

Economic Plan for Growth

Housing and City Development Overview and Scrutiny – Update

September 2023

Nottingham City Council



Nottingham
City Council



1. Reminder – Building A Plan That Represents Nottingham

The Council is inviting stakeholders to contribute toward a bold new Economic Plan for the City.

Nottingham City is a vibrant £10bn economy closely integrated with Nottingham’s wider conurbation and powered by diverse sectoral strengths alongside exciting regeneration opportunities such as Island Quarter, Broadmarsh and Castle Marina. However, growth ambitions must also be balanced with delivering on key priorities such as Carbon Neutral 2028, Safe and Child Friendly City, alongside national agendas such as HS2.

The time is therefore ripe for an Economic Plan that strategically evaluates and prioritises the City’s interventions and investment to set out a unifying, inclusive and prosperous vision for the City and its Residents. This document introduces why a Plan is needed, our Principles and the Programme Plan for engaging members and stakeholders, and identify how we will take local reflections and ideas to ensure the Plan truly represents Nottingham.

Why does the Council need to develop an Economic Plan?

1. The Council has a specific focus for this plan: **Economic growth and development of the city for the objective of improving its economic outlook to ensure it is a successful, thriving place for all** – this will act as our driving objective throughout.
2. To achieve this, the Council wants to bring together evidence and relevant strands of work into a clear plan of *what needs to be delivered and by who* to ensure Nottingham can grow and prosper in an inclusive manner.
3. The plan will help galvanise the Council, Private Business, Residents and broader stakeholders in the delivery of important interventions and investment to drive growth in our City
4. The plan and prioritisation will help to inform the City’s preparation for the establishment of the Combined Authority

How will we ensure the plan reflects the needs of Nottingham’s economy?

1. **Strengths, Weaknesses, Opportunities and Threats assessment;** This detailed assessment will provide an objective viewpoint on the Nottingham City economy, and help form an understanding of the economic growth, development and inclusivity needs of the City.
2. **Extensive Consultation with Nottingham Stakeholders:** In developing the plan we will undertake a wide range of consultation with key local representatives; elected members, from both the Nottingham Universities, Growth Board through to Business Representative Groups and local investors to provide a breadth of opinion on the proposed interventions to build confidence they will have an impact, and a groundswell of capacity for delivery.

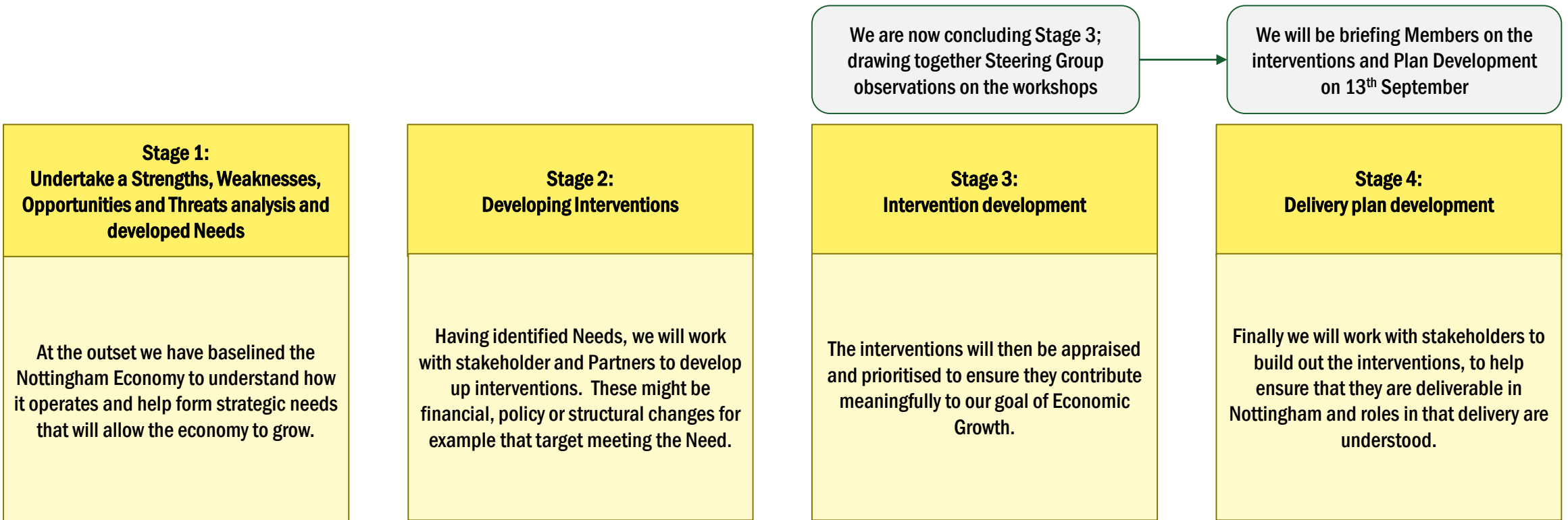
How will the plan balance priorities?

