtowe and Nottingham. This will complement the additional Enterprise Zone sites such as MediPark, Science Park Phase 2 and Beeston Business Park, creating a complementary and competitive property offer.

The Boots Enterprise Zone site has the potential to create an internationally competitive cluster of healthcare and biotechnology companies that could create up to 10,000 new jobs. The site is also the largest single allocation of employment land within Nottingham and has significant housing land within the adjacent Broxtowe district. It will therefore have a significant impact on the medium-to-long-term state of the commercial and housing property markets. As a result it is important priority is given to ensuring that this site is brought to market and that this allows for the expansion of Boots' operations within Nottingham.

Regeneration zones



© Crown copyright and database right 2012.
Ordnance Survey Licence number 100019317.

Project: Southern Gateway

The area between the Broadmarsh shopping centre and the Meadows contains a host of significant commercial development opportunities within the heart of Nottingham city centre that could create major new employment and residential activity. Business services remains an important sector within the national and local economy and the Southside area has great potential for growth, building on the presence of existing activities as well as the attraction of this area in terms of access and its potential for large-scale, flexible floor plate developments.

Nottingham City Council has itself already recognised the potential of this area by relocating its operations to Loxley House. Other land owners have seen the enhanced value of the area by virtue of the number of existing planning permissions that have been secured for new commercial development (over 100,000m²). Were all these outstanding permissions to be developed, they could provide accommodation for around 4,500 jobs. Although many of these remain to be realised as markets change due to macroeconomic conditions, alternative mixed-use developments are being supported that realise the potential of this

Housing

The Nottingham Housing Plan will set out the city's approach to the housing market over the next three years, identifying initiatives that will deliver positive housing outcomes for residents. Critical to this and to the Growth Plan is the successful delivery of the Sandfield Village project and the development of new council housing.

Sandfield Village, off Derby Road, is a pilot private sector-led 'village' housing regeneration initiative in which Nottingham City Council will work with the company UK Regeneration. The 200 proposed homes will be high-quality, built to generous space standards and designed to establish renting as an aspiration and a positive choice, not a second-best option for those who cannot afford to buy. A mix of convenience stores, boutiques and small local traders will be blended with the homes to make it a vibrant place to live.

The rental sector has long had an image problem, especially in inner-city areas. Success at Sandfield will help to alter negative perceptions about renting. There will also be benefits for the commercial property market, because confident and well supported neighbourhoods will draw the workers essential to Nottingham's economic growth.

In addition, changes by central government mean the City Council will be able to build more than 350 new homes over the next five years. Under the new system the local authority will be able to keep all rents collected and some capital receipts in return for managing debt. This new approach is likely to provide the freedom to build high-quality new council homes and replace unpopular properties that are costly to maintain.

We will use housing development and construction to create jobs and increase the manufacturing capacity of the city.

area and the significant access improvements that are currently taking place.

Project: Waterside

The Waterside Regeneration Area, running parallel to the River Trent from Colwick Park to Trent Bridge, has for many years been identified as a major area of development opportunity. Although comprehensive redevelopment was originally envisaged, incremental redevelopment is currently taking place as Nottingham seeks to retain and grow existing businesses. Environmental improvements at Meadow Lane Locks and the award-winning River Crescent residential scheme were completed in 2011 and are acting as catalysts for redevelopment within the area. Planning permission was also granted last year for a new local shopping centre at Daleside Road (Eastpoint), which should serve the new activities being promoted. However, much of the attention remains focused on Trent Basin, which is a 22-acre site surrounding the largest inland river basin in the country. This site is largely in public ownership and its redevelopment for a mixture of residential, leisure and business purposes is being actively encouraged in order to capitalise on its unique river frontage.

Project: Eastcroft

The Eastcroft Depot is owned by the Bridge Estate and is currently used by Nottingham City Council as a highways depot servicing the whole of the city. The site occupies a highly prominent position alongside the canal, which is itself currently being transformed as a result of major investment, and along a major arterial route into the city from the south.

The City Council is currently investigating the potential to relocate the existing council services on the site to release a major development opportunity between the city centre core and the waterside area. The site

is identified as a development opportunity for a major site extensive mixed use activity as well as the presence of major sporting facilities within the immediate area.

