

Spotlight on Regeneration

An IFE submission for Objective 2 funding for the Nottingham area

1. Introduction

Nottingham is the fastest growing City in the UK in terms of job creation, and the third richest in terms of GDP. Between 1991 and 1997 the rate of economic growth in Nottingham was double the rate nationally. This growth has been strongest in the City Centre, where growth is set to continue with over £700m of development activity still underway. The strong growth in the service industries, particularly in the financial sector, has outstripped the decline in traditional manufacturing industries. Over the next decade, the city is forecast to gain 40,000 new job opportunities.

Despite this growth, Nottingham is ranked 12th in the Index of Multiple Deprivation. Disadvantaged people are concentrated in the inner-city and outer estates of the city, where unemployment rates are much higher than the Nottingham travel-to-work area rate of 3.8% and the national rate of 3.5%, reaching 15.6% in one inner city ward, and averaging 6% across the city in October 2001.

Our strategy for Objective 2 funding covers all priorities and measures of the programme for which we are eligible and seeks to build on Nottingham's economic success as an employment engine for the region but at the same time increase the involvement and employment rates of disadvantaged areas and groups. *Emda* has set a target for the East Midlands to be in the top 20 European Regions for GDP per capita, and employment. It sees this aim being achieved through empowering communities, creating a good climate for investment, making effective use of ICT, bringing about excellence in learning and skills, and by developing a local culture of enterprise and innovation.

Since 1998, Nottingham City Council and the Greater Nottingham Partnership (GNP) have been instrumental in developing a long-term vision and strategy for the social, economic and environmental regeneration of the Greater Nottingham conurbation. Completed in April 2000, this strategy was formally adopted by the GNP as the New Commitment to Regeneration. The strategy, known as "*Spotlight on Regeneration*", is based on the best available evidence of current conditions and future trends and builds on the "Competitiveness Audit of the Greater Nottingham Conurbation" undertaken by the Local Futures Group. The purpose of this study was to benchmark the conurbation against its competitors and identify the key challenges and barriers to development both at Greater Nottingham and individual local authority levels.

The purpose of this application is to secure Objective 2 funding to help us deliver elements of the New Commitment to Regeneration. It is submitted by the Greater Nottingham Partnership and the projects which come forward to deliver the plan will be selected by the GNP. The lead partner in terms of co-ordinating the implementation of the plan will be Nottingham City Council.

2. Strategic Objectives

The Greater Nottingham Partnership (GNP) intends to harness the opportunities offered by the Objective 2 programme to help it deliver its strategy for the conurbation under the New Commitment to Regeneration, *Spotlight on Regeneration*. *Spotlight* has considerable overlap with the aims and objectives of the Objective 2 programme, as well as *emda's* Regional Economic Strategy.

Spotlight identifies a number of key challenges for the Nottingham area relating to our economy, several of which are consistent with those of the Objective 2 programme. These are:

- Creating more jobs
- Developing a strong enterprise culture
- Narrowing the technology transfer gap
- Managing industrial transformation
- Improving job skills and meeting the needs of the business community
- Reaching isolated and deprived communities

To meet these challenges, *Spotlight* has developed a series of strategic objectives, of which those most relevant to the Objective 2 agenda, and which we would seek to support using ERDF funds, are:

- *Creating a competitive local economy with a vibrant, positive climate and infrastructure for investment and growth*
- *Developing Nottingham as a major centre for innovation, enterprise and knowledge-based businesses within the East Midlands*
- *Creating a culture of lifelong learning, raising the skills and knowledge base of our workforce above regional and national averages*
- *Improving arts, cultural and sports facilities and establishing Nottingham as a premier tourist destination*
- *Promoting democratic innovation and social inclusion [...], promoting the concept of partnership working and enabling local partnerships to influence the policies of key decision makers*

These strategic objectives fit well with the four objectives of the East Midlands Objective 2 programme, which are:

- To increase employment and incomes in all parts of the Programme Area
- To increase business competitiveness in the Programme Area
- To secure new investment for the Programme Area
- To contribute to the reduction of economic and social exclusion in the Programme Area

Beyond its strategic objectives, *Spotlight* identifies a number of key themes which will inform the development of projects. We have mapped these against the Objective 2 programme in the following pages. For clarity we have attempted to link each theme with one measure only, but we recognise that activity in support of these themes is often possible under a variety of measures.