1. **Open Consultation;** All stakeholders will have the opportunity to submit ideas and interventions that contribute toward economic growth and development. These will be defined and collated through consultation and workshops.
2. **Objective Prioritisation;** a locally owned prioritisation framework will be developed that draws in the Council’s priorities and allows an objective assessment of interventions to be performed
3. **Implementation Planning;** To ensure the plan is deliverable all Nottingham’s stakeholders will have opportunity to influence the next steps for implementation and understand their role in delivery.

1. Economic Plan – Programme Update

- Our Work Programme is on track, continuing to target a final Economic Plan for early October.
- We have completed our second round of Steering Group Workshops (60+ attendees), which took place in the week commencing the 7th August 2023.
- Further briefings are planned with One Nottingham and Nottingham Growth Board across September.
- A session focussed on the draft interventions is planned with Members for the **13th September**.

Programme Update



1. Economic Plan – Emerging Findings

Overarching Thematic From Our Steering Groups Are:

Nottingham holds significant untapped economic and cultural potential

Nottingham has frequently been framed as underselling its World Class strengths. This has been particularly true of;

- 1. Education** – Founded on the platform of the Universities.
- 2. Sport** – With a number of world class venues and teams.
- 3. Sector Clusters and Innovation** – Notably in Biosciences, Creative and Digital

Nottingham's investment landscape can prove difficult to navigate

For investors as broad as developers through to Venture Capital Funds, there is a lack of awareness of investment opportunities, and a sense of complexity accessing opportunities.

This is coupled with a limited appreciation of key Policies and documents; such as the Local Plan or Grid Connectivity.

Cross-Cutting Economic Megatrends offer the opportunity to drive progress

Several themes are now emerging as pivotal cross-cutting themes across each of the domains:

- 1. Inclusivity** – Equality of economic access for all Residents
- 2. Sustainability** – CN28 goals are recognised and reinforced as a priority for business, development and residents.
- 3. Technological Innovation** – As a tool for survival.

Importance of operating within a Greater Nottingham and East Midlands Combined Authority Landscape

It is clear interventions must position Nottingham's place as the heart of the East Midlands, and integrate and amplify wider sectoral and cultural strengths.

Secondly, appropriate positioning for structural change with the East Midlands Combined Authority has potential to tackle strategic issues. However recognition more immediate, localised leadership and action needed.

Period of the Economic Plan: Interventions drawn from the Steering Groups could typically be delivered within the period of the Strategic Council Plan (2023-2027)

2. Domain Vision Statements – Current Approach

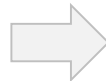
- During our initial analysis stage, we identified a series of key needs that the City needed to address as part of its Economic Growth Plan, these needs were converted into key **objectives** of the growth plan, which in turn were used to define a key **vision statement** of each of our domains.
- For the key objectives in each domain, we have worked with key stakeholders to identify a proposed list of **activities** (interventions), which can help deliver these objectives. We have also outlined the key **impacts** that each activity will deliver.
- This provides a clear and concise **logic flow** that illustrates how and why the desired changes are expected to happen. Each demonstrates a linear flow to visualise the inputs (resources across Nottingham), what outcomes are desired and the impacts that will be derived through the Growth Plan's realisation.