Programme 3.3. Sector growth hubs

Evidence suggests that the co-location of businesses from the same or complementary sectors can have a positive impact on their development and assist with the long-term growth of the economy. Recent successes such as BioCity and Nottingham Science Park show that there is a demand for commercial space that affords such opportunities. This includes the prioritised delivery of the Creative Quarter – an incubator without walls – which will create a unique enterprise environment, to lead the development of Nottingham’s new economy and serve as an emblem of our long-term aspirations for the city.

Project: The Creative Quarter

The Creative Quarter will be the focus for a package of concerted business development activity to enable entrepreneurship to flourish within the heart of Nottingham’s city centre. It encompasses the Lace Market – Nottingham’s former traditional manufacturing centre – and Hockley, a thriving independent retail and leisure centre. Many of Nottingham’s emerging growth sector businesses are already located here and it is where new creative businesses will be encouraged to locate to create a high-value clustering effect.

The Growth Plan will create a package of investment funds to enable businesses in the Creative Quarter to grow. This will be supplemented by business support structures and connections to bespoke apprenticeships. The area will be served by superfast broadband, low-carbon energy supply and improved transport links. It will provide a business-led regeneration of a significant area within Nottingham with funds

used to unlock stalled sites and the council developing its asset management and business rates strategies to further promote enterprise.

The Creative Quarter will be managed in partnership with existing key growth sector business hubs. Located in the heart of the area are BioCity, Europe’s largest bio-science incubator; Confetti Media, a fast-growing creative industries hub employing over 140 people; and Broadway, an independent cinema and digital production centre.

The Lace Market and Hockley area of the city centre has undergone many transformations over the last century, but in recent years has increasingly become associated with the problems related to inner-city economic decline and a stagnant housing and commercial property market. However, due to its strategic location

Nottingham Science Park

Blueprint’s Nottingham Science Park, opposite the University of Nottingham on University Boulevard, is a 4.7 hectare extension to the original science park. A former landfill site, it has been serviced and reclaimed by Blueprint, with two significant buildings completed to date: the 7,200 sq m Toyota/Castle College Automotive Academy, and the 3,900 sq m No.1 Nottingham Science Park.

No.1 Nottingham Science Park has attracted both high-growth local companies and significant inward investors. Changan Automotive is a strong example of a major inward investor won for Nottingham, creating highly-skilled sustainable jobs and wealth for the city. Other businesses include five green tech companies and the space is over 90% occupied, bringing over 250 jobs.

The development of Nottingham Science Park continues with Phase 2. Granted Enterprise Zone status and with outline planning consent, this site is immediately available and in a well connected location that will be served by the new tram line.

between key hubs of sector activity, such as BioCity and Antenna, the Creative Quarter has the potential to become a powerhouse of business growth and economic development in Nottingham, creating jobs at every level and providing the catalyst for Nottingham's drive towards a new economy.

Project: Expansion of Antenna

The Antenna Access project will deliver a dynamic, state-of-the-art business complex – a new business ecosystem in Nottingham for enterprise, creativity and innovation, serving creative and digital SMEs and new-start micro-businesses. The project will involve the refurbishment of a 2,500 sq m building adjacent to the existing and highly successful Antenna creative industries workspace. This includes development of a new highly contemporary events and exhibition space for local businesses. As a result Antenna Access will provide SMEs and start-up businesses with a ladder of provision, from seedling incubator facilities and associated support services, to move-on, flexible, high-technology creative space in the existing Antenna centre. In parallel with this, Antenna

Access tenants will also be provided with access to the transformational technologies on offer through the Ultraband technology, which will deliver next-generation broadband to tenants.

Research by Antenna and its partners demonstrates that there is significant demand within Nottingham for additional, affordable creative space and support. The existing Antenna centre and Broadway media centre are both at full capacity with waiting lists of potential tenants. Although there is a range of alternative, more standard business centres, consultation with creative businesses has confirmed that space and support to creative businesses should be industry-relevant and provided within an environment that enables businesses to immerse themselves in the sector, network with their peers and receive specialist advice and support.

Project: Expansion of BioCity

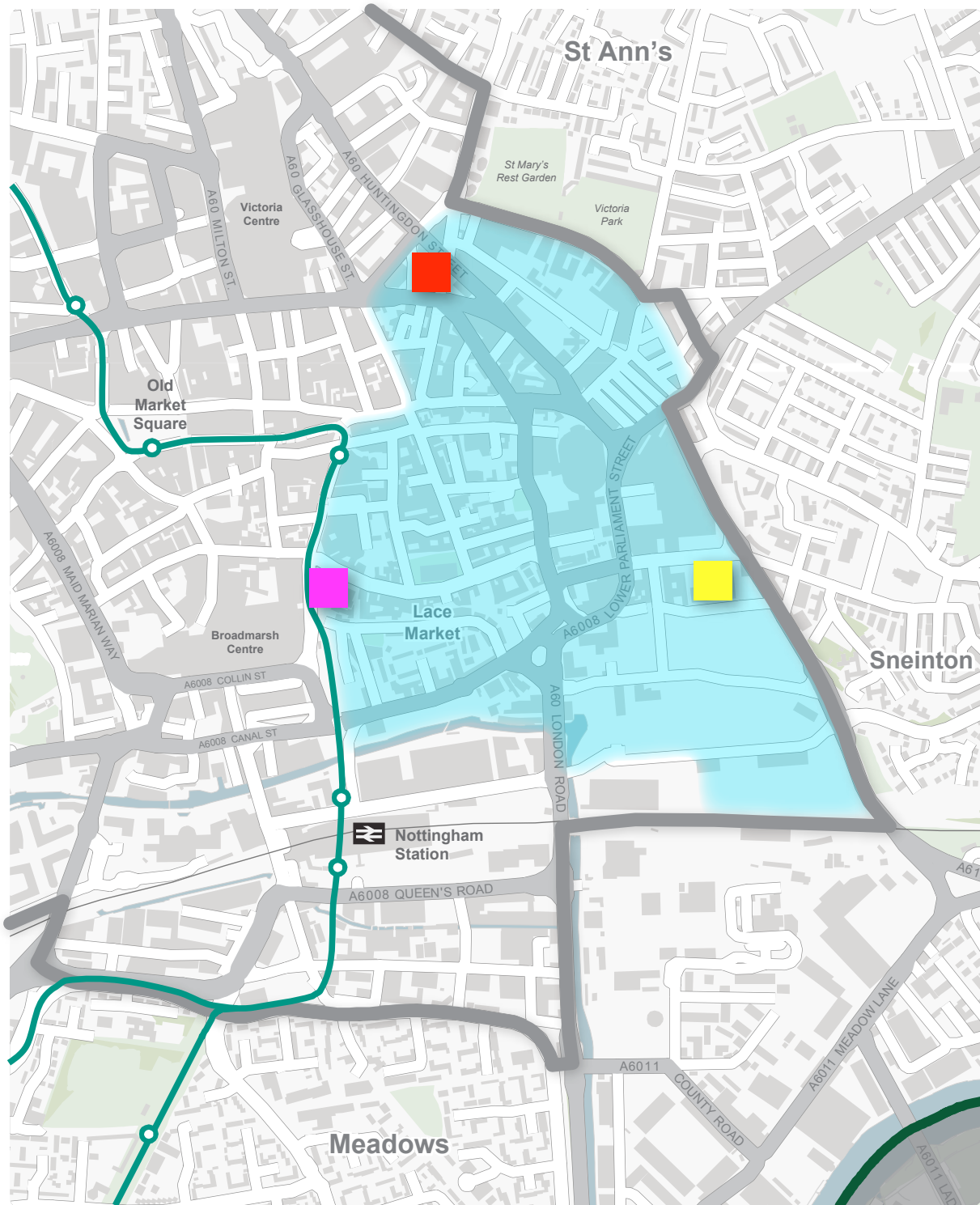
BioCity is one of Europe's largest bioscience incubators. The award-winning 129,000 sq ft site, launched in 2003, currently hosts over 70 companies and 600 employees. The purpose of BioCity Nottingham is to provide a home for developing biotechnology and healthcare companies by offering small highly flexible laboratory and office units, and grow-on space. BioCity is now over 80% full. There is a demand for more small flexible office and lab space to continue to create and support very early-stage companies. In the next three years, BioCity is likely to need an additional 50,000 sq ft of office and lab space for its growing companies. Ideally, this new capacity would be in a new building situated adjacent to the site. Proximity to the current buildings is key to sustaining the community and providing additional support and incentives for the next generation of early-stage companies.

A lack of space would see companies either moving to other areas or, even worse, failing to grow. Retaining the presence of these



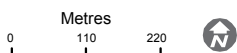
Image courtesy of Scene photography

Creative Quarter



Key

City Boundary	Creative Quarter	Bio City
City Centre Boundary	Nottingham Contemporary	Antenna
NET		



© Crown copyright and database right 2012. Ordnance Survey Licence number 100019317.



BioCity is one of Europe's largest bioscience incubators, providing laboratory and office space for over 70 businesses and 600 employees.

The image shows the exterior of a modern building with a grey tiled facade. On the left, the BioCity logo is visible, consisting of a stylized 'B' and the text 'CITY' and 'INGHAM'. The building features large glass windows and a set of stairs leading up to a glass entrance. The sky is visible through the glass panels.

BIO
CITY
INGHAM

companies and supporting their growth helps to build on the success of lifesciences in Nottingham. It will also further enhance BioCity and Nottingham as a centre of excellence for incubation and support of early-stage companies.

Project: MediPark

MediPark is intended to be a cluster of world-class medical science research facilities co-located alongside the Queen's Medical Centre (one of the foremost teaching hospitals in the UK) and the University of Nottingham. The aim is to create a science park that provides the most

supportive environment for medical and lifesciences research and related business activity. MediPark is now within the recently designated Nottingham Enterprise Zone, which affords significant planning and fiscal benefits to small businesses seeking to establish themselves in this unique location. The approved master plan envisages a total redevelopment of up to 37,000m² of new accommodation on the site alongside the Line 2 extension of the NET, which will be completed by 2014 to 15.

Building upon the undoubted success of BioCity and the identified growth potential of the healthcare sector, international expertise and clinical research and practice, together with the presence of the QMC and two research-focused universities, MediPark seeks to enhance Nottingham's position as one of the country's leading locations for lifesciences. MediPark could provide accommodation for up to 80 new companies and approximately 1,200 new jobs with a further 3,000 elsewhere across the city. Such new activity would contribute to the increase in the overall pool of skilled and qualified employees and enhance the academic and research capabilities within the city – thus enhancing the reputation of Nottingham.

Project: Nottingham Energy Park

The former allotment land at Blenheim Lane, Bulwell, has been identified as a location for the development of a business park focused upon clean energy companies, with the aim of providing 300 jobs and business and employment opportunities in the local area. This will also include the construction of an Energy Centre, providing secure and cost-effective energy and heat to co-located business units. The development would be marketed as an Energy Park operating largely independently of the national energy infrastructure. The Energy Centre could potentially export energy to other nearby existing business parks and development opportunities such as the adjacent Rolls-Royce site at Hucknall.

Energy Infrastructure

Nottingham is one of the most energy self-sufficient cities in the UK. This brings benefits ranging from improved energy security to supporting growth in the clean technology sector.

The city's district heating network, run by EnviroEnergy, serves around 4,500 domestic and over 150 commercial heating consumers. A key consideration in the city's overall energy strategy – and in maintaining Nottingham's position as one of the greenest cities in the UK – will be developing and growing this network.

EnviroEnergy's expansion plans involve extending the network in and around the city centre, complementing other regeneration initiatives such as the new tram lines, city centre redevelopment, Eastside and Castle Marina – as well as extending the network to other parts of the city.

The plans also involve building on the proposed Nottingham Energy Park in the north of the city and other 'anchor points' such as the City Hospital. This presents a unique opportunity to benefit residents and businesses in large areas of the city. The expansion will offer them a competitive energy tariff that reduces their energy bills and will also help to attract new businesses, particularly in the energy sector, to Nottingham.

Project: Nottingham CleanTech Centre

Alongside the existing and well established digital content and lifesciences hubs of Antenna and BioCity, Inntrropy launched the CleanTech Centre in 2012 to begin to build upon the growing clean technology sector within Nottingham. This provides a focal point for companies working in the low-carbon goods and services sector. The centre offers office, workshop, warehousing and business support facilities and is located near to the University of Nottingham Innovation Park, offering collaboration opportunities with the Accelerating Low Carbon Research programme. In addition to the GreenTech Business Network, the centre also runs bespoke seminar and workshop training programmes geared to businesses in the areas of renewable energy, sustainable construction and energy management.

SMEs need to be guided, trained, helped, networked, financed and mentored. The Nottingham CleanTech Centre will meet this current gap in the market by providing local clean tech companies with business accommodation on flexible terms, prototyping and test bed workshop facilities. It will also help with access to finance and intellectual property advice and provide further support with networks, mentoring and supply chain entry.

Southglade Food Park

Nottingham Regeneration Ltd is currently working on bringing forward the second phase of the hugely successful Southglade Food Park near Bestwood. Southglade Food Park provides high-quality food production facilities in units aimed at new and growing companies in the industry. Businesses on the park also benefit from the presence and support of the Food and Drink Forum and test kitchen facilities in the adjacent Business Support Centre. Phase 1 is fully let with a waiting list and the proposed second phase will provide 12 more units with the size flexibility to accommodate a wider range of SMEs and expansion opportunities for current and relocating tenants.

The project will bring forward the development of 0.8 hectares of previously contaminated land and provide affordable food production facilities creating around 90 new jobs for local people. The development of the second phase delivers added value by maximising the benefits of being co-located with the Business Support Centre. This helps create and sustain a significant cluster of businesses in the food and drinks sector. The adjacent Bestwood housing estate suffers multiple economic, social and environmental problems with higher than average unemployment. Extension of the Food Park will provide around 90 new local employment opportunities within the catering trade from March 2013.

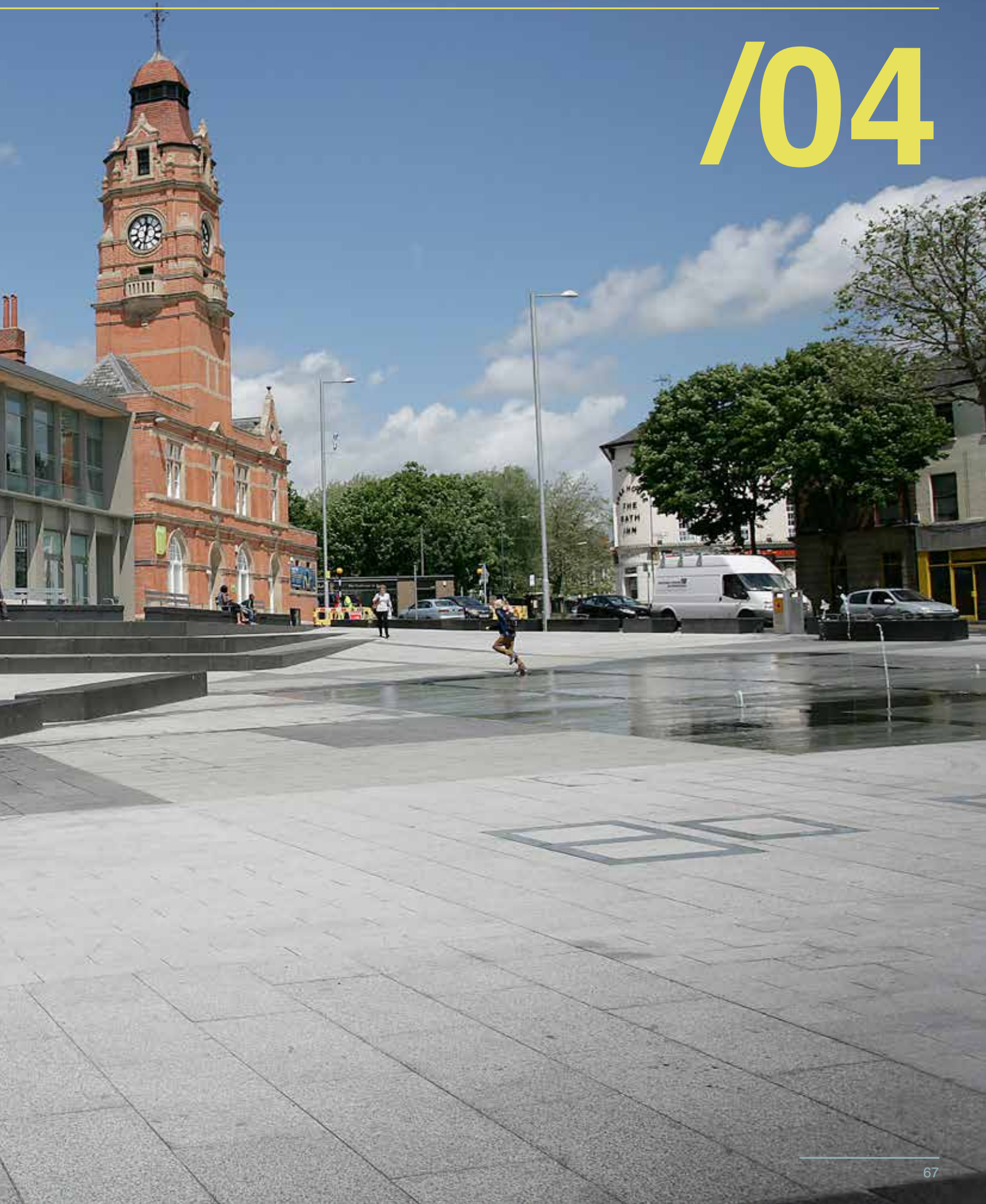
Delivering growth

“We will be judged not on how good our plans are but on how well they are delivered.”

Jon Collins
Leader, Nottingham City Council

Image courtesy of Neil Hoyle

/04



Delivering growth – key points

It is important that the Growth Plan is put into motion effectively.

A Nottingham Economic Growth Board – comprising senior public and private sector figures in the city – will be created to maintain strategic priorities.

The City Council will establish a team within its Economic Development Unit to monitor progress and conduct ongoing research.

Steps will be taken to ensure appropriate governance of financial aspects of the Growth Plan.

Delivering growth

The success of the Growth Plan will depend on how it is implemented. Leadership from both the public and private sectors, as well as support from the government, is needed to achieve its more ambitious aspirations.

The Growth Plan is an enabling rather than a controlling document. It can make a direct contribution to all partners' objectives and strategies relating to economic growth.

Governance

As part of the renewed focus on driving private sector growth within the city, a new private-sector-led governance structure will be established to oversee economic growth projects in Nottingham.

The Nottingham Economic Growth Board – comprising leading individuals from the private and public sectors with a track record of success in their fields – will maintain the priorities of the Growth Plan and help set the strategy for the development of the city.

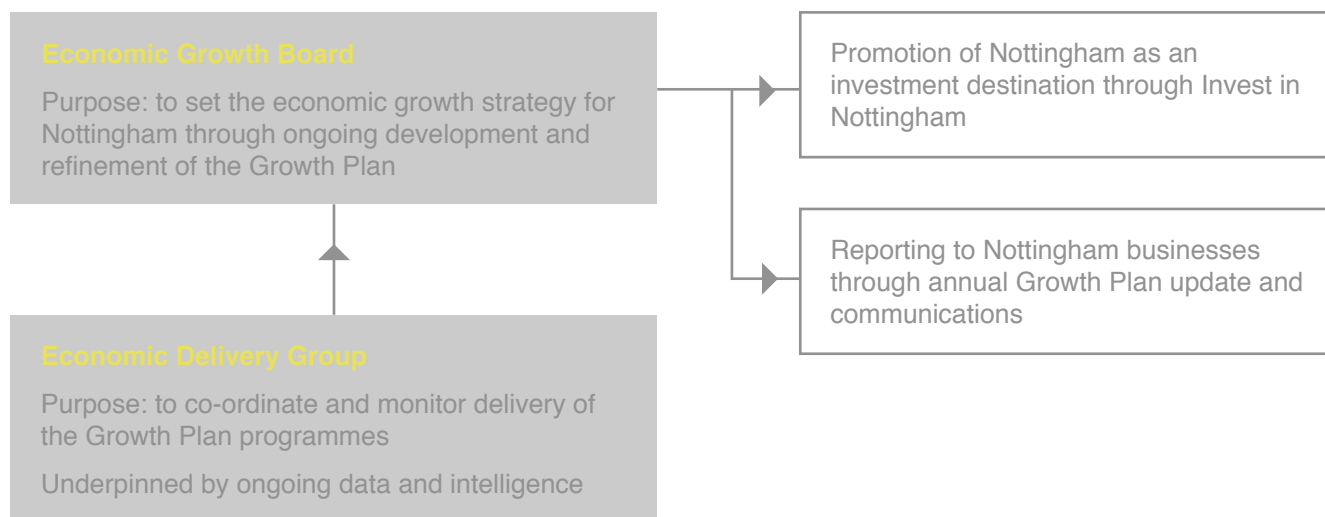
This group will develop from the current Economic Resilience Forum, which includes key leaders from within Nottingham, and was

established to help the city recover from the recession. The focus now needs to be on growing the economy, and as such, the remit of the forum will change and the knowledge and experience of these individuals will now be targeted at helping the city achieve the aspirations set out within this Growth Plan.

The Growth Board will be supported by a high-powered operational team led by a partnership of city organisations to provide daily oversight and momentum to the delivery of the plan. This operational team will be supported by the City Council. Alongside this, advisory panels of individuals and experts in key areas will be established to provide expert advice as and when required.



Growth Plan Governance



Finance

Due to the Growth Plan's strong emphasis on providing influential new financial instruments – such as the Nottingham Investment Fund and the Nottingham Technology Grant Fund – an investment monitoring panel will be established to provide a clear and transparent mechanism to ensure investments are made in areas of demonstrable priority. The investment monitoring panel will be based on the need to ensure that the Nottingham Investment Fund is managed in a Financial Services Authority (FSA) compliant way. A fund manager is likely to be appointed as the general partner within a Limited Liability Partnership (LLP) structure, to manage the fund on commercial terms. The fund manager would also be retained to provide expert advice on the investments made through the other funds to ensure commercial rigour is applied to each.

Monitoring

In order to measure progress, there is a need to provide a monitoring framework for

the Growth Plan. This will allow the city's partners to identify areas of good practice and rectify problems and areas where progress is falling short of expectations.

As part of the programme management of the Growth Plan, an economic oversight function will be established within the Economic Development Unit at the City Council. This will build on work undertaken by the Economic Strategy Research Bureau at Nottingham Trent University to establish a monitoring and performance framework, which will assess the long-term impact of the Growth Plan's proposals. Throughout the lifetime of the Growth Plan, this new function will undertake a range of bespoke research to assess the impact of the Growth Plan on the city's ability to grow its businesses and attract new investment. An annual report will be produced to review progress and act as a basis for joint discussion between the city partners. This will give us the flexibility to plan and respond to problems in the short term, while ensuring that efforts continue towards achieving the longer-term productivity and employment growth targets.

Theme 1: Fostering enterprise

Programme	Project	Lead	Partners	Launch Target
1.1. Transformational finance	Nottingham Investment Fund	Nottingham City Council	Nottinghamshire County Council	January 2013
	Nottingham Technology Grant Fund	N'Tech Group		January 2013
	Localised business rates	Nottingham City Council		April 2013
1.2. Support on growth	Growth 100 programme	University of Nottingham	Nottingham City Council	September 2012
	Generation Y programme	Nottingham City Council		January 2013
	Get Ready for Business	NBV		Late 2012
	Antenna Access	Confetti Media Group		September 2012
	BioCity Pre-Incubator programme	BioCity Ltd.		September 2012
	Public procurement	Nottingham City Council	Nottinghamshire County Council	September 2012
1.3. City centre	City centre and retail strategy	City Centre Steering Group	City Centre Forum	September 2012
	Broadmarsh Shopping Centre	Capital Shopping Centres	Nottingham City Council	Ongoing
	Conference and events bidding unit	Experience Nottinghamshire	Nottingham City Council	September 2012
1.4. Domestic and international investment	Invest in Nottingham	Nottingham City Council	Invest in Nottingham Club	Ongoing
	International investment and exports	Nottingham City Council	Invest in Nottingham Club	Ongoing
1.5. Enhancing reputation	Nottingham PR Team	Nottingham City Council	Invest in Nottingham Club Experience Nottinghamshire BIDs University of Nottingham Nottingham Trent University	September 2012
	Made in Nottingham	Nottingham City Council	Invest in Nottingham Club	April 2013
	Creative Class	Invest in Nottingham Club		Ongoing

Theme 2: Developing a skilled workforce

Programme	Project	Lead	Partners	Launch Target
2.1. Access to Employment	Employer Hub	Nottingham City Council	Social enterprises/ neighbourhood organisations	Ongoing
	Integrated employer engagement service	Nottingham City Council	JobCentre Plus	January 2013
2.2. Workforce Supply	City Skills Fund	Nottingham City Council	Employment and Skills Board	Ongoing
	Creation of a University Technical College	Djanogly Academy Trust	University of Nottingham	September 2013
	Business-focused curricula	Nottingham City Council	South Nottingham College New College Nottingham Schools	September 2012
2.3. Youth employment	Nottingham Jobs Fund	Nottingham City Council		Ongoing
2.4. Talent retention	Student strategy	Nottingham City Council	University of Nottingham Nottingham Trent University	September 2012
	Internships	University of Nottingham Nottingham Trent University		Ongoing
	Creative Quarter opportunities	Nottingham City Council		January 2013

Theme 3: Building 21st century infrastructure

Programme	Project	Lead	Partners	Launch Target
3.1. Super-connected Nottingham	Ultraband	Nottingham City Council	Confetti Media Group Broadway NBV	Ongoing
	Open Access Nottingham	Nottingham City Council		2013
	Wireless Nottingham	Nottingham City Council		2013
	Open Data Nottingham	Nottingham City Council		2013
	FutureCities	Nottingham City Council	Nottingham Trent University University of Nottingham	2013
3.2. Getting development moving	Stimulating property development	Nottingham City Council		Ongoing
	Redevelopment of Boots campus as an Enterprise Zone	Alliance Boots	Nottingham City Council Nottinghamshire County Council Broxtowe Borough Council	September 2012
	Southern Gateway	Nottingham City Council		Ongoing
	Waterside	Nottingham Regeneration	Nottingham City Council	Ongoing
	Eastcroft	Nottingham City Council		Ongoing
3.3. Developing sector growth hubs	Creative Quarter	Community Interest Company	Nottingham City Council	January 2013
	Expansion of Antenna	Confetti Media Group	Nottingham City Council	September 2012
	Expansion of BioCity	BioCity Ltd.		Ongoing
	MediPark	Univeristy Hospitals Trust	Nottingham City Council	Ongoing
	Nottingham Energy Park	Nottingham City Council		Ongoing
	Nottingham CleanTech Centre	Intropy		Ongoing

Supporting the Growth Plan: Aligned Projects

Programme	Project	Lead	Partners	Launch Target
Transport	Midland Mainline upgrade	Nottingham City Council	Nottinghamshire County Council	Long term
	High-Speed Rail	Nottingham City Council	Core Cities Group	Long term
	Upgrade of A453	Nottinghamshire County Council	Nottingham City Council	January 2013
	Ring road improvements	Nottingham City Council		April 2013
	NET lines 2 and 3	Nottingham City Council TramLink		Ongoing
	Nottingham Hub	Nottingham City Council		Ongoing
	CityCard ePurse	Nottingham City Council		2013-2014
	Energy	EnviroEnergy	Nottingham City Council	
Housing	Sandfield Village	UK Regeneration	Nottingham City Council	2013
	New council houses	Nottingham City Council		January 2013



www.nottinghamgrowthplan.com
