

Broxtowe Borough Council



Broxtowe
Borough
COUNCIL

Economic Regeneration Strategy 2015-2019



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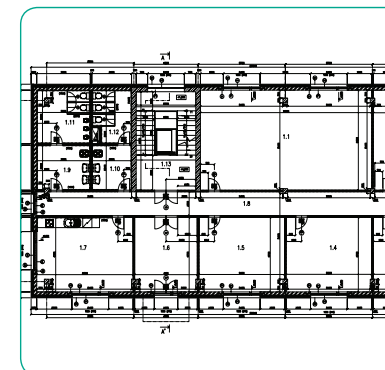
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Foreword:

Economic Development is a key priority for Broxtowe Borough Council and we all recognise the benefits a strong local economy is to the vitality and wellbeing of the locality. This Economic Regeneration Strategy outlines the Council's approach to both Economic Development and Brownfield Regeneration and includes its 'vision' moving forward. With key development sites, planning applications on Enterprise Zones, a new collaborative approach to planning and economic development and the potential to benefit from the new opportunities arising from both HS2 and the tram, this really is an exciting time for Broxtowe and one we should fully exploit.

I endorse the contents of this Economic Development Strategy and its accompanying Delivery Plan and believe by working together we can make Broxtowe a better place for all.

Cllr Milan Radulovic MBE
Leader of Broxtowe Borough Council



Introduction:

Our area has enormous opportunities. Together we aim to capitalise on opportunities such as the completion of the NET2 and the long term potential for being a national hub for the new HS2 line, playing to our strengths and overcoming challenges. We invite you to get involved. Everyone has a part to play in transforming the way people think about Broxtowe. The Broxtowe Borough Council Economic Regeneration Strategy will identify the main priority areas to focus the Economic Development resources and outline the Council's new approach for physical regeneration of brownfield sites within the Borough. This Strategy sets out our ambitions for Broxtowe. It should inspire businesses, investors and residents; raise everyone's ambitions and aspirations; focus on improving our economy and generating wealth; business growth; sustainable learning; and work opportunities. This requires the creation of creative new businesses and effective private, public and third sector partnership working with each performing a key role in the development of our economy.

Following a recent internal restructure, the Economic Development and Planning functions of the Council have merged. This is an exciting time for Broxtowe and a great time to develop an economic vision for the future of our Borough, embracing an increased sense of common purpose, positive political leadership and determination to achieve change. A strong local economy is fundamental to the success and well-being of the Borough. The Council is fully behind a new, focused, approach to Economic Development to maximise the potential for collaborative working between previously independent sections of the Council.

This strategy will be aligned with the Council's recently adopted Aligned Core Strategy as well as other relevant policy documentation across Nottinghamshire.



Setting the Scene for Broxtowe:

Broxtowe has a population of approximately 109 000, covers an area of 81 square kilometres (31.27 square miles) and is one of the most densely populated areas in the East Midlands. Located on the western fringes of Nottingham, Broxtowe benefits in geographical terms being centrally located within the UK and having excellent existing road and rail links with other major cities such as London, Birmingham, Manchester, Sheffield, Leeds and Liverpool. Broxtowe also has good existing economic links with Derby and Leicester. Further improvements such as the electrification of the Midland Mainline and the possibility of HS2 being located in Toton only strengthen the existing situation. The area also benefits from excellent local bus transport infrastructure and was quoted in the D2 N2 strategic economic plan as having the best light rail project (both existing routes and those under construction) in the UK. Nottinghamshire is becoming one of the best connected counties in England. Broxtowe, being at the heart of the region, can exploit our geographical advantage to improve our area. The south of the Borough also has the benefit of having one of the best Universities in the UK on its door step as well as excellent further education provision. Working with the education sector will be key to improving the skills of our workforce, expanding the opportunities for our young people, offering opportunities to the creative people within these establishments to create new businesses and harnessing their expertise for the benefit of the wider community.

- There are 42 000 jobs in Broxtowe with 65% of these being full time.

- Over one-third (36.6%) of Broxtowe's working age population hold degree level qualifications or higher (NVQ4 and above), greater than the equivalent proportions for Nottinghamshire (30.4%) and the East Midlands (30.1%)
- Knowledge-based industries and services accounted for over 22% of total employment in Broxtowe in 2012. This compared with the East Midlands figure of 17.8%.

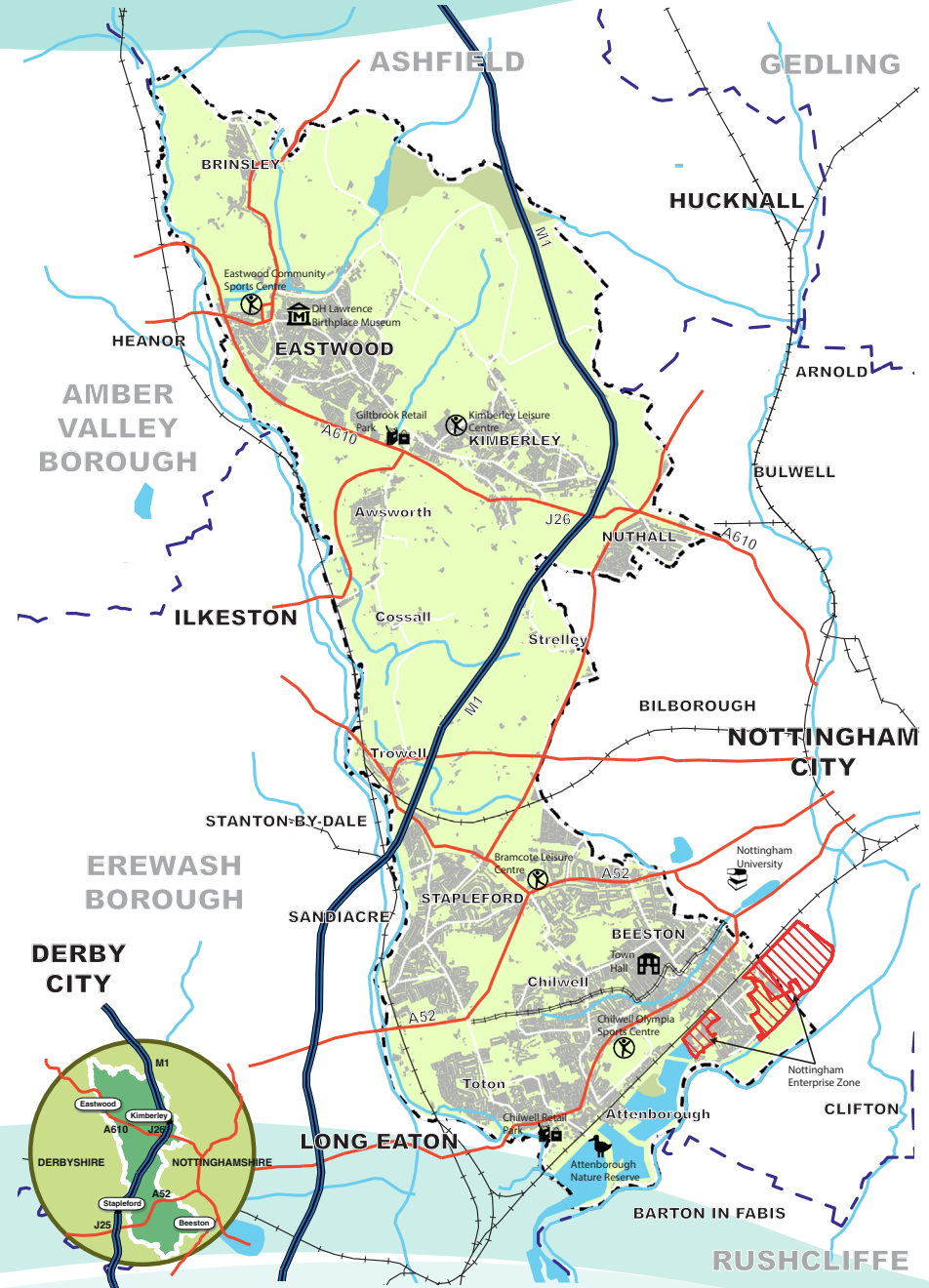
However, the Borough still faces significant challenges. There are pockets across the Borough that have higher than average proportions of unskilled workers employed, and whilst unemployment is relatively low when compared with the UK average, there are some wards in the Borough that have persistently higher than average unemployment levels. In some wards this situation has not altered for several years. It is important that measures are put in place to try and actively address this issue particularly in areas where this problem has persisted.

- Unemployment in Broxtowe, as measured by the claimant count, stood at 1.7% in September 2014, compared with 2.1% for the East Midlands and 2.2% for Great Britain as a whole.
- In September 2014, out of the 21 wards in the Borough, eight of them had levels of unemployment that were higher than the Borough average of 1.7%. The claimant count was highest in the wards of Eastwood South and Stapleford North, both 3%. By contrast the claimant count was lowest in the wards of Eastwood North and Greasley and in Trowell, both with 0.7%.

Another unfortunate trend is that 6 out of 10 people leave the Borough to work, with most people travelling to work in Nottingham. Whilst these people may come back to spend their money in the Borough, we need to encourage more people to work in the locality, for the benefit of the wider Broxtowe economy. This, in part, could be explained by the current level of job density.

- The number of jobs per resident aged 16-64 is low in Broxtowe at 0.59. This compares with an East Midlands Average of 0.75 and national average of 0.78.
- Broxtowe's relatively poor job density is countered by its proximity to Nottingham. Commuting patterns reveal that almost one third (31%) of Broxtowe's working population travel into Nottingham to work.

The challenge therefore is clear. Attract inward investment and new employers to increase the number of opportunities for local people to secure local jobs. Whilst we must continue to exploit the advantages the Borough has to offer we must continue to address those challenges that have yet to be resolved.



Vision:

The vision of the Broxtowe Borough Council's Corporate Plan is:
'Listening and responding to ensure the delivery of efficient and effective services'

The Corporate Plan also has five key priorities:

Housing - We want a good quality affordable home for all the residents of Broxtowe.

Jobs & Business Growth - We want to see more jobs, work experience and apprenticeships available for people in Broxtowe, with growing businesses and regenerated town centres.

The Environment - We want the environment in Broxtowe to be protected and enhanced for future generations.

Bringing People Together - We want a caring community where people feel they belong.

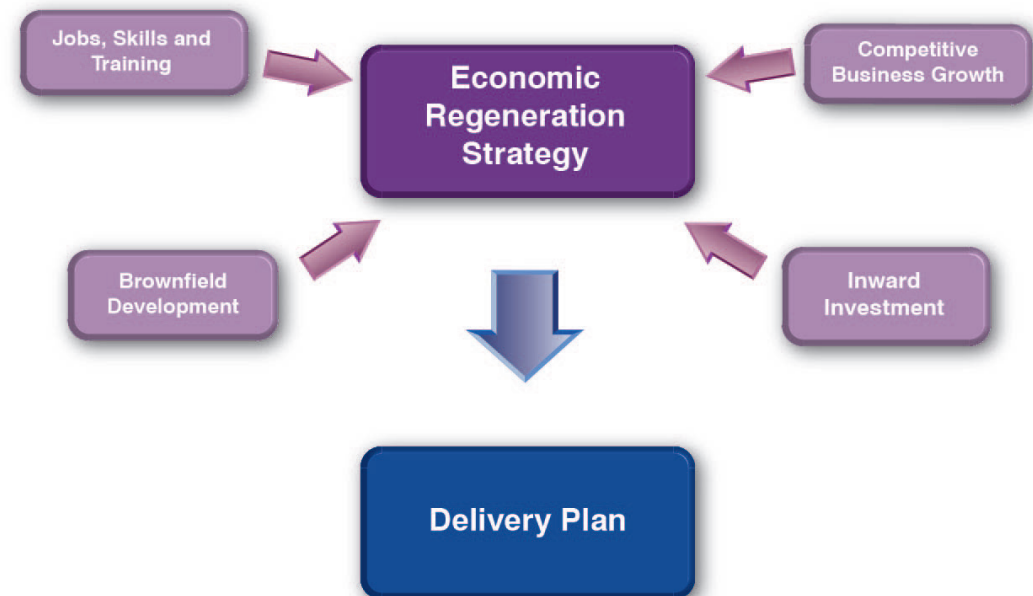
Community Safety - We want Broxtowe to be a place where people feel safe and secure in their communities.

In accordance with these priorities the Economic Development Strategy has its own vision:

'Broxtowe will be a place that actively promotes brownfield development, stimulates sustainable economic growth and regeneration, maximises apprenticeship and training opportunities and creates a Borough where people can thrive and realise their potential'.

The main aim of the Broxtowe Borough Council Economic Development Strategy is to achieve the vision above. This Strategy will outline how the Council will use its own resources, role and powers to influence, enable, facilitate and drive economic growth.

Four key themes have been identified which will help to deliver this vision and have been determined based on a thorough review of the evidence base.



Main Themes and Strategic Direction:

This Regeneration Strategy is consistent with and will support the main objectives set out by local and sub-regional plans for economic development. The Strategy accords with the Nottinghamshire County Council Growth Plan in the following ways:

- Encouraging housing growth as a form of economic development
- Encouraging widespread employment growth
- Enabling small and medium enterprises (SME's) to flourish
- Making better use of the skill force created by the universities
- Enabling more opportunities for graduates to gain apprenticeships
- Improving connectivity maximising the future influence of both HS2 and NET.

The strategy supports the Nottingham Growth Plan by:

- Encouraging SME's from incubation and throughout
- Making better use of the links with universities
- Improving the skills of the existing workforce
- Encouraging the growth of the Boots Enterprise Zone.

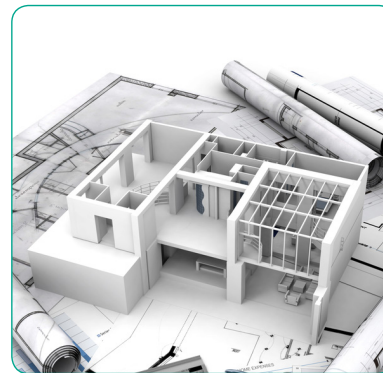
Furthermore the Strategy aligns with the D2N2's Strategic Economic Plan in that it:

- Encourages connectivity
- Encourages the acceleration of both commercial and residential development
- Aims to improve the graduate retention levels within the locality
- Supports the increase of businesses using apprenticeships
- Wants to unlock the potential of Beeston Business Park
- Recognises the economic benefits of new housing.

The "Place Shaping" agenda is fundamental to ensuring sustainable physical regeneration, economic prosperity, and a decent quality of life for local people. The Regeneration Strategy's role is to drive forward such economic growth, complementing existing planning and environmental strategies, to ensure development is in the best interests of the local area, its businesses and communities. A key challenge for this Strategy is to adopt new and innovative ways for delivering regeneration, without major public sector investment, instead maximising the value and effectiveness of existing resources, through working in partnership with all stakeholders in the local economy.

At the heart of the Regeneration Strategy are the four themes, which together, will ensure we remain focused on achieving our vision. These are:

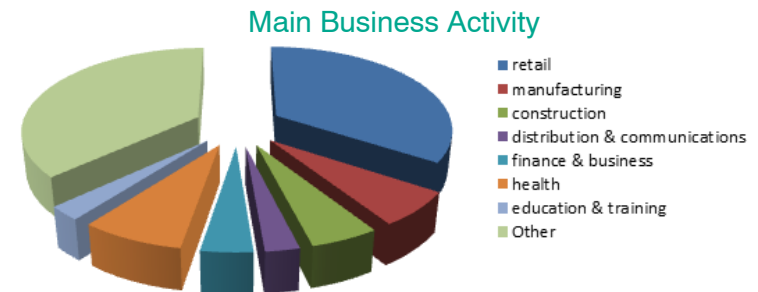
1. **Jobs, Skills and Training** - Ensuring local people are equipped with the right skills to access new job opportunities, connecting residents with new employment opportunities and working with employers to meet their skills and recruitment needs
2. **Competitive Business Growth** - Supporting pre-start, new start and existing local businesses, and enabling business growth
3. **Inward Investment (Planning & Infrastructure)** – Ensuring that Broxtowe offers a balanced range of good quality office, commercial and industrial premises, and is viewed as an attractive and competitive location for investment and growth.
4. **Brownfield Development** – Adopting a positive and proactive approach to bring forward brownfield sites for development.



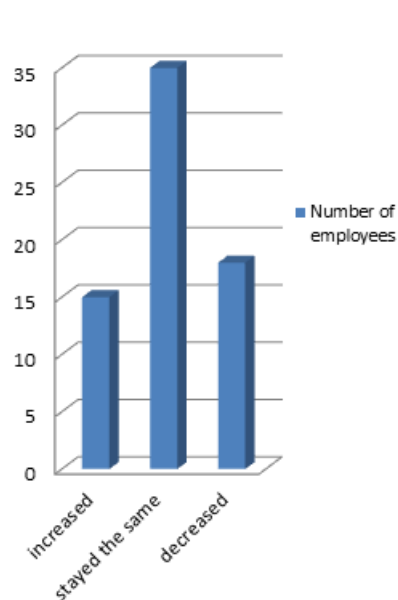
Business Survey Results

In the spring of 2014 a business survey was carried out across Broxtowe and 76 businesses responded. The survey asked a range of questions, the responses from these have aided the understanding the Economic Development Team has of the businesses across the Borough, as well as guiding some of the areas to focus on within this strategy and its associated action plan.

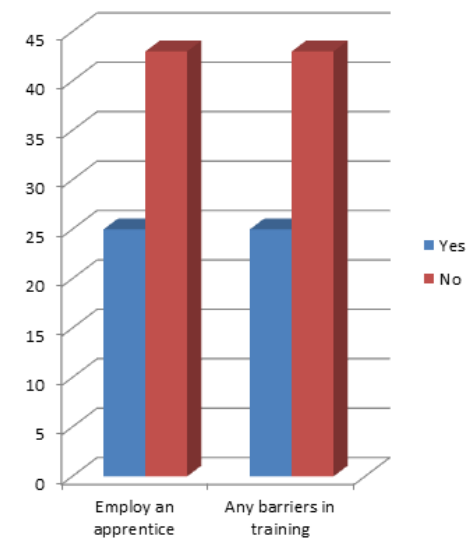
The main results of the survey are outlined on this page below:



Changes in Staffing Levels



Apprenticeships and Training

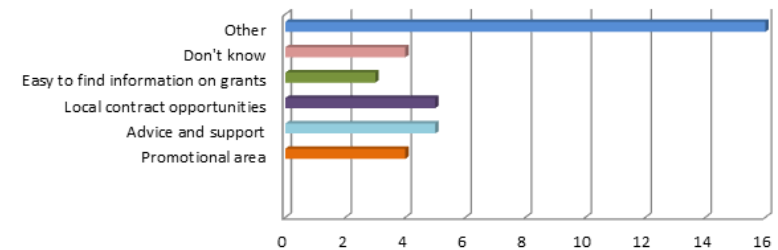


The graphs on the opposite page indicate the main business activity of the respondents as well as showing any change in staffing levels. Interestingly barriers to training were not perceived to be an issue across all companies surveyed and only 37% would employ an apprentice. Other results indicated that 31% of businesses surveyed said they are likely to outgrow their current premises and 66% are currently investing in capital equipment. The chart below indicates what are perceived to be the main challenges companies may face in the future.



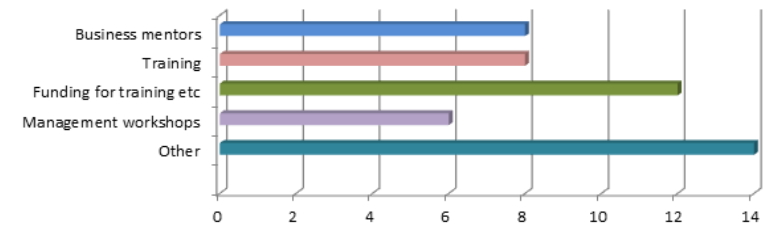
As part of the survey the Council was keen to understand what businesses wanted to see from the Economic Development Team, and the results from these questions are below.

What would you like on the website



It is important for the Council to understand what the businesses within the locality are asking for, and where possible react and accommodate those needs. This document will outline how these needs can be met.

Any support services we could provide



1. Jobs, Skills and Training:

Evidence from the Broxtowe Business Survey of 2014 shows that over the past 12 months there has been an overall decrease in the numbers of businesses recruiting staff. At the same time whilst some businesses did recruit new staff, many had chosen not to recruit apprentices. A common feature was the lack of experience associated with employing a young apprentice. Despite this, there was a general interest from businesses that they would employ an apprentice if wage incentive schemes were available. Businesses also felt that there were barriers to accessing appropriate advice and financial assistance towards training costs for their existing workforce.

It is imperative that existing companies within Broxtowe have the means to train their existing workforce, are actively encouraged to utilise apprentices and educated about the benefits to the company for recruiting them. Expanding businesses must have access to suitable staff, effectively matching supply to demand. This can be achieved through links with existing business networks including establishing or reinforcing links with higher education institutions where relevant. The objective is that over the time period of the Strategy future business survey results will indicate that apprentice take-ups have been improved, training opportunities for existing staff have been fully realised and access to advice is more readily available.

Various actions and tasks have been identified to improve jobs, skills and training:

A. **Create Opportunities:** by connecting young people and adults to employers

B. **Preparing People for Work:** enable a smoother transition from learning into employment

C. **Improving the Pathways into Work:** make finding a job easier for younger people and make it easier for employers to recruit.



2. Business Growth:

Enabling existing businesses within Broxtowe to grow and ensuring they have the suitable business networks in place to support them must be a key priority of the regeneration team. Whilst Broxtowe actively encourage new investment into the locality it is just as important to ensure our existing companies are looked after appropriately. This argument is particularly appropriate considering that the business survey showed an increase in business support inquiries and the number of queries regarding grants and loans. All respondents expressed an interest in receiving better business support, covering different areas ranging from access to finance, and business workshops through to management training. Therefore, it is important that increasing numbers of businesses engage with one another for mutual benefit, and that suitable signposting is put in place for businesses to utilise the support networks that are in existence. These support networks are also fundamental in assisting and encouraging new starter firms to establish themselves in the Borough, and it's key to create an environment within which both new and existing firms can flourish.

Actions have been identified to promote business growth:

A Competitive Business Growth: Signpost suitable funding, encourage workforce investment and promote growth through better interconnectivity by developing relationships with key businesses

B Business Support: ensuring suitable business networks are in place.



3. Inward Investment:

Broxtowe needs to be marketed as a place where businesses want to invest and want to locate, and it is critical that the sites available within the Borough are 'fit for purpose'. Economic prosperity and social wellbeing go hand in hand and marketing Broxtowe as an attractive place to live and work is central to the success of the local economy. Inward investment is fundamentally linked to business growth and together it is important to create a supportive environment that encourages business growth for all. It is noteworthy that just under half of the respondents to the Broxtowe business survey expected to outgrow their existing premises within the next 5 years, but many did not have a clear strategy for relocating to new premises. Furthermore almost two thirds stated that they had invested in new capital equipment, with the remaining third citing 'access to finance' being a barrier to business growth.

It is imperative that those businesses that want to expand have the relevant support to do so and sites to move into where necessary. Sufficient commercial and industrial sites must be provided to enable businesses to relocate within Broxtowe rather than relocating elsewhere purely due to lack of suitable provision. A key facet to marketing the Borough is ensuring that the economic development section of the Broxtowe website is both up to date and devised to actively market commercial properties. With the constant technological advances it is critical that our websites stays relevant and up to date and used to its full potential. Additional office space can also be provided through the redevelopment of brownfield sites which the Council will proactively approach (see brownfield redevelopment section).

Actions have been identified to promote inwards investment:

A Place-Marketing: Promote Broxtowe as a desirable place to live and work and support those businesses that require expansion.

B Site Specific Investment:

- Targeting defined areas such as enterprise zones and brownfield sites for investment
- Facilitating key infrastructure to bring forward development opportunities e.g. Tram extensions, HS2 and Broadband.

C Website: Create an information portal that is relevant, up to date and useful



4. Brownfield Development:

Brownfield sites are regularly perceived negatively. Often vacant or underutilised previously developed sites can be eyesores and may encourage instances of anti-social behaviour. Developers can be reluctant to develop these sites as Greenfield sites are usually more appealing. Brownfield sites should be seen as an opportunity to regenerate an area. Importantly the need to build on Green Belt land is also reduced. Historically the planning department has only ever determined brownfield schemes when developers have either approached the Council or submitted a planning application. If more brownfield sites are to be redeveloped then the Council needs to alter its approach to brownfield sites and act in a more proactive manner.

The Council has now initiated processes to actively encourage brownfield sites to come forward. A Strategic Housing Land Availability Study (SHLAA) has been carried out by the planning policy team, and a list of potential housing sites has been identified. From this list, and working in collaboration with the planning policy team, sites the Council believe should come forward for redevelopment in the near future have been highlighted. Contact will then be established with the owners of these sites and where it's practical and possible to do so, advice and guidance will be given to expedite the submission of planning applications on them. In many scenarios owners of these sites have limited, if any, knowledge of the planning process and this may prevent these sites moving forward. It is hoped that by giving landowners a 'kick-start' the process of submitting a planning application, and ultimately redeveloping the site, may be far quicker. Whilst this is the ideal scenario, in certain circumstances sites may have stayed dormant for several years, or the owners are reluctant to develop the site for other reasons. In these cases the Council will explore the use of Compulsory Purchase Orders (CPOs), and legally acquire the land if necessary, in order to ensure its suitable redevelopment in the future.

The Aligned Core Strategy identifies a need to find 6150 additional homes within Broxtowe by 2028, and whilst approximately 1500 are already accounted for on allocated sites at Boots, Toton and Field Farm, there is still a requirement to find 4650 houses on other sites elsewhere across the Borough. If a significant proportion of these houses can be found on brownfield sites then the pressure to find other sites, often in more sensitive locations such as the Green Belt, is reduced. Furthermore, there needs to be a sufficient choice and mix in the homes available across the Borough in order to provide for the needs of existing residents and to attract people (and businesses) to the locality. According to a report by the UK contractors group in 2012 for every £1 spent on house building £2.84 is generated in terms of supported economic activity. Consequently meeting the housing target set in the Core Strategy would create in excess £500m of economic activity in the Borough.

Policy 4 of the Aligned Core Strategy identifies a need for more employment provision in the Borough, with a particular emphasis on the creation of additional office space. The knowledge and science based economy is growing and the Borough needs to work in partnership with institutions, such as the University of Nottingham in order to maximise these opportunities. There needs to be suitable employment provision in terms of office accommodation fit for modern needs to support this and the Borough will work with other partners in order to enable the Enterprise Zones to drive growth. In Broxtowe a minimum of 34 000sq metres of offices space is required. Much of this could be provided on designated key sites but inevitably there will be a need for some provision in other locations. This should be developed on brownfield sites where possible which has the dual benefit of creating additional workspace provision and jobs, whilst regenerating underutilised brownfield sites. It is the Council's ambition to achieve significantly more than 34 000sq

metres of new office space and we recognise that this need to provide a choice of type, size and location that meets the needs of modern business.

There is an identified need for both new housing and employment development, and if this need can be met on brownfield sites then this reduces the need to develop in more sensitive locations including the Nottinghamshire Green Belt. Whilst there are some existing vacant or underutilised employment sites across the borough, in most situations these are not fit for purpose and therefore not suitable for existing employment needs. These sites are therefore ideally suited for redevelopment either as housing, or as employment sites. The issue arises when there are competing priorities on these areas of land. It is therefore important to ensure that employment sites are suitably placed to both be easily reached by the workforce, and not lead to future conflicts with home owners. Adopting a balanced approach across the Borough to such sites will ensure that the needs of the entire locality are met.

A further benefit of improving links between Planning and Economic Development is that legal agreements (Section 106 Agreements) that are agreed between the Council and land owners/developers have the potential to include Economic Development elements. Often during the course of determining larger planning applications legal agreements are drawn up covering issues such as affordable housing provision and provision of open space. At this stage there is also an opportunity to invite developers to consider how they will contribute to job creation, use of local employers or apprenticeship links to be created, and set this out in an agreement, something that is not currently explored. This will help to focus the £500m of economic activity yielded by house building on the themes set out in this Strategy.

To promote brownfield development key actions have been identified:

A: Site Priority: detailed analysis of existing information to determine brownfield sites for redevelopment. Followed by positive proactive engagement and dialogue with developers and land owners to 'kick start' this development.

B: Legal Mechanisms: by engaging with larger development schemes earlier creating opportunities for local employers to get involved



Economic Landscape and Key Partnerships:

The economic, financial, institutional and policy context has changed considerably in the last few years, and funding opportunities for interventions to tackle unemployment and supporting business growth have significantly reduced. Whilst the Council recognises the importance of supporting local economic growth, interventions will need to be prioritised and delivered by working through new structures and partnerships in order to achieve the best results with the decreasing resources available to the public sector. All our partners will need to be committed to the delivery of this Strategy if Broxtowe is to achieve its potential.

Having replaced Regional Development Agencies, Local Enterprise Partnerships (LEP) are the government's preferred mechanism for delivering economic growth in England, to "drive sustainable private sector led growth and job creation in their area" (D2N2).

D2N2 is the LEP for Derby, Derbyshire, Nottingham and Nottinghamshire. It has defined four high level strategic priorities: Business Skills, Innovation, Finance and Infrastructure. It has also defined six areas of economic focus specific to the LEP geographical area:

The LEP's Areas of Focus:-

1. Transport Equipment, Manufacturing
2. Medical/Bio-Science,
3. Food and Drink Manufacturing,

4. Construction,

5. Visitor Economy

6. Low Carbon Environmental Goods and Services

Much of the funding for the LEP comes from European based initiatives. For the next 7 years all of the European funding has been consolidated into one central 'pot' which the LEP allocates .

Capital funds and revenue funds are both available and can be used for projects or by individual businesses. National initiatives, examples of which include the Regional Growth Fund, are also usually coordinated through the LEP. The Council will work with partners in order to advance projects that meet the priorities for the funding opportunities that arise and engage with other public bodies such as the City Council and the University. An example of this is the current work being undertaken with Nottingham City and other neighbouring authorities developing the Sustainable Urban Development or SUD. Here a central business hub for specific industries (creative and 'clean tech') is being created in the city, with specific sub centres or 'spokes' being created in neighbouring authority areas elsewhere. Broxtowe Economic Development Team is currently working closely with the other members of the SUD to try and obtain some funding and create a business hub on the Beeston Business Park as part of this programme.

Outside of the LEP there are several other groups and organisations that the Economic Development Team engages with, many of these are known as 'key partners'. Key partners include organisations such as Skills Funding Agency, Education Funding Agency, the Broxtowe Partnership and Higher Education Institutions (HEIs). These organisations cover areas including: work placements, traineeships, funding, apprenticeships, careers advice and business support. Although usually the Council cannot apply directly for resources from these key partners, the Council can form close working relationships with these organisations through joint approaches on areas where their interests and those of the Borough align.

Schools, Colleges and Further Education Institutions are also critical key partners as they are educating the workforces of tomorrow. Maintaining close links with these institutions is fundamental in creating the best opportunities for future generations and key in order to ensure that research opportunities are fully exploited.

This 'Economic Landscape' makes it critical that Broxtowe is clear in outlining specific priorities for inward investment responding to the needs of our businesses, but also being realistic as to the levels of funding available and the 'additional investment' that this would create. With this in mind the following specific priority areas are identified:



Areas of Focus and Key Sites

Whilst the Strategy contains some main themes for the growth of the Borough as a whole and an overarching vision, some key sites and areas of focus can be identified for specific attention.

Enterprise Zones:

Broxtowe benefits from having two enterprise zones, namely Boots (although largely in Nottingham City) and Beeston Business Park. These sites benefit from reduced business rates, a simplified planning process and have the opportunity for expansion. The Boots site is intended to be developed into a UK centre of excellence for health and beauty, strengthening its existing position in this field and allow opportunity for business incubation units and small and medium enterprises to establish here. It also contains additional land for future redevelopment. Located in very close proximity to this site is Beeston Business Park which is currently undergoing £40 million of investment. Beeston Business Park will provide a range of units from 100 to 900,000 square feet; it already has a good reputation for ICT and technology led businesses and benefits from close proximity to Beeston station and its connections with Nottingham, London and Birmingham. Building on the established reputation of ICT and technology led businesses it in the intention to establish a 'technology hub' in this location, hopefully benefitting from some investment from the SUD group. Both these sites offer tremendous potential to encourage businesses and investment into the Borough and it is imperative that we take advantage of these zones and maximise the benefits of connecting them into the wider network of existing businesses, employers and start-up businesses.

NET:

The first tram line opened in 2004, is used by 10 million people a year and has reduced transport congestion on this particular transport corridor by approximately 8% (Nottingham Growth Plan). Following the success of Line 1 two further lines were commissioned and these are due to open in 2015. The route which starts in Broxtowe will run from a park and ride at Bardill's Island, through Beeston Town Centre, Nottingham University and into Nottingham City Centre. This line provides key links to significant employers in Nottingham, the completed system will serve 20 of the 30 largest companies in Nottingham, and therefore could bring significant benefits to the Borough in terms of linking companies with the workforce. The advantages of the NET system should be fully realised for the economic benefit of the Borough, and in this regard any possible extensions should be considered. To this end an option of a further tram line to Kimberley and Giltbrook Retail Park will be investigated and a feasibility study carried out to determine whether this route is economically viable.



HS2 Economic Hub:

The Borough Council is committed to bringing the HS2 Station to Toton. The arrival of the HS2 station at Toton would provide high speed rail links to London, Sheffield, Birmingham and Leeds allowing businesses to access customers far quicker and improving the connectivity of Broxtowe to the wider regional area. Bringing the station to Toton is a long term ambition that the Council will work to achieve and as part of this we will look to maximise the economic benefit to the Borough and the East Midlands. We will work with partners and interested parties in order to achieve these objectives.

Town Centres:

The Council has outlined the four town centres as key sites of regeneration; this is reflected in the Council's structure with establishment in 2012 of a Town Centre Management team. The teams aim is to ensure that Broxtowe's town centres are attractive, vibrant, and accessible whilst focusing on development and investment within them.

The Town Centre Management team will work with local stakeholders in the four towns, to set actions and aspirations of the towns. These include aesthetic improvements, events, investment, and showcasing of the towns to potential new businesses. Examples of this work can be found at www.broxtowe.gov.uk/towncentres.

The Town Centre Management team will align their work and actions with those of the larger regeneration strategy outlined in this document. A strong local economy with increased residential development is essential to the long term vitality of Broxtowe's town centres ensuring

an upward trend in town centre users with expendable income. This linked with a strong transport network can ensure that footfall and visit frequency is at a high rate to enable high street businesses to showcase themselves to residents and visitors to the Borough ensuring occupancy stays above national average into the future.

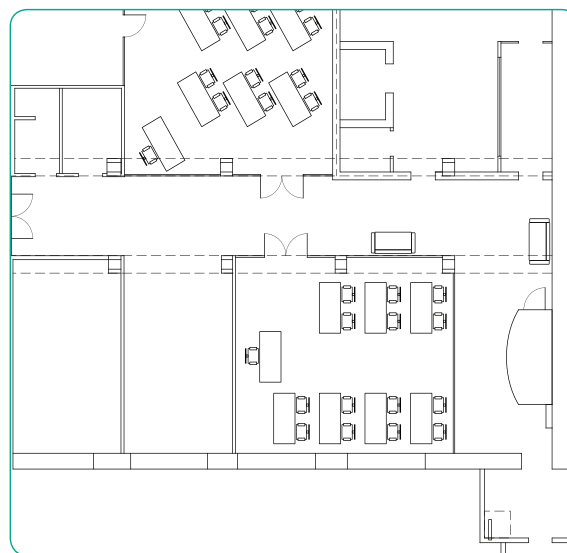
Beeston Phase 2 (Square Redevelopment):

This site is seen as an opportunity to improve the leisure and social offer within Beeston town centre. Utilising the increased footfall from the tram and increase in evening and night time economy through a growing number of public houses and the introduction of a 24hr gym and late opening coffee venues around Beeston would present a great opportunity to improve the economy in these periods of the day as well the traditional shopping times. Moreover, growth in these areas will help bring about employment opportunities that are not already there.

Stapleford police station:

This location is seen as the gateway to Stapleford town centre and as such any future development should embrace and enhance this prominent location. There is an opportunity to make the most of the site for residential and also retail development. The current Police station site is seen as a site where a high quality retail building with an upper floor residential element could bring not only a gateway feel to this location but also an increase in town centre users and a draw for passing trade.





Delivery Plan 2015-2019

Appendices:

This Delivery Plan identifies the key targets, intended outcomes and actions that underpin the Economic Development Strategy.

It should be noted that many of the current funding initiatives and programmes are due to expire between March - June 2015 and at this point it is unclear which will continue. As this delivery plan is dependent on obtaining various sources of funding and on the actions of delivery partners and agencies, this plan will have to change and adapt accordingly.

Our Key Priorities are identified as:

- Jobs, Skills & Training
- Competitive Business Growth
- Inward Investment
- Brownfield Development

Jobs, Skills & Training

1A: Create Opportunities: by connecting young people and adults to employers

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement / Lead	Timescales
Apprenticeship Campaign to promote the benefits of apprenticeships to Small and Medium Enterprises (SMEs)	-Increased number of apprentice positions	<p>Broxtowe Borough Council target of 20 apprentice contracts per year.</p> <p>Annual targets achieved – aim for 100 a year in the Borough</p> <p>Levels of NEET (Not in Education, Employment or Training)</p>	Julie Fish Training Officer – targets. Economic Development Team (Lead facilitator) Nottinghamshire County Council, FUTURES, Nottingham City Council, LEP, ESIF FE institutions	– From April 2015 (ongoing)
Business/Employer Engagement Events	<ul style="list-style-type: none"> -Develop key relationships, linking with Skills provision. -Establish strong employer links to meet the needs of each industry sector. - Market Growth sectors 	Attendance at individual jobs Fairs	<p>Economic Development Team (Lead)</p> <p>Chamber of Commerce, etc.</p>	3 per year January, April & October

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement / Lead	Timescales
Council Procurement – Local Employer Agreement	<ul style="list-style-type: none"> - Incorporate provision of apprenticeships as a measure of Council Tender contracts -Enable more local SMEs to get Council contracts 	<ul style="list-style-type: none"> Number of Council Apprentices secured through Training Contracts Number of Work Experience Placements Number of Council contracts given to local SMEs. 	<ul style="list-style-type: none"> Economic Development Team. Human Resources Capital Works Housing Repairs Team Procurement Team (Corporate Led Process) 	April 2015

1B - Preparing People for Work: enable a smoother transition from learning into employment

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Barriers to work	<ul style="list-style-type: none"> -Enable unemployed people to access job opportunities where transport is a barrier via Service Level Agreement with Travel Wise. -Pilot a survey of out of work residents in priority wards to understand and track barriers to employment. -Co-ordinate work experience placements and develop flexible pathways into learning and work. -Offer specific training including SBWAs - Ensure short term school leaver work experience placements 	<ul style="list-style-type: none"> Responses to out of work survey Travel Wise Monitoring of work experience placements Sample Survey of unemployed Monitoring of SBWA (Sector Based Work Academies) take up. Minimum of 10 a year. 	<ul style="list-style-type: none"> Economic Development Team (Senior Officer to Lead) Capital Works Travel Wise Training Providers Voluntary Action Broxtowe Adult & Community Learning Service Voluntary Sector Providers Sure Start University of Nottingham 	<ul style="list-style-type: none"> April 2015 (Based on ESIF timescales and funding) June 2015 (Based on ESIF timescales and funding) April 2015

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Local Employment Support Programmes	-Facilitate discussions with all providers to develop Local Employment Support Programmes in targeted areas.	Number of Local Employment support programmes	Economic Development Team	April 2015
	-Promote volunteering, citizenship programmes, job hunting and CV writing support.	Number of participants Overall unemployment level	Training Providers Voluntary Action Broxtowe Adult & Community Learning Service Voluntary Sector Providers Sure Start, Job Centre Plus	Feb 2015
	-Target and support the most vulnerable young people, and long term unemployed into training or work	Develop delivery models with key partners.		April 2015
		Support funding bids by community organisations		(Based on ESIF timescales and funding)

1C. - Improving the Pathways into Work: make finding a job easier for younger people and make it easier for employers to recruit.

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Training Provider - Quality Pledge	<ul style="list-style-type: none"> -Baseline of Training Providers. -Provide a catalogue of support for employers to access with links to the support available. 	<ul style="list-style-type: none"> Number of Training Providers signing up to 'Quality Pledge' Number of hits on Economic Development Website - Responses from future Business Surveys (re access to training) 	Economic Development Team. LEP	<p>June 2015</p> <p>April 2015</p>
Website	<ul style="list-style-type: none"> -Deliver an Information portal that includes all the available training for the unemployed and Council job/apprentice opportunities. -Signpost individuals to appropriate national/local employment programmes and agencies programmes -Link to Job Centre Plus 	<ul style="list-style-type: none"> Relevant website hits and enquiries Feedback from training providers about attendance rates 	<p>Economic Development Team (Regeneration Manager to Lead)</p> <p>Webteam</p> <p>Job Centre Plus</p>	By Summer 2015

Competitive Business Growth

2A: Competitive Business Growth: signpost suitable funding, encourage workforce investment and promote growth through better interconnectivity.

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Promote Investment funds	-Ensure companies are aware of the possible funding options available to them such as Nottinghamshire Investment Fund Nottingham Technology Grant Fund (NTech) -Engage with relevant bodies to ensure Broxtowe has the best chance of obtaining funding - Prioritise funding bids, focusing on projects with greatest likelihood of success.	Success of respective bids	Economic Development Team (Lead)	Ongoing
		Number of Website hits on relevant sections	LEP Webteam	Ongoing
		Success of respective bids		Ongoing
Exporting - international markets	-Work with UKTI to promote growth and exploit international market opportunities by better connecting businesses to existing activities. -Utilise civic partnerships to support new markets for local businesses.	Number of Website hits on relevant sections	Webteam	September 2015 September 2015

2B: Business Support: ensuring suitable business networks are in place

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Innovation	<ul style="list-style-type: none"> -Work with universities to link them with local businesses. -Facilitate technology and knowledge transfer activities between local businesses, Nottingham's two universities and FE colleges -Graduate placement scheme - Work with Universities to identify need and provide for employment sites for new startup companies 	<p>Number of business engaging with Higher Education Institutions</p> <p>Number of graduate placements leaving university entering employment</p>	<p>Economic Development Team (Lead facilitator)</p> <p>University of Nottingham</p> <p>Enterprise Zone Innovation team</p> <p>LEP</p>	<p>June 2015</p> <p>June 2015</p> <p>April 2015</p> <p>April 2015</p>
Identification of gaps in local business support	<ul style="list-style-type: none"> -Development of local programmes to satisfy need -Help to shape the level of business support available locally. 	<p>1 x Annual Business Survey</p> <p>3x Business Feedback from Business Network Meetings</p>	<p>Economic Development Team (Lead)</p> <p>Nottinghamshire County Council</p> <p>Broxtowe Business Network,</p> <p>Erewash Business Partnership</p>	<p>June 2015</p> <p>Jan,, June, Oct, 2015</p>

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Business/Employer Engagement	<ul style="list-style-type: none"> -Establish a Business Club for Broxtowe as the 'Voice of Business in Broxtowe', -Ensure businesses are aware of relevant initiatives and funding opportunities to help them innovate and become more productive -Increase the number of local businesses engaging with business support provision 	<ul style="list-style-type: none"> Number of businesses engaging with business support Number of Business Network Meetings/ Events annually. 	<ul style="list-style-type: none"> Economic Development Team (Lead Facilitator) Gedling Business Partnership Beeston Business Network, Erewash Business Partnership 	<ul style="list-style-type: none"> June 2015 Ongoing
Beeston Bid	Support the updated BID proposal through the renewal process	Successful re-ballot summer 2015.	<ul style="list-style-type: none"> Town Centre Management Beeston Businesses Democratic Services 	<ul style="list-style-type: none"> 2015 (2016-2020 potential BID revised timescale)

Inward Investment

3A. Inward Investment - Place Marketing - grow the idea that Broxtowe is a desirable place to live and work and support those businesses that require expansion.

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Promotional Campaigns	<ul style="list-style-type: none"> -Deliver promotional campaigns to attract new business, sport and leisure visitors to Broxtowe -Produce a business marketing brochure -Produce a marketing brochure to promote the Broxtowe Offer and showcasing Inward investment Case studies 	<ul style="list-style-type: none"> Number of Promotional Campaigns Number of business brochures Number of marketing brochures 	<ul style="list-style-type: none"> Communications Team, Town Centre Teams, and Heritage/ Leisure Team Economic Development Team (Lead) Burrows directory 	<ul style="list-style-type: none"> April 2015/ Ongoing April 2015 April 2015
Website	<ul style="list-style-type: none"> -Alongside the other aspects of the website ensure Broxtowe is marketed as a desirable place to live and work. - Include all the available business support products, service providers and funding streams to support local businesses 	<ul style="list-style-type: none"> Create Economic Development Website No of relevant website hits 	<ul style="list-style-type: none"> Economic Development Team (Regeneration Manager to Lead) Web Team 	<ul style="list-style-type: none"> By Summer 2015

3B Site Specific Investment: - targeting defined areas for investment and maximising the potential of enterprise zones.

(There are obvious and inevitable crossovers between this section and section 4A)

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Strategic Employment Sites	Implement any changes to strategic employment sites following viability survey (already commissioned through planning)	Suitability of existing employment land	Links with Planning Policy Monitoring Economic Development Team (Regeneration Manager to Lead)	End of 2015
Site Development	-Develop an agreed approach with land-holding partners to support asset-led investment / funding opportunities. -Work with planning to attract inward investment and business expansion	Business Rates Council Tax No of planning permissions for Industrial Sites Square Feet of Employment Annual Monitoring Report	Planning policy team Development Management	Ongoing Ongoing

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Enterprise Zones	<ul style="list-style-type: none"> -Maximise the potential for locating businesses and housing at Boots and Beeston Business Park - Ensure local businesses obtain contracts where possible - Market the potential of these sites -Signpost to other key employers or areas of workforce 	<p>Success of grant bids</p> <p>Involvement with Nottingham City and the Sustainable Urban Development Programme</p>	<p>Nottingham City</p> <p>Development Management</p>	<p>2015</p> <p>Ongoing</p>
Tram Feasibility Study	Prepare options to enable the commissioning of feasibility study for a tram extension to Kimberley.	Outcome of feasibility study	<p>NET</p> <p>Nottingham City Council</p> <p>Regeneration Manager</p>	<p>Ongoing</p> <p>Feasibility completed by Late 2015</p>
HS2 / Strategic Site for Growth	Working with the Toton Advisory group and the HS2 visioning board to ensure future redevelopment of the Strategic Site for Growth creates a development enhance the locality , maximises the economic benefits for the area and the full connectivity potential of HS2 is realised.	<p>Planning permission for the site</p> <p>Outcomes of the group and board meetings</p> <p>HS2 consent</p>	<p>HS2/Toton Advisory Committee</p> <p>Planning Policy</p> <p>HS2 Visioning Board</p> <p>Development Management</p> <p>Economic Development</p>	<p>Ongoing</p> <p>Anticipated planning application to Committee in 2015</p>

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Beeston Square Redevelopment	Working with partners to ensure future redevelopment of Phase 2 of the Square redevelopment.	Planning Application for Phase 2 Planning permission for Phase 2	Development Management Head of Property Services Estates	2015-2016 discussions Planned start 2017

3C Website: Creating an information portal that is relevant, up to date and useful.

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Website	<ul style="list-style-type: none"> -Deliver a Business Information portal that includes all the available business support products, service providers and funding streams, and that promotes opportunities for Broxtowe businesses and showcases Inward investment Case studies. - Use digital and social media to support jobsearch -Signposting businesses to appropriate national/local programmes 	<ul style="list-style-type: none"> Create Economic Development Website No of website hits Social Media Work with Estates to ensure Council assets are marketed appropriately Explore the possibility of utilizing Co Star and Trackivity 	<ul style="list-style-type: none"> Economic Development Team (Regeneration Manager to Lead) Web Team 	By Summer 2015

Brownfield Development:

4A Site Priority: detailed analysis of existing information to determine brownfield sites for redevelopment.

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
Strategic Housing Land Availability Study	Analysis of core document to produce a list of sites to prioritise for redevelopment	Number of houses with permission on Brownfield land with particular reference to targeted sites.	Planning Policy Team	Ongoing
	Liaise with owners/ developers of sites to bring forward new development	Employment Land Monitoring	Regeneration Manager	Ongoing

4B Legal Agreements: Section 106 agreements, and similar, include contributions to ensure that developments complement and benefit the local labour market and economy by raising skills and enabling local people to compete for the jobs generated.

Action/ Task	Intended Outcome (s)	Indicators /Targets/ Measures	Involvement/ Lead	Timescales
S106 and/or Unilateral Undertaking	<p>Integrate legal agreements into planning permission to increase job opportunities</p> <p>Work with Nottingham City sharing ideas about best practice and maximising opportunities through the jobs hub – integrate into planning policy if relevant</p>	<p>Number of S106 agreements for training and implementation</p> <p>S106 monitoring</p>	<p>Development Management</p> <p>Legal</p> <p>Nottingham City</p> <p>Planning Policy</p>	<p>Ongoing</p> <p>Initial meetings with Nottingham City December 2014</p> <p>2015</p>

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