2.1 Priority 1: Enterprise and Innovation

Measure 1.1: Supporting the ICT Revolution, Technology Development and Business Innovation

Measure 1.1 Key Nottingham themes

- ***To promote the flow of knowledge and technology between local Universities/FEs and local businesses.*** Nottingham has a higher proportion of its workforce working in service-based activities associated with information technology than average in the East Midlands. However, we still lag behind the nation as a whole. In developing value-added services and employment, Nottingham will face stiff competition from other regional centres like Manchester, Birmingham, Leeds and Sheffield. The City's two Universities and other centres of research are a major asset and will have a crucial role to play in the transfer of new technologies to the private and public sectors. Recognising that a number of regional initiatives are likely to take place in support of this theme under Measure 1.1 of the programme, we will seek to work with such projects to ensure that they benefit Nottingham companies and that any activity undertaken by the partnership is complementary.
- ***To support older manufacturing industries in becoming more high-tech and value-added.*** Compared with other regions, traditional manufacturing within our area has been relatively resilient. However, faced with increasing global competition and new technology, the engineering and textiles industries have declined. Nevertheless they remain important employers in the city and we would wish to continue to encourage their development into specialist high tech markets. Recognising that a number of regional initiatives are likely to take place in support of this theme under Measure 1.1 of the programme, we will seek to work with such projects to ensure that they benefit Nottingham companies and that any activity undertaken by the partnership is complementary.
- ***To promote on-line trading and e-commerce.*** The ICT revolution has implications for every business in Nottingham. The facility for companies to access new markets through ICT, to promote, sell and purchase goods electronically has the potential to open up new markets. There are also opportunities for the SME base to establish networks of co-operation on business and technical issues through the use of ICT. We will provide high quality advice and support for SMEs in

understanding and adopting the new technologies. Recognising that a number of regional initiatives are likely to take place in support of this theme under Measure 1.1 of the programme, we will seek to work with such projects to ensure that they benefit Nottingham companies and that any activity undertaken by the partnership is complementary.

- ***To identify and support growth sectors, local supply chains and business clusters.*** Key sectors for the Nottingham economy that we would wish to support with bespoke services include the cultural and creative industries; manufacturing; engineering; food and drink; independent retail; and the social economy sector. Recognising that a number of regional initiatives are likely to take place in support of the creative industries, engineering and food and drink sectors under Measure 1.1 of the programme, we will seek to work with such projects to ensure that they benefit Nottingham companies and that any activity undertaken by the partnership is complementary. We will pick up support for other sectors under Measure 1.3 (see below).

Measure 1.1 indicative actions

- support for initiatives that support the transfer of technology, especially environmentally sustainable technologies, from Higher Education Institutions, research centres or large companies to SMEs.
- business support which allows SMEs to access research facilities and technology transfer, assistance to help SMEs innovate including improvements to products and processes, the organisation, management and promotion of networks and industry/sectors groups.
- company specific advice and support aimed at improving the technical competence of the company or to introduce innovative products, processes and services including energy saving and waste minimisation leading to improved competitiveness
- support to assist SMEs to assess the implications of ICT and introduce ICT into their business, to increase the use of ICT in the development of solutions to key environmental issues, actions in support of business specialising in ICT or knowledge based industries where ICT plays a prominent rôle, promotional and advocacy work to raise SME awareness of ICT
- activities that focus on or are targeted at specific disadvantaged groups (women, ethnic minorities and disabled people)

Measure 1.2: Financial support for SMEs and the Social Economy

Measure 1.2 Key Nottingham themes

- ***To improve access to venture capital – particularly for SMEs and micro-businesses.*** To provide SMEs with growth potential access to risk finance at the right time. Finance markets provide billions of pounds for SMEs, but not all needs are being met to the same extent. It is acknowledged that there is an 'equity gap' at the lower end of the market. Our intervention is designed to be the minimum necessary to stimulate private sector investors to provide small-scale risk finance for

SMEs with growth potential. We will consider the provision of other forms of finance, should this prove necessary, in the form of grants and loans. We will prioritise financial assistance schemes directed at our key sectors including the cultural and creative industries; manufacturing; engineering; food and drink; independent retail; and the social economy sector; business start-ups; rapid growth companies; and ethnic minority businesses.

Measure 1.2 indicative actions

- support for the development or enhancement of venture capital funds and other financial instruments so as to be able to offer appropriate financial packages including support to start ups, micro enterprises, the social economy sector, small business expansion and financial incentives to promote the integration of environmental management systems into business planning
- support for environmental improvements by existing businesses or as part of an integrated approach to support for new business
- funds targeted at specific disadvantaged groups

Measure 1.3: Business Development for SMEs and Community Enterprises

Measure 1.3 Key Nottingham themes

- ***To improve the quality and range of support to SMEs and micro-businesses.*** The creation of the new Small Business Service will enable partners to offer high quality advice services covering issues such as finance, marketing and sales, export, business development, quality systems and general business information. Business Link Nottinghamshire has a new duty to promote enterprise across society and particularly in under-represented and disadvantaged groups and we will ensure that appropriate business support services are made available to the widest range of people and businesses.
- ***To encourage the creation of new businesses (including entrepreneurial spin-offs from local Universities and Centres of Excellence).*** As noted in the SPD, VAT registrations have fallen in Nottingham since 1994 and there are fewer VAT registered businesses per head of adult population than nationally. The proportion of the workforce employed in SMEs and micro-businesses is below both the national and regional average, as is the proportion of the workforce that is self-employed. Taken together these factors point to a need for better support to encourage business start-ups, including aftercare services to improve business survival rates. We will establish follow up systems for improving the survival rates of new-start businesses. (Entrepreneurial spin-offs from local Universities and Centres of Excellence are likely to be supported at the regional level under Measure 1.1 of the programme, and we will seek to work with such projects to ensure that they benefit Nottingham and that any activity undertaken by the partnership is complementary.)

- ***To identify and support growth sectors, local supply chains and business clusters.*** As noted above under Measure 1.1, key sectors for the Nottingham economy that we would wish to support with bespoke services include the cultural and creative industries; manufacturing; engineering; food and drink; independent retail; and the social economy sector. Recognising that a number of regional initiatives are likely to take place in support of the creative industries, engineering and food and drink sectors under Measure 1.1 of the programme and through sectorally-based projects submitted under the early rounds of the programme, we will seek to work with such projects to ensure that they benefit Nottingham companies and that any activity undertaken by the partnership is complementary. We will pick up support for the cultural, manufacturing, independent retail and social economy sectors under this measure. We also wish to encourage business networking and the transfer of experience from larger firms to the SME sector via business mentoring and other schemes.
- ***To foster the development of rapid growth businesses.*** Rapid growth businesses have the greatest potential to offer new employment and are usually trading in technical or manufacturing sectors, critical to the development of the local economy. They have a much higher likelihood to be trading nationally or even internationally, thereby adding value to the local economy.
- ***To grow ethnic minority business.*** Nottingham has a relatively large ethnic minority population, some 10.8% of the population at the time of the 1991 census. These communities make a substantial and growing contribution to wealth creation in the area. It is important that we not only identify and understand the needs of these communities, but also that we tailor our products and services accordingly.

Measure 1.3 indicative actions

- business support for SMEs and social economy enterprises including start up advice, aftercare, support to assist businesses develop new markets in the UK and overseas, support for financial planning and advice
- support for consultancy and technical support for business related issues
- support for companies to exploit renewable energy, energy efficient processes, water and waste management measures and to produce environmentally friendly products
- support for joint activity in targeted marketing and the establishment of critical mass including supply linkages
- support to promote business networking, industrial co-operation and local supply linkages
- support for activities focusing on or targeted at disadvantaged groups

Measure 1.4: Business Infrastructure for SMEs and Community Enterprises

Measure 1.4 Key Nottingham themes

- **To [...] ensure the availability of quality premises and sites.** We are keen to ensure the development and/or redevelopment of a range of redundant and underused sites and buildings, particularly but not exclusively in our more disadvantaged communities, in order to secure our SME base, and support both start-ups and the development and growth of the sector, wherever possible making job opportunities available in areas of high unemployment. Owing to the relatively low level of employment in Nottingham in SMEs and micro-businesses, and the low density of SMEs per head of population described above, we will pay particular attention to the development of incubator facilities for start-up businesses. Activity in support of this theme will be complemented by our programme of strategic site development under Measure 2.1.