Logic flow model

Domain Vision Statement: Sets the Council's key vision of each domain. This vision cements the focus of each domain, setting the mission for stakeholders for the City.

Key Objectives:

Underneath each vision statement are the key outcomes and objectives that the Growth Plan will seek to deliver. These objectives, provide a more granular and tangible description, of outcomes the Council wishes to deliver to help achieve its vision statement.



Activities to deliver:

To help deliver these objectives, a series of interventions have been defined with key stakeholders, which set direction on the delivery activities required to deliver these objectives. These activities, will be further developed into implementation plans in the Economic Growth Plan, which will define both Council and Partnership activity over the medium-term to deliver economic growth.



Impacts:

The desired impacts of each activity have been defined. These help contextualise how each activity will deliver the desired objectives of the plan. These impacts will be used to develop key performance indicators that the Council can review and monitor going forward.

3. Proposed Interventions– Infrastructure and Regeneration

Our Vision is for a dynamic, green, and inclusive Nottingham that provides quality housing, an energetic City Centre and neighbourhoods that residents want to live in, work in and enjoy. This plan shall harnesses local innovation and regional infrastructure goals, integrating these with the Carbon Neutral 2028 commitments to encourage quality, accessible development, strategic design and vibrancy across our City.

Key Objectives	Activities to deliver (Examples drawn from Steering Groups)	Desired Impacts
Ensure that Nottingham remains a fair city by increasing the supply of affordable and appropriate housing.	<p>Undertake a strategic review of housing land: Undertake a strategic review of land allocation across the city council's remit, identifying suitable land for future housing developments, to help increase the supply of affordable and appropriate housing in the region, including a mix of aspirational housing</p> <p>Collate and promote innovative housing solutions: Identify existing partnerships and develop new strategic partnerships where required, between housing associations, private developers and the Council, with the aim of identifying innovative solutions to housing supply constraints and help promote house building in the City Centre.</p>	Increase the supply of quality and affordable housing in the region, as well as the mix of housing available in the region
Leverage regional infrastructure developments to unlock growth opportunities	<p>Infrastructure position statement: Design an Infrastructure Position Statement from the perspective of Nottingham, which outlines key areas of focus for the city in advance of the establishment of the Combined Authority. This Statement will outline the key infrastructure requirements in Nottingham and will help the City position itself in advance of any devolution.</p> <p>Department for Transport engagement: Connectivity issues will be identified across the City and the wider Greater Nottingham conurbation, with key priorities and needs identified. Partners will then work together with the Department for Transport to identify suitable and feasible schemes for the area.</p>	<p>Identify the key infrastructure requirements of the City to help drive sustainable economic growth.</p> <p>Engage Central Government on the key connectivity challenges in the region and clearly set out Nottingham's vision,</p>
To undertake regeneration to reimagine the City Centre	<p>Regeneration vision: Develop a regeneration vision and strategy for the City Centre. This vision and strategy will be used to attract investors to the region and also set strategic intent to developers. A series of key conferences and events will be identified to help promote this vision and strategy, with separate interventions designed to market it</p>	Communicate a clear regeneration vision and strategic intent for developers, which helps encourage additional investment into the region and maximises growth opportunities.
Turbocharge growth by accelerating our investment in net-zero developments	<p>LAEP investment requirements: Following the completion of the Local Area Energy Plan (LAEP), the key business and investment requirements needed to support this plan will be outlined and shared with the market. This position statement will be used to signpost opportunities in the region.</p> <p>Develop sustainability goals: Embed Sustainability goals into the Local Transport Plan and Regional initiatives.</p>	Leverage sustainability plans to help attract new businesses and investment into the region.

3. Proposed Interventions – Enterprise and Investment

Our vision is to position Nottingham as a magnet for sustainable growth by nurturing existing industries and cultivating new emerging sectors to develop a diverse, resilient and inclusive economy. We will foster an enabling environment for the full spectrum of Nottingham’s businesses, ensuring all communities participate in and realise the benefits from unlocking Nottingham’s potential as a fertile place for investment, innovation and growth.

Key Objectives	Activities to deliver (Examples drawn from Steering Groups)	Desired Impacts
Accelerate business growth in both existing and emerging sectors in the region	<p>Targeted coordination of SME advice: Co-ordinate and consolidate existing support programmes for small-medium sized enterprises in the region (and identify new programmes as required). Develop coherent innovation advice and ensure resources available to enable meaningful contribution to growth</p>	Develop a business eco-system where SME’s survive and thrive in the city, supporting both new and existing local businesses.
	<p>Co-ordination of business networks: Support sector specific business networks (existing networks, new networks, and wider regional or national networks) to foster collaboration and communication across key economic clusters in the region</p>	Develop business networks that support growth in key sectors, stimulating R&D, innovation and competitiveness in these sectors to support growth.
Enhance the attractiveness of the city to both expansionary investment and new investors, and attracting investors to locate in the city	<p>Nottingham investment strategy: Develop an investment strategy for the City, that outlines the key focus for private investment across the City. This strategy will provide a compelling and clear narrative of why investors should invest in Nottingham and define target investors, origins and investment classes</p>	Develop a clear investment proposition, which attracts additional investment to the region and helps support economic growth.
	<p>Investment communication strategy: Design a communication strategy for potential investors, both domestic and international, who are seeking investment opportunities, outlining opportunities available to them in Nottingham.</p>	Showcase Nottingham's unique advantages and capabilities to a national and international audience
Ease the costs of doing business and improve access to finance for Nottingham’s businesses and potential investors	<p>Business Consultation: Consult with businesses across emerging sectors in Nottingham and across the largest existing sectors in the City to understand the key needs and existing constraints (such as financing, infrastructure or skills) within each sector to drive economic growth.</p>	Support the growth of new emerging sectors in the region to help develop a diverse and innovative economy.
	<p>Getting investment ready for businesses and potential investors: Match businesses and investors through creating a series of events that introduce local businesses to investors and investors to new opportunities, and co-ordinate programmes that focus on steps that can businesses can take to prepare for investment.</p>	

3. Proposed Interventions– People and Skills

Our Vision is to cement lifelong learning in the City through a broad educational offer that targets skills that raise employment participation and provide the variety of quality employment opportunities our People need to flourish. Our vision will reinforce Nottingham as a place where progress, prosperity and inclusivity go hand in hand.

Key Objectives	Activities to deliver (Examples drawn from Steering Groups)	Desired Impacts
To develop attractive pathways for people of all skill levels to work, live and prosper in Nottingham	<p>Vocational skills programmes: Design and deliver vocational skills programmes for working age adults. These programmes will focus on addressing skill gaps across both the foundational economy and emerging sectors that Nottingham are targeting to deliver growth.</p> <p>Careers Programme: Integrate and co-ordinate a Careers Programme help promote key career paths that are available in the city as well as advertising the City as a destination of choice for both graduates and non-graduates, adopting a range of promotional and business network opportunities.</p>	<p>Address skill shortages in important sectors to raise productivity and support growth.</p> <p>Attract graduates and graduate employers to the City.</p>
To decrease unemployment and decrease economic inactivity across Nottingham	<p>Address the drivers of unemployment: Integrate and co-ordinate new and existing schemes that help address some of the key drivers of unemployment and economic activity in the city. These schemes should provide both employment and self-employment support, providing participants with training and opportunities that help put them on a pathway towards gainful employment</p> <p>Reimagine our apprenticeship offer with a focus on how we incentivise business Co-ordinate existing and new targeted programmes that focus on developing skills of young adults that are not currently engaged in education or training, and those transitioning from education to employment</p>	<p>Provide clear pathways back to employment for the most disadvantaged in the City.</p> <p>Strengthen the transition from education to employment for Young adults.</p>
To fully harness the universities specialisms to encourage growth and employment in highly productive sectors	<p>Business-University Partnerships: Leveraging the research and faculty expertise, universities will establish strategic partnerships with new and existing businesses to foster business growth in specific sectors through knowledge transfer, innovation, and collaborative initiatives.</p> <p>University Short Courses: Encourage collaboration between both further and higher education institutions and businesses to develop targeted short-courses designed to enable business growth in the city.</p>	<p>Develop emerging cluster specialisms and identify employment opportunities within them.</p> <p>Address skill shortages in important sectors to raise productivity and support growth</p>
To raise educational attainment across Nottingham and promote apprenticeship participation	<p>Apprenticeship hub: Set-up an Apprenticeship Hub that serves as a centralised tool to coordinate apprenticeship activities in the city. This hub will help bring together key businesses in the area and will target stimulating demand for apprenticeship programmes in the city</p> <p>Maths and English participation: Work with Primary and Secondary schools to maximise attainment in Maths and English across both Key Stage 2 and GCSE Levels, and support adults with gaining numeracy and literacy qualifications</p>	<p>Stimulate demand for meaningful and exciting apprenticeship pathways across the City and remove barriers to apprenticeships</p> <p>Maximise opportunities for Nottingham residents, through strengthening core educational attainment.</p>

3. Proposed Interventions – City Centres and Neighbourhoods

Our vision is for Nottingham's to be a vibrant destination that attracts local, regional and national and international visitors who return. Visitors will enjoy a diverse range of attractions and amenities within the city centre, and will have access to world famous attractions, major sporting events and . A friendly welcoming culture and diverse range of local neighbourhoods will underpin the City's offer, positioning Nottingham as a premier destination.

Key Objectives	Activities to deliver (Examples drawn from Steering Groups)	Desired Impacts
<p>Leverage Nottingham's strengths to develop an attractive, connected and coordinated visitor offer</p>	<p>Visitor Economy Vision: Develop a visitor economy offer, encouraging collaboration with major partners to create a cohesive and attractive offering for tourists, visitors and residents. This vision will raise the profile of the city and increase access to cultural experiences for residents and visitors</p> <p>Visitor Marketing Strategy: Develop a comprehensive marketing strategy for the cities visitor economy offer, utilising digital platforms, print media, events, local partnerships, and targeted advertising to effectively showcase the region's attractions to tourists, visitors, and residents while emphasizing sustainability and responsible tourism practices.</p>	<p>Enhance the visitor experience and Nottingham's reputation as a tourism destination</p> <p>Encourage extended visitor stays and boost the local economy through increased spending and job creation</p>
<p>Promote the unique identity of our neighbourhoods and their interrelationship/connectivity with the City Centre</p>	<p>Resident Consultation: Evaluate recommendations from neighbourhood consultation around their branding, investment, visitor opportunities and connectivity requirements to flourish. The consultation will drive consideration of design and identity of the neighbourhoods surrounding the City Centre and begin to explore the role these areas can play in the visitor offer. A prioritisation process will identify the impact of improving each requirement to ensure tangible benefits are delivered in the neighbourhoods that need them most</p>	<p>Enhance the identity of Nottingham through investment in its neighbourhoods, and improving the linkages and connectivity between the outskirts of the city with the city centre</p>
<p>Fully leverage the Major Events, particularly Sporting Events, to the benefit of the City.</p>	<p>Major events study: This intervention will provide NCC with an understanding of the economic, social and environmental impacts of major events in the city. This understanding can then be used as an evidence base to promote and attract major events to the city to generate future economic prosperity. As part of the intervention, an assessment will be undertaken to identify the type of events that Nottingham is already positioned to host successfully, and identify events that the city and council should be tendering to host. In totality, this study and assessment will enable spillover effects of events to be maximised, and position local businesses and communities to financially capitalise on an influx of visitors to the city</p>	<p>Maximise the spillover effects associated with major events in the City, ensuring that businesses and residents can full leverage these events to drive growth in the region.</p>

▶ Any Questions/Comments?