



**NOTTINGHAM  
&  
NOTTINGHAMSHIRE**

**SUB-REGIONAL INVESTMENT  
PLAN**

**2010-2013**

**final**

**OCTOBER 2009**

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## SECTION ONE

### STRATEGIC VISION, LOCAL CONTEXT, PLACE AND ALIGNMENT

The purpose of this document is to outline to emda how Nottingham City Council and Nottinghamshire County Council intend to invest their 2010-13 devolved Single Programme allocations. It has been developed in consultation with stakeholders and partners.

Nottingham and Nottinghamshire is a vibrant and attractive destination, though there are areas of under achievement within a low skills/low wage economy. City and County are tackling these issues both separately and jointly where appropriate and with some success (eg rising educational attainment). The Local Strategic Partnerships (LSPs) are finalising Sustainable Community Strategies that provide a vision for a much improved quality of life based on science, technology, continuing to develop the knowledge economy and building on the strengths of our local universities.

The ambition is to create a dynamic European centre with a highly skilled workforce, with communities that provide safe, culturally diverse and sustainable housing. This vitality will encourage improved education, training and competitiveness that will drive up rewards and enable our City and County to improve the wellbeing of our citizens and tackle deprivation and poverty.

The Sub-Regional Investment Plan (SRIP) will build on this vision and ensure alignment with other complementary strategies and policies:

#### **Government Strategies**

The Nottingham and Nottinghamshire Sub-Regional Investment Plan is placed in the context of developing government strategy. The *Sub National Review* (SNR) has provided a guiding principle in effective joint working. Particular economic strategies have drawn on the New Industry, New Jobs strategy from Government (particularly in the current recession). The SRIP will also compliment and support the strategic regeneration frameworks in development across the area. [www.berr.gov.uk/whatwedo/regional/sub-national-review/page4030.html#](http://www.berr.gov.uk/whatwedo/regional/sub-national-review/page4030.html#)

As a City and County with long connections to the power industry, Nottingham and Nottinghamshire will continue to aspire to lead the way in terms of a low carbon sustainable economy, building on the strengths of the energy sector to enhance competitiveness.

#### **East Midlands Regional Economic Strategy**

Within *A Flourishing Region*, the Regional Economic Strategy (RES [www.emda.org.uk/res](http://www.emda.org.uk/res)) for the East Midlands 2006-20, sub-regional partnerships are highlighted as being key stakeholders in 42 of its 59 priority actions. Nottingham City and Nottinghamshire County Council's will focus their Single Programme funding resources on supporting economic development projects that will address the priority actions included within *A Flourishing Region*, thus contributing to its overall ambition of making the East Midlands a leading European region by 2020. The RES is aligned with the Regional Spatial Strategy (RSS) and so the approach taken by the sub-region will also support regional and local spatial priorities.

#### **East Midlands Urban Action Plan**

The UAP (EM UAP [www.emda.org.uk/uploaddocuments/UAP\\_bro.pdf](http://www.emda.org.uk/uploaddocuments/UAP_bro.pdf)) is based around five key themes which will support the SRIP:

- Land supply
- Public realm
- Skills and business development
- Transport issues
- Tourism, culture and support

## **East Midlands Rural Action Plan**

The Rural Action Plan (RAP) (EMRAP [www.gos.gov.uk/goem/env-rural/reg-rural](http://www.gos.gov.uk/goem/env-rural/reg-rural)) has agreed the following complementary priorities:

- Sustainable and inclusive communities (including housing)
- A thriving rural economy
- Quality services accessible to all
- High quality rural environment

## **Rural Proofing**

In order to ensure that all of its projects take account of rural circumstances and needs, Nottinghamshire County Council will undertake to rural proof its work programme and policies using the Commission for Rural Communities' new Rural Proofing Guidance. [www.ruralcommunities.gov.uk/files/rural%20proofing%20toolkit.pdf](http://www.ruralcommunities.gov.uk/files/rural%20proofing%20toolkit.pdf)

## **Nottingham and Nottinghamshire Local Area Agreements**

Within the Local Area Agreements, there are a series of economic performance targets under three main sub-priorities of economic activity and worklessness, skills and enterprise and business. With regard to economic development performance, the following indicators are aligned, targeted and monitored:

- NI 151 – Overall employment rate (working age)
- NI 152 – Working age people on out of work benefits
- NI 163 - Working age population qualified to at least Level 2 or higher
- NI 171 – New business registration rate

The LAAs have set out four broad and aligned economic development work areas where there is close alignment with the RES. These are aimed at:

- Decreasing worklessness and the percentage of the working age population on benefits.
- Improving skill levels.
- Increasing employment rates.
- Improving enterprise performance and new business registration rates.

Nottingham LAA - [www.nottinghamcity.gov.uk/index.aspx?articleid=3134](http://www.nottinghamcity.gov.uk/index.aspx?articleid=3134)

Nottinghamshire LAA -

[www.nottinghamshirepartnership.org.uk/index/whatwedo/localareaagreement.htm](http://www.nottinghamshirepartnership.org.uk/index/whatwedo/localareaagreement.htm)

## **Sustainable Community Strategy (SCS)**

Nottingham's ten-year SCS ([www.nottinghamcity.gov.uk/index.aspx?articleid=5264](http://www.nottinghamcity.gov.uk/index.aspx?articleid=5264)) sets out the 2020 Strategic Priorities to:

1. Develop the City's international standing for science and innovation, sports and culture
2. Transform Nottingham's neighbourhoods
3. Ensure that all children and young people thrive and achieve
4. Tackle poverty and deprivation by getting more local people into good jobs
5. Reduce crime, the fear of crime, substance misuse and anti-social behaviour
6. Improve health and wellbeing

The Nottinghamshire County SCS is currently in preparation though the following priority areas have been agreed:

- enterprise and skills;
- reputation and aspiration;
- science and innovation;
- transport and infrastructure

### **East Midlands Competitiveness Programme (ERDF)**

The Programme ([www.eastmidlandserdf.org.uk](http://www.eastmidlandserdf.org.uk)) consists of two thematic priorities: *Innovation and Sustainable Business Practice*, which covers City and County and *Sustainable Economic and Enterprise Activity in Disadvantaged Communities*, which covers Nottingham and the Nottinghamshire Districts of Ashfield, Bassetlaw and Mansfield only. Where appropriate, partners will seek to use Single Programme resources to match ERDF.

Implementation of the Investment Plan will also maximise opportunities to align with, and lever in, funding from other complementary European and domestic public funding streams including European Social Fund (ESF - [www.gos.gov.uk/goem/euro/struct-funds/ESF07-13/?a=42496](http://www.gos.gov.uk/goem/euro/struct-funds/ESF07-13/?a=42496)) and the European Regional Development Programme for England (RDPE - [www.gos.gov.uk/goem/env-rural/reg-rural/ruralprog0713/?a=42496](http://www.gos.gov.uk/goem/env-rural/reg-rural/ruralprog0713/?a=42496))

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## SECTION TWO

### SUB-REGIONAL EVIDENCE BASE

The evidence below has been drawn from the City and County Headline Economic Assessment (July 2009). It highlights the major issues facing our local communities. The full Headline Economic Assessment may be accessed via the City or County Councils.

#### Big Challenges for the Economy Ahead

- A diverse economy but with some important sectors at risk
- The low pay, low skills continuum is still evident in many parts of Nottingham and Nottinghamshire – conversely the knowledge economy is relatively weak, particularly in the private sector however there are opportunities to accelerate the repositioning of the economy to one that is more knowledge intensive
- A high proportion of low value manufacturing, particularly in the north of the County
- Science and Technology based jobs strongly focused on Greater Nottingham – something of a North/South divide but also small clusters of high technology firms in Mansfield and Ashfield
- Public sector is very important everywhere, but its traditional role as a buffer to unemployment in recession may not be possible this time as budgetary pressures grow
- The present sector focus is broadly right, but there are new opportunities emerging in the Green Technologies. Science and tourism/leisure present opportunities, but are not yet of a scale to provide all the answers to jobs lost in more traditional sectors.

#### Skills a Critical Issue

- Skills is a big City and Countywide challenge on a number of levels.
- A large proportion of working age residents have no skills and the unskilled make up a large (and growing) proportion of the unemployed
- Businesses are concerned about even the basics, including attitude
- There is evidence that skills poverty is inter-generational - the large number of children in workless families could mean we are storing up problems for the future. All this may well be compounded by any 'ratchet effect' of the recession.
- The differing needs of businesses which are broadly bracketed as linked to 'skills' emphasises the importance of tackling skills issues with business partners.
- Worklessness is closely related to skills. For some there are greater barriers than skills alone including perceptions and aspirations. A coherent local focus to skills training will be required for each area as the ability to travel can be a significant barrier

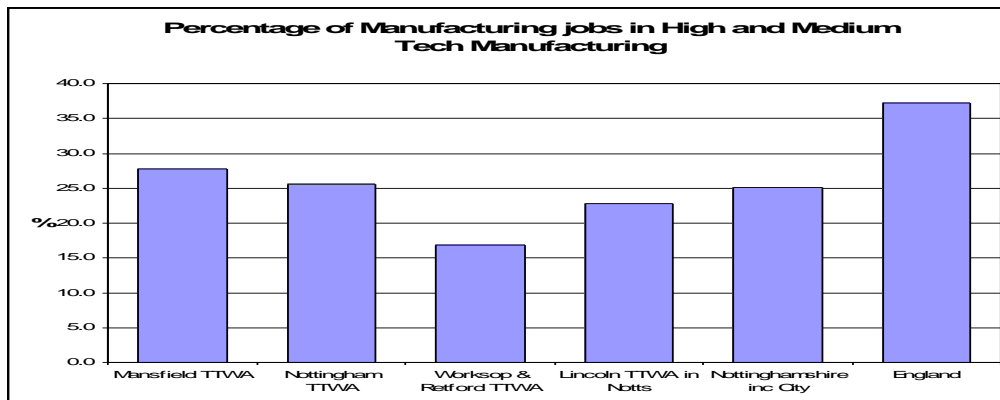
#### Unemployment and Challenges for Young People

- Young unemployed and people with no qualifications are significant groups
- Over 34% of the unemployed are aged 24 and under.
- Male unemployment is almost 3 times that of female
- Wards with high unemployment tend to be concentrated in urban areas (particularly Nottingham, Mansfield and West Nottinghamshire).

#### Reliance on manufacturing, a relatively low tech sector

- 11.5% (10.7% England average) are employed in manufacture, the highest number in the Nottingham TTWA and significant in all districts.
- There is a high concentration in wards in urban areas (over 30,000 employed in 15 wards).
- Though we employ a higher proportion than the national average, a much smaller percentage is employed in high or medium tech businesses.

- Low tech manufacture remains vulnerable in the current climate and Worksop and Retford are particularly vulnerable.



### The Knowledge Economy - Science and Technology based employment

- Jobs strongly focussed on greater Nottingham (though with some clusters in Mansfield and Ashfield).
- Built on the research strengths of the university sector and building on the “Science City” status of Nottingham.

### Business Formation

- Both City and County have historically suffered from low business formation, though recent years have seen a marked improvement.
- The universities provide a major source of innovation to support new and growing industry. Their investment in campuses abroad also provide opportunities for the City and County in terms of inward investment and developing markets

## SECTION THREE

### ECONOMIC DEVELOPMENT PRIORITIES 2010-13

The following section highlights Nottingham City Council and Nottinghamshire County Council's main priorities for investment over the 2010-13 period, broken down between each of the ten strategic priorities outlined within the Regional Economic Strategy. Each sub-section outlines some of the main economic challenges that the local authorities will seek to address within each of these thematic areas and highlights the main strategic priorities on which they will focus their Single Programme resources.

#### **Structural Theme 1: Raising Productivity**

##### Strategic Priority 1: Employment, Learning and Skills

- Increase the skills levels of Nottingham and Nottinghamshire's current & future workforce (NI163).
- Stimulate business demand for higher level and transferable skills (NI163).
- Support businesses to provide training opportunities for their employees and local people to access employment opportunities (NI163; NI151).

##### Strategic Priority 2: Enterprise and Business Support

- Support the development of a culture of enterprise within communities lacking this tradition (NI171).
- Support the provision of inward investment activity to encourage businesses to locate and invest in Nottinghamshire.
- Improve new business start-up and survival rates (NI171).
- Support the development of the Nottinghamshire visitor economy, including building on the two iconic brands of Robin Hood and Sherwood Forest and the opportunities for City-based tourism.
- Build on Nottinghamshire's reputation a centre of sporting excellence.
- Support the development of identified growth or high value-added sectors, including creative, design and digital industries, science and technology, advanced manufacturing, energy and environmental industries, retail, distribution and logistics (NI171).
- Support local businesses to access public sector procurement opportunities (NI171).

##### Strategic Priority 3: Innovation

- Support the delivery of the Nottingham Science City agenda and the development of science and technology businesses across Nottinghamshire (NI171).
- Improve linkages between businesses and universities to encourage technology and knowledge transfer activity including commercialisation of R & D. (NI171).
- Support the development and implementation of new information and communications technologies, including the availability and uptake of Next Generation Access Networks.

#### **Structural Theme 2: Ensuring Sustainability**

##### Strategic Priority 4: Transport and Logistics

- Support the improvement of local transport links to enhance business competitiveness and improve access to jobs (NI167; NI176).
- Support the development of strategic transport infrastructure where it can unlock regeneration opportunities and provide improved access to jobs (NI176).
- Support the Smarter Choices agenda to encourage modal shift (NI186)

### Strategic Priority 5: Energy and Resources

- Support businesses to understand and respond to the impacts of climate change (NI186).
- Encourage the generation and uptake of low carbon and clean energy from renewable sources (NI186).
- Encourage businesses to become more resource efficient and reduce the amount of waste they produce and send to landfill.
- Build on the strengths in energy technology in order to drive forward greater competitiveness and innovation

### Strategic Priority 6: Environmental Protection

- Enhance Nottinghamshire's strategic green infrastructure, particularly where it can demonstrate economic, social and environmental benefits.

### Strategic Priority 7: Land and Development

- Ensure the supply of employment land, and in particular through the reuse of brownfield sites
- Support the development of a ladder of business accommodation, from incubator units through to strategic employment sites (NI171)
- Support the sustainable development of the County's two Growth Points and other major development sites, particularly to ensure they have appropriate employment, service provision, sustainable transport opportunities and green infrastructure (NI154)

## **Structural Theme 3: Achieving Equality**

### Strategic Priority 8: Cohesive Communities

- Support the creation of inclusive and cohesive communities by addressing issues of deprivation (NI1).

### Strategic Priority 9: Economic Renewal

- Support the economic renewal of town and district centres, market towns, rural centres and other areas of significant business concentration.

### Strategic Priority 10: Economic Inclusion

- Work to mitigate the impact of the recession on employment (NI151).
- Work to decrease worklessness and the number of Nottinghamshire residents claiming benefits, particularly within Local Area Agreement target areas (NI152).
- Support the development of basic skills among people lacking any form of formal qualifications.
- Support the provision of enterprise activity within schools.

The priority is to transform the local economy to a high skill, high value added one with opportunities for all our residents to maximise their potential remains a guiding principle.

The strategic priorities for Nottingham & Nottinghamshire will however continue to develop and evolve; particular priority will be shown to partner priorities that can exemplify a sound "Gross Value Added" return and also those that demonstrate a wide consensus amongst partners and funders.

## SECTION FOUR

### PROGRAMME OF ACTIVITY

This section identifies the specific focus of investment within Nottingham and Nottinghamshire in the period 2010 – 2013. It provides an indication of the types of programmes and projects that are expected to be brought forward to address the priorities outlined in Section 3 against the four investment strands underpinning the plan. These support the wider regional priorities identified at section 3. A list of already committed project activity is listed in appendix A. The programme of activity intentionally builds upon key strategic investments made in 2009-10 and therefore it should be noted that a significant level of commitment is already demonstrated to projects and programmes, particularly in the first year of the Investment Plan period.

Projects and programmes brought forward as a result of the plan will have a clear focus on providing support to stimulate and safeguard employment creation and to increase GVA

#### **A Economically vibrant and sustainable communities**

Projects will be encouraged which:-

- Encourage enterprise skill development and embed an entrepreneurial culture, particularly amongst young people and individuals in disadvantaged communities (including mentoring)
- Support the economic renewal and sustainability of City, town and districts centres, market towns, rural centres and other areas of significant business concentration
- Build on the Alliance for Enterprise (LEGI) experience and broaden the delivery of enterprise ecologies.
- Promote pre-market building activities with social enterprises with a focus on exploiting new opportunities (e.g. Public services delivery reform)
- Support neighbourhood plans (i.e. Strategic Regeneration Framework)
- Link economic development to housing in growth points and growth zones and other major developments
- Support transformation in service delivery where this can impact on equality, sustainability and regeneration
- Exploit the regeneration opportunities presented by key developments including Building Schools for the Future

#### **B Economically attractive and connected environment for business**

Projects will be encouraged which:-

- Develop the regional culture and tourism offer (e.g. Sherwood Forest, Nottingham Castle, Holme Pierrepont)
- Link economic development employment sites and transport to neighbourhoods
- Enhance business competitiveness by the development of strategic transport infrastructure
- Identify and bring forward key employment sites such (e.g. the Rufford Colliery, sites along the MARR, Beeston Business Park and Boots campus etc)
- Continue the development of Medi Park and build Science City Brand
- Improve the business environment to encourage trade and investment
- Investigate and develop measures to provide high band width and Next Generation Access Networks throughout the sub-region.

- Support projects that have been identified in local economic masterplans as key to economic prosperity
- Ensure a range of start up and moving on premises for business
- Extend and strengthen the Business Centre Innovation Network offer to business
- Develop a range of biodiversity and green infrastructure sites
- Continue the development of sporting excellence

### **C An economically resilient, innovative and diverse business base**

Projects will be encouraged which:-

- Support activity which adds additional value to the regional and sub-regional business support framework (e.g. Start Up, Mentoring, High Growth)
- Promote and exploit the sub-region's emerging position as a centre of excellence in the fields of renewable energy, carbon capture and low carbon buildings and encourage greater resource efficiency
- Continue to support to inward / indigenous investment opportunities and services across the sub-region.
- Encourage technology and knowledge transfer activity including commercialisation of R & D
- Support the development of clean coal technologies
- Build upon the creative industry sector strengths (e.g. support the annual Games City festival)
- Continue to support and expand bio and medical sciences sector in the sub-region and encourage and enviro-city focus on the Science Park

### **D An adaptable, highly skilled workforce underpinning a knowledge based economy**

Projects will be encouraged which:-

- Mitigate the impact of the recession and downturn in employment
- Engage with business to improve competitiveness through enhanced labour-force skills delivered through programmes such as a geographical widened Making the Connection project
- Help the unemployed, particularly young people actively participate in the labour market (e.g. Future Jobs Fund)
- Improve access to jobs and training for those furthest away from the market place; continuing to work in partnership with DWP
- Increase work placements for 14-19 year olds and graduates to encourage the growth of numbers in the knowledge economy
- Skills development activities focused on priority, growth and knowledge economy sectors
- Supporting businesses to provide increased training opportunities
- Exploring and exploiting the potential for the development of increased Higher Education presence in North Nottinghamshire

## SECTION FIVE

### MEASURABLE OBJECTIVES AND OUTCOMES OF THE PROGRAMME

In order to ensure the delivery of measurable economic development, Nottingham City Council and Nottinghamshire County Council will both encourage the development and delivery of projects that produce outputs aligned with the *emda* Output Framework 2009-10. As part of its Single Programme funding agreement with *emda*, both Primary Authorities will undertake to deliver annually, an agreed number of core economic outputs from the Output Framework. The tables below set out a series of output targets for the 2010-13.

#### *Nottingham City Council*

Output Definition	Financial Year			Total
	2010-11	2011-12	2012-13	
E1. No. of jobs created or safeguarded	140	140	140	420
E2. No. of people assisted to get a job	250	250	250	750
E3. No. of new businesses created and demonstrating growth after 12 months & business attracted to the region	80	80	80	240
E4. No. of businesses assisted to improve their performance	300	300	300	900
E4a. No. of businesses within the region engaged in new collaborations with the UK knowledge base	40	40	40	120
E5. Hectares of land brought into beneficial use	-	-	2.0	2.0
E6a. No. of adults in work undertaking vocational skills development equivalent to Level 3 or above as a result of RDA programmes	10	10	10	30
E6b. No. of people undertaking an additional 12 hours of STEM or Enterprise Capability based learning as a result of RDA programmes	5	5	5	15
E7. Financial leverage – public and private investment levered (£m)	£6m	£6m	£6m	£18m

#### *Nottinghamshire County Council*

Output Definition	Financial Year			Total
	2010-11	2011-12	2012-13	
E1. No. of jobs created or safeguarded	154	154	154	462
E2. No. of people assisted to get a job	135	135	135	405
E3. No. of new businesses created and demonstrating growth after 12 months & business attracted to the region	53	53	53	159
E4. No. of businesses assisted to improve their performance	169	169	169	507
E4a. No. of businesses within the region engaged in new collaborations with the UK knowledge base	9	9	9	27
E5. Hectares of land brought into beneficial use	-	-	-	-
E6a. No. of adults in work undertaking vocational skills development equivalent to Level 3 or above as a result of RDA programmes	8	8	8	24
E6b. No. of people undertaking an additional 12 hours of STEM or Enterprise Capability based learning as a result of RDA programmes	5	5	5	15
E7. Financial leverage – public and private investment levered (£m)	£7.5m	£7.5m	£7.5m	£22.5m

Nottingham City Council and Nottinghamshire County Council will work collectively to commission and fund projects together when appropriate and will seek to support each other in the achievement of outputs and outcomes. Further, to support particular objectives, the local authorities may transfer funds between each other in order to support particular objectives. Over the period of the SRIP the funding allocations will be respected.

## **SECTION SIX**

### **FINANCIAL CONTRIBUTIONS FROM UNITARY AND COUNTY AUTHORITIES AND PARTNERS**

Under the terms of the contract (declaration of grant for economic development) with *emda* both Nottingham City Council and Nottinghamshire County Council and their partners undertake to provide match funding at least equal to the *emda* Administration Allowance in any financial year. Match funding for the administration allowance will be re-negotiated as part of new joint arrangements currently in development and will be confirmed a report to *emda* in January which will be appended to this SRIP.

For the purposes of this plan the match funding levels are based on current contributions to single programme management and administration agreed with Nottinghamshire County Council and Greater Nottingham Partnership (GNP).

## **SECTION SEVEN**

### **DECISION MAKING STRUCTURES AND PROGRAMME MANAGEMENT**

City, County and District Councils have been working to develop a collective approach to achieve economic prosperity across Nottingham and Nottinghamshire. Outline proposals for joint governance, strategy and delivery arrangements have been agreed in principle, when finally signed off by the Councils and implemented, will bring joint formulation of economic development priorities, link economic and skills issues and the joint prioritisation of investment, commissioning and delivery. The new arrangements will ensure that investment decisions are determined to deliver interventions at the right spatial level and that a rigorous methodology for prioritisation of projects is clear. *emda* will be formally advised of the new arrangements in January 2010 in the aforementioned report which will be appended to this document.

The proposed roles and functions within the governance framework are described more fully in the document '*Delivering Economic Development in Nottingham and Nottinghamshire – A Discussion Paper*', which is available at both the City and County Council.

Within the proposed arrangements Individual accountable body responsibilities will be vested with the City (transfer of the Grant for Economic development from GNP to Nottingham City Council is in negotiation at the time of writing) and County Councils, reporting back to City and County Local Strategic Partnerships (LSP) and will support the delivery of respective Sustainable Community Strategies and Local Area Agreements.

## **SECTION EIGHT**

### **EVALUATION**

All projects or programmes receiving Single Programme funding will be subject to the formal evaluation processes agreed in the contract between *emda* and the local authorities.

## SECTION NINE

### RISK ASSESSMENT

The table below outlines the anticipated risks that Nottingham City Council and Nottinghamshire County Council may experience in delivering their 2010-13 programme and what mitigating actions may be undertaken to lessen their impact.

No.	Potential Risk	Likelihood	Impact	Risk Response
<b>Strategic Risks</b>				
1.	Reorganisation of national economic development priorities and programmes	Medium	High	Attempt to keep planning and delivery arrangements flexible to meet any changing circumstance
2.	Changing economic development priorities due to ongoing recession	Medium	Medium	Regularly monitor local economic performance via available sources. Agree revised economic development priorities with partners. Redistribute funding to new priorities and projects as required.
3.	Failure to agree economic development priorities with partners	Low	Medium	Undertake consultation with key stakeholders to agree shared strategic vision and future economic development priorities. Convene meetings with partner organisations to discuss and resolve problem issues. Seek to build and maintain good working relations through contact with key officers.
<b>Operational Risks</b>				
1.	Underachievement of spend or output targets	Medium	Medium	Ensure that all staff are aware of annual spend and output targets and that these are taken into account in forward planning. Convene regular meetings with <i>emda</i> Sub-regional Partnerships Team to monitor performance and agree corrective action. Maintain regular contact with under-performing projects and ensure that they submit profiled funding and output claims.
2.	Failure of projects to deliver approved activity	High	High	Ensure that all projects prepare and submit annual spend and output profiles. Identify potential high-risk projects at an early stage and undertake regular monitoring visits with the <i>emda</i> Shared Resource Centre to assess performance. Withdraw and reallocate project funding if necessary.
3.	Lack / loss of programme management and administrative capacity	Low	High	Seek appropriate secondments from partnership organisations. Recruit additional officers.
<b>Financial and Governance Risks</b>				
1.	Reduction in Single Programme funding	High	High	Clarify future funding allocations with <i>emda</i> at the earliest opportunity. Rank strategic priorities and projects in priority order. Reduce or withdraw funding from lower priority areas.
2.	Reduction in partner and local authority contributions	High	High	Seek additional core funding contributions from partners. Identify additional revenue generating opportunities.
3.	Conflicts of interest on Advisory Boards	Medium	Low	Create and maintain register of Director interests. Ensure that declarations of interest are made and recorded at the beginning of each Board meetings.
4.	Resignation of Chair of Advisory Boards	Low	High	Ensure the Boards undertake succession planning to minimise potential disruption. Recruit new Chair.
5.	Resignation of Advisory Board members	Low	Medium	Ensure the Boards undertake succession planning to minimise potential disruption. Recruit new Board members from key partnership organisations.
<b>State Aid Risks</b>				
1.	Failure of projects to comply with State Aid regulations.	Low	Medium	Ensure that State Aid regulations are clearly set out within any Invitation to Apply for Grant Funding documentation. Ensure that any potential State Aid implications are fully understood and assessed during the project appraisal process.
2.	Failure of projects to comply with public procurement regulations	Low	Medium	Ensure that all project applicants are aware of public sector procurement regulations when contracting. Support projects to comply with European tender regulations, including advertisement in the Official Journal of the European Union (OJEU).

## APPENDIX ONE

### PRIORITIES FOR ACTION

The table below outlines Nottingham City Council and Nottinghamshire County Council's current project commitments for the 2010-13 period, broken down between the three structural themes and ten underpinning strategic priorities of the Regional Economic Strategy.

Projects delivered solely within the City are highlighted in red text, while projects delivered solely within the County are highlighted in blue text. Projects delivered jointly across both the City and County are highlighted in purple text, with their Single Programme funding allocations being divided between each local authority.

It should be noted that some of the projects listed below will contribute to priority actions included within two or more RES's ten strategic priorities. Where this occurs, the project has been entered within the most relevant strategic priority.

Structural Theme 1: Raising Productivity				
Strategic Priority	EMX No.	Project Name	Total Funding	Project Description
1 Employment, Learning & Skills	EMX05341	Employment & Skills Board	10-11: £119,928 rev	The Employment and Skills Board works strategically with partners throughout the region for the common purpose of improving the skills and employment opportunities of people across Nottinghamshire; helping to reduce local poverty and raise aspirations.
	EMX02301	Investment Project	10-11: £170,500 rev	Excluding £104,500 virement from Derby & Derbyshire Economic Partnership. The project works across both North Nottinghamshire and North Derbyshire to actively promote the sub-region as an attractive location to do business, generate leads; assist expanding/relocating local business and to work in close collaboration with partner local authorities, agents and developers. The Investment Project also works closely with the Making the Connection project.
2 Enterprise & Business Support	EMX05177	Broadway Nottingham Film and Literature Festival	10-11: £40,000 rev	To celebrate and promote the region's literary and creative talent, the aim of the Broadway Nottingham Film and Literature Festival project is to develop and host a new annual film and literature festival within the City. The festival

			11-12: £40,000 rev	will showcase the best of contemporary and classic writing for cinema and television over a ten day period and will bring to life writers' work through premiere screenings, classic films, personal guest appearances, live literary events, master classes and workshops.
	EMX05381	Hive Creative Zone	10-11: £43,628 rev 10-11: £19,373 rev	Project delivered by Nottingham Trent University's Business Hive to encourage creative industry graduates to consider starting their own business within Nottinghamshire. The programme consists of three main phases – raising aspirations, opportunity identification, and opportunity evaluation and proof of principle.
	EMX06003	Creative Industries Sector Support	10-11: £29,583 rev	Excluding £18,131 virement from Derby & Derbyshire Economic Partnership. The project provides support to creative industries in order to ensure the long term viability of the sector. This is achieved by recognising the specific needs of the sector, focussing an event and workshop programme to develop the membership's range of business skills and creative talents.
	EMX06072	Sherwood Coalfields Access Network LLR	10-11: £294,206 cap	Virement to <i>emda</i> . The project will support the creation of new extensions to and upgrades of existing Multi User Routes (MUR) that will encourage increased tourism and sustainable travel options throughout the region and distribute the economic benefits of visitors into Mansfield & Ashfield, and eventually into the Newark area, with links back to Lincoln via NCN route 64. The scheme includes a mix of mostly MUR facility on disused railway lines, existing public rights of way, shared use pavements and sections on roads using quiet lanes and traffic calmed urban links.
	EMX06078	Cultural Attractions Marketing Initiative	10-11: £60,000 rev	The aim of the Cultural Attractions Marketing Initiative project is to raise the profile of Nottingham's cultural offer and attract increased numbers of day visitors into the City. The main objectives of the project are to develop an attractive and distinctive Nottingham cultural brand; develop and implement an innovative Nottingham cultural marketing campaign including non-linear web solutions; increase awareness amongst Nottingham residents, day visitors and workers of the Nottingham cultural offer; increase audiences across the Nottingham cultural sector; and increase industry knowledge of its audiences within Nottingham.
	EMX06193	Nottingham Retail Business Improvement District	10-11: £60,000 rev	The aim of the Nottingham Retail Business Improvement District project is to create a retail-based Business Improvement District (BID) within Nottingham city centre. A BID is a partnership between a local authority and local businesses to develop projects and services that will benefit the trading environment within the boundary of a clearly defined commercial area. In order to formally establish the BID, a 20 month development phase is required that will culminate in a ballot of local businesses. If successful, the vote will result in the establishment of a BID company for five years that will have the power to levy funding through business rates to implement an agreed strategic plan for the development of the BID area.
	EMX06208	The Caves of Nottingham Regeneration Project	10-11: 21,329 rev 11-12: £8,232 rev	The aim of the Caves of Nottingham Regeneration project is the deliver the first and second stages of a redevelopment strategy for Nottingham's caves, utilising them as a tourism and heritage resource. The resultant data will have additional applications in the fields of culture, education, city planning, archaeological research and conservation and management. However, the project's primary purpose is to open up and exploit the caves so that more effectively contribute to the City's economy and cultural offer.
	EMX06355	Cultural Events Programme	10-11: £70,000 rev 11-12: £70,000 rev	The aim of the project is to deliver two cultural events per year over a three year period to provide a cultural programme for Nottingham city centre that will result in increased day and evening visitors to the City. The project will form part of a much larger programme delivered through the Nottingham Leisure Partnership in partnership with the City Council. The project will deliver two main festivals per annum: a Food and Drink festival and the Light Night

	EMX06369	Delivering the Enterprise Ecologies Model	10-11: £134,500 rev	<p>festival.</p> <p>Virement to <i>emda</i>. The project will support the delivery of an innovative enterprise programme within Nottingham City. The Enterprise Ecology model seeks to deliver enterprise stimulation activities in disadvantaged communities across Nottingham and remove barriers to the stimulation of enterprise and entrepreneurship. It seeks to deliver sustainable growth in the business base of local communities and enable the required differentiated action within disadvantaged communities to meet the needs of specific client groups to create enterprising, innovative and transformed neighbourhoods. The programme includes the delivery of pre pre start activities to stimulate enterprise and social enterprise through dedicated community outreach work and idea generation workshops delivered through the Shield Programme.</p>
	EMX06647	SCAN Central Linear Route Phase 2 – Sherwood Forest Section	10-11: £271,430 cap	<p>This project develops the Multi User Route (MUR) which links with Sherwood Forest, encouraging tourism, promoting sustainable travel options and distributing the economic benefits of visitors to Sherwood to a wider geographical area. The route consists of strategic links between major asset locations and circular routes between clusters of visitor attractions in and around the forest. The route will connect to major population centres, local communities and public transport links covering a distance of 22km.</p>
Strategic Priority	EMX No.	Project Name	Total Funding	Project Description
3 Innovation	EMX05084	Ingenuity Programme	<p>10-11: £69,000 rev</p> <p>10-11: £131,000 rev</p>	<p>Pilot project delivered jointly by the University of Nottingham, Nottingham Trent University and the University of Derby to promote and demonstrate to businesses the benefits of engaging with sources of knowledge that could potentially be used within a commercial context. The project offers businesses three levels of increasing engagement through a programme of showcase and networking events, experiential workshops and knowledge transfer taster sessions.</p>
	EMX06179	OnCourse Innovation	<p>10-11: £9,695 rev</p> <p>10-11: £4,305 rev</p>	<p>Workshop programme delivered by Nottingham Development Enterprise offering ideas and inspiration for local businesses through a series of masterclass events where successful innovation leaders share their ideas and experiences on what businesses need to succeed and be creative. In addition, the project also aims to celebrate local innovation success stories, create a repository of innovation case studies, foster a local culture of innovation, and signpost businesses to other sources of support.</p>
	EMX06280	Nottingham Science City Marketing	<p>10-11: £20,083 rev</p> <p>10-11: £8,918 rev</p>	<p>Marketing and promotional programme delivered by Nottingham Development Enterprise on behalf of the Nottingham Science City Partnership to stimulate community pride and engagement in local science. Activities to include public scientific debates, an art exhibition and competition, publication of the Wavelength newsletter, the production of 'science hero' case studies, the development of the Science City website, the delivery of a programme of presentations, and the delivery of programme of media releases.</p>
<b>Structural Theme 2: Ensuring Sustainability</b>				
Strategic Priority	EMX No.	Project Name	Total Funding	Project Description

4 Transport & Logistics	EMX06640	Promoting Cycling at Nottingham Universities & NUHT	10-11: £150,000 cap	Project description required.
	Strategic Priority	EMX No.	Project Name	Total Funding
5 Energy & Resources	EMX05913	Improving Your Resource Efficiency Programme	10-11: £13,850 rev 10-11: £6,150 rev 11-12: £13,850 rev 11-12: £6,150 rev	Virement to regional business support programme to encourage local companies to implement resource efficiency improvements to improve their competitiveness. The IYRE programme will provide businesses with ½ to 1 day of specialist on-site support, which will provide them with an assessment of their energy use, waste management, water efficiency, use of raw materials, and efficiency of their processes. Once the specialist intervention has occurred, the business will then be referred back to Business Link should further support be required, which may include the provision of grant funding to implement the identified solution.
	Strategic Priority	EMX No.	Project Name	Total Funding
6 Environmental Protection				
	Strategic Priority	EMX No.	Project Name	Total Funding
7 Land & Development	EMX05321	Sherwood Growth Zone Project Coordinator 2008-11	10-11: £60,000 rev	A co-ordinator post, with a remit to engage partner organisations where sites are located within the designated Sherwood Growth Zone, at all stages of developments (in particular at the planning stages of proposals). The co-ordinator also acts a facilitator/ broker / catalyst between developers and the Sherwood Growth Zone partnership to aid the development of sites within the growth zone area that will contribute to the economic regeneration of the districts of Mansfield, Ashfield and Newark & Sherwood.
	EMX05891	Nottingham Hub – Railway Station Redevelopment	10-11: £956,334 cap 10-11: £445,915 cap 11-12: £682,000 cap 11-12: £318,000 cap	Major capital project to redevelop Nottingham railway station and create a modern integrated transport exchange incorporating rail, tram, bus and road connections.

		The Maltings Digital Media Centre	10-11: £805,580 cap 11-12: £24,619 cap	Creation of a business incubation centre specifically aimed at the creative industries/digital media sectors (software, design, architecture, advertising, publishing etc) to encourage growth and sustainability of these types of businesses.
	EMX06226	Sneinton Gateway – People & Places	10-11: £1,292,000 cap 11-12: £1,042,000 cap	Project description required.

### Structural Theme 3: Achieving Equality

Strategic Priority	EMX No.	Project Name	Total Funding	Project Description
8 Cohesive Communities				
9 Economic Renewal				
10 Economic Inclusion	EMX02783	Access Alliance	10-11: £37,500 cap 10-11: £31,000 rev	The Access Alliance Programme (AAP) aims to support and develop sustainable transport solutions which link residents in North Nottinghamshire and North Derbyshire with jobs, training and other services. The schemes are aimed principally at young people and those without access to a private car and funding is targeted at those sustainable transport solutions which best meet the transport needs of urban and rural communities throughout the area and which deliver significant economic (and socio-economic) outputs.
	EMX03060	Family Employment Initiative	10-11: £90,000 rev	Virement to Derby & Derbyshire Economic Partnership. The Family Employment Initiative (FEI) is a flexible employment support model whose primary purpose is to addresses worklessness in targeted deprived wards of Nottinghamshire and Derbyshire. FEI's employment advisors offer a confidential service and range of employment/personal development support interventions to clients via direct outreach services or referrals from agencies such as Jobcentre Plus or community and voluntary organisations. FEI works closely with Making the

	EMX06516	Job Search	<p>10-11: £328,200 rev 10-11: £218,800 rev</p> <p>11-12: £120,600 rev 11-12: £80,400 rev</p>	<p>Connection.</p> <p>Partnership project with the Department for Work and Pensions to commission job search support for Job Seekers Allowance claimants and lone parents. Single Programme funding will be used to 'top up' the existing mainstream offer, allowing the purchase of additional volume and local tailoring to response to the individual needs of the area. The programme will target those who have been out of work for six months or more and have previously tried to find work through self directed activity, or those who are disadvantaged in the labour market. Provision will consist of a menu of modular opportunities. Beneficiaries will work with a Jobcentre Plus Adviser to establish their support needs and prepare an individualised action plan comprising one or more modules from a 'pick and mix' menu. The duration of the modules and of an individual's action plan will vary according to need.</p>
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### Funding Summary

City	2010-11			2011-12			2012-13		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Allocation</b>	2,893,635	1,553,496	4,447,131						
<b>Committed/allocated</b>	2,398,334	870,285	3,267,619	1,724,206	252,682				
<b>Balance</b>	495,301	683,211	1,179,512						

County	2010-11			2011-12			2012-13		
	Capital	Revenue	Total	Capital	Revenue	Total	Capital	Revenue	Total
<b>Allocation</b>	3,403,000	1,826,000	5,229,000						
<b>Committed/allocated</b>	1,854,631	994,557	2,972,819	342,619	86,550				
<b>Balance</b>	1,548,369	831,443	2,256,181						

There are currently projects (derived from priorities for action) under development that will ensure a near 100% commitment for 2010/11 and substantial allocations in the following two years.