Measure 1.4 indicative actions

- support for assessments of existing provision and potential demand at the local level, to ensure an appropriate range of workspace provision at the local level, to ensure an appropriate range of workspace provision is maintained
- support will also be available for site servicing, including the provision of basic services, access to sites where required to enable development to proceed
- the development of premises for SMEs including conversions, workshops and stand alone units, managed workspace, other types of accommodation for SMEs with common services including redevelopment of existing premises and buildings with appropriate off-site services, and environmental enhancements including reclamation and decontamination
- support will also be available for activities encouraging companies to meet increased environmental standards and/or to develop premises to high environmental standards, and to encourage energy saving

2.2 Priority 2: Climate for Investment

Measure 2.2: Economic Infrastructure

Measure 2.2 Key Nottingham themes

- **provision of community access centres and ICT facilities** Parts of the City of Nottingham have a relatively well-developed range of community based learning provision. Delivered through a variety of community venues, learning opportunities have been developed which have been identified as delivering a number of benefits: accessible; learner friendly; responsive to local need. However a number of disadvantages to the current approach have been identified, often resulting from the historical drivers which have shaped the distribution

pattern and structure of current provision. We are aware that the city's current approach tends to be uncoordinated, with some parts of the city over-provided for and others with no facilities. There is also a lack of structured progression routes within and between community learning venues, or between community venues and mainstream provision.

We are seeking to secure ERDF resources to enable the Partnership to create local infrastructure that enables more collaborative and strategically focused working within our network of community-based learning providers.

We will develop a hub and spoke model, developing and resourcing in each area a local access centre, a single gateway for local learning, providing a support system for individuals seeking to enhance life, learning or employment skills. They will be backed by a complementary support system that promotes the widest possible community access, including childcare, information, advice and guidance, job search facilities, funded through other sources. The barriers that often prevent excluded groups and individuals from accessing learning opportunities would be overcome, and the quality and cost effectiveness of community based provision would be greatly improved. They will also contribute towards wider community development within some of the city's most disadvantaged neighbourhoods. Each centre will function as a hub, supporting the delivery of learning within a local network of community learning venues, ensuring that provision addresses identified local needs while being ensuring that learning and skills development is structured to meet the needs of the local labour market. Access centres have been identified by *emda* as one of the cross-cutting themes in their Urban Action Plan.

The development of ICT infrastructure will be at the heart of the model. ICT will be available as a tool for learning as well as a curriculum option in its own right. We will seek to ensure that ICT facilities, and user support, are available in accessible community locations across the city. We are aware of the importance of new media and technologies in our local labour market, and the importance of growing the skills required by employers. Complementary projects will seek to upskill and connect people from our most disadvantaged communities with these growth sectors in the local economy

We will undertake physical works on buildings, where required, to raise them to an appropriate standard. We will upgrade IT kit in order to provide the range of learning required, both within the centre and across the local networks which they will support. We will also develop on-line resources which are relevant to and meet the needs of our target communities.

Again as complementary activity, the Partnership will develop and communicate a Template of Entitlement to residents to raise

awareness of their right to a range of learning opportunities, supporting the delivery of the Lifelong Learning and Widening Participation agendas. This will emphasise a flexibility of provision responsive to an individual's needs, circumstances and preferred learning style. Follow up of community based learners is recognised as a weakness locally. We will develop a robust and sophisticated tracking system. This will enable us to measure the impact of learning and provide us with information as to the progress of individuals through their learning and employment paths.

- ***provision of centres of excellence in support of SME development***

Nottingham is well served by a number of Further Education centres and two highly regarded Universities that offer a wide range of training provision to meet the skills needs of SMEs. Recent years has seen the consolidation of the sector with fewer individual colleges allowing a more co-ordinated approach to meeting the needs of the area. Additionally the creation of the Learning and Skills Council has created an even closer link between the needs of SMEs and college based provision.

However, as recognised by Regional Economic Strategy (RES), there is still a significant challenge across the East Midlands – including Nottingham – to create the ‘Prosperity through People’ envisaged by the East Midlands Development Agency (emda). A recent DfEE publication ‘Labour Market and Skill Trends 2000’ shows that the region has one of the lowest qualified workforces in England, that training is running at a low rate, and that recruitment difficulties are among the highest.

Of particular significance for Nottingham is the need to develop ‘skills for the future’ which would allow SMEs to develop and expand in areas considered to be of strategic significance for the region, providing high value added activities which offer the best chance of raising the region’s GDP. We know the economy is changing rapidly with a greater need for higher level skills demanded by the ‘knowledge economy’ The RES identifies ICT, ‘transferable generic’ skills, along with certain other skill gaps e.g. technician level manufacturing skills, as some of the key areas for development.

Our bid under Measure 2.2 seeks to secure ERDF to enable the Partnership to create centres of excellence where appropriate and to provide the necessary facilities to meet the demands of SMEs for skills for the future. New facilities will be developed which add to our existing capacity to provide specific skills which are required by SMEs and which also comply with our broader strategic objectives. Any investment will be tested against the labour market assessments and trend forecasts which are available and being undertaken.

Measure 2.2 indicative actions

- provision of vocational training facilities including local learning and training centres and community based advice information and ICT facilities related to employment and training;
- provision of research, technology and innovation centres designed to offer services to SMEs;
- ICT demonstration centres and support centres offering assistance and services to SMEs

Measure 2.3: Investing in sustainable tourism and the cultural industries as drivers for economic development

One of *Spotlight's* strategic objectives is to “improve arts, cultural and sports facilities and establish [Greater] Nottingham as a premier tourist destination”. In particular, the strategy seeks to:

- increase the overall visitor numbers to the Nottingham area (domestic and overseas) with particular emphasis on increasing the percentage of overnight staying domestic visitors from the current rate of 4%
- increase the knowledge and awareness of Nottingham as a tourist/visitor destination
- improve on Nottingham's position in the overseas visitors table and reach the top ten nationally
- support the development of SMEs and community enterprises specialising in arts and crafts

Over the last decade, Nottingham has experienced a remarkable transformation. The city centre has become a thriving and bustling venue with significant expansion in residential, business, leisure and visitor facilities and will shortly see the development of a new NET system. However, the city's success has not included a similar expansion in its tourism industry, which continues to make a relatively disappointing contribution.

Like many other parts of the region, Nottingham is dependent on short stay visitors, few of whom are staying overnight. The problems for the industry also include seasonality, and low weekend bed occupancy and 'yield'. Visitors are mainly attracted for business, shopping or other leisure activities, and insufficient numbers are encouraged to visit other attractions, or return on a longer 'tourism' visit.

The failure to attract more visitors can be attributed to a range of factors, including:

- Visitors are disappointed by what they see as a lack of coherence to city tourism, which doesn't link together as well as it should.
- Visitors also feel they don't get what they expect, in that Robin Hood has less prominence than expected and the Castle is disappointing.

- Some of the 'tourism corridors' between attractions are not generally considered satisfactory. The city centre squares in particular are not as inviting and visitor friendly as they could be.
- Nottingham fails to be recognised as a central focal point for tourism.
- Insufficient connections are made with the surrounding areas, and not enough is made of the possibility of visitors moving within the region.
- There is insufficient marketing at national and international levels
- The city does not have an adequate destination management system, nor is it linked to those of surrounding areas.
- The city is not on the business tourism 'map' due to the limited scale of specialist conferencing venues and high quality hotel accommodation.
- Limited support is given to local events and cultural festivals. The potential of cultural tourism is undervalued.

The main objectives of the strategy will be to develop sustainable growth in tourism numbers, by:

- 'Converting' more existing visits into longer or return visits.
- Attracting new visitors to the city.

It is felt that the most sustainable approach to achieving these aspirations is to build on our strengths by improving existing attractions and the general tourism environment, making more of events and activities already underway, and exploiting other assets e.g. our unique historical associations, to grow tourism from a strong base. This will involve improving the physical fabric as well as the promotion of these tourist attractions.

This element of the programme is based on the view that there is significant potential for growth in the Nottingham tourism market that is currently not being exploited, and that investment in a number of key areas – addressing the problems outlined above – could have a major impact on how tourism develops in the city. Establishing major new attractions could have a sizeable impact on the number of visitors. However, it is felt that a greater priority at this stage is to improve existing infrastructure, attractions and the general marketing of the city.

Measure 2.3 Key Nottingham themes

- ***developing existing attractions and improving physical links and features*** Well designed public spaces can play a crucial role in the regeneration of cities - enhancing the attractiveness of town centres and drawing in visitors. Nottingham's compact centre provides the opportunity to develop a network of high quality public spaces. Other cities have demonstrated what can be achieved - our European partners have been successful in creating vibrant, accessible spaces which reinforce their cities' identity. The aim for the Market Square will be to engender a shared vision to create a multifunctional, flexible space of the highest quality which forms an attraction in itself.

Possible developments under this action include the development of public squares ('City of Squares') and pedestrian links. Public squares are already under construction at the National Ice Arena and Playhouse, others are planned in the Lace Market and as part of development schemes. The City of Squares will be complemented by 'Streets for People' - major improvements to the pedestrian environment.

The Nottingham City Centre Perception Study 2000, found that nearly 80% of respondents thought that the creation of more pedestrian-only areas has improved the city centre, while 72% support the advent of continental-style pavement cafes and more than three-quarters supported the proposals to turn the Old Market Square into a Clear Zone and establish more public open space in the city centre, with 70% in favour of replacing subways with pedestrian crossings.

This bid seeks to improve the tourist environment by a series of pedestrian priority schemes linking prime tourist destinations in the city. There is also scope for developing prime tourist attractions, with the Castle being a possible focus for this. The role of the Castle in the medium and long term is currently being reviewed and a development strategy formulated. Fundamental to this has been a consultation exercise with people and organisations with an interest in the site's future.

- ***widening the existing tourism market through the development of key products*** This bid seeks to address this through a number of measures based on the English Tourism Council's new strategy for visitor attractions, which sets out a framework to achieve a sustainable and viable future for the attractions' industry. Its recommendations include:

- Further market research to measure supply and demand for attractions.
- The phased national introduction of a quality assurance service for attractions.
- Suggestions for "benchmarking" as a way for attractions to compare their performance with others and identify measures of improvement.
- That funding priority is given to existing attractions.
- The development of a model to help in the planning and evaluation of proposed attractions.

There is also scope in this action for the development of arts and cultural events and activities to invigorate areas that are currently less attractive to tourists. Nottingham appears, on the surface, to be a successful, vibrant and wealthy city. The City centre is known for its stylish shops, bars and restaurants and there is an apparent air of affluence. However, this masks the City's underlying social and economic difficulties. Outside of the vibrant City Centre there are large residential areas and estates which experience considerable

disadvantage. One of the challenges facing the City is ensuring that the arts and events are made genuinely accessible to all of the City's residents and communities.

The strategy will aim to provide advice and support for more events at community level, including local festivals and celebrations. In order to achieve this it will work in partnership with Area Committees and other divisions and departments of the City Council, and with a variety of voluntary organisations and other agencies engaged in community development and regeneration.

- ***improving and integrating the promotion of tourism at the city level and for individual events and attractions*** Developments in information and communications technology are radically altering the way tourism businesses disseminate information and facilitate the booking of their products. Historically, customers received information about tourism opportunities through a range of media, including advertising, tour operators, travel agencies, tourist information centres, letting agencies and direct. Today, these sources of information dissemination are still dominant for British tourism. The information revolution is, however, offering tourism businesses and destinations new ways to communicate information to customers.

The information revolution in tourism was initially driven by the development of computerised reservation systems (CRSs). Almost all airlines, tour operators, travel agents and larger hotel companies now operate, or are linked into, a CRS system. The smaller companies that comprise 80 per cent of the tourism industry have been less able to benefit from the potential of these technologies.

The advent of the Internet provides new opportunities. The Internet allows databases of local products (accommodation, tourist attractions, events etc) to be made accessible to visitors. Real-time bookings are feasible through outlets such as local Tourist Information Centres, web sites and touch-screen kiosks.

A small number of leading destination management organisations (DMOs) are now integrating the software for these functions with their other business needs, notably membership subscriptions and/or the sale of advertising to their local tourism enterprises, as well as print production and office systems. These are known as destination management systems (DMSs).

Developments in DMSs mean that smaller companies now have the ability collectively to benefit from new technology. DMSs provide organisations that aim to manage and promote their local or regional tourism industry with the ability to network their activities, not only within their own area but also, potentially, on a national basis.

The bid will seek to develop an electronic destination management system (DMS) to market Nottingham cost-effectively and to service visitor enquiries quickly and efficiently, comprising a database of all tourism services in the area, including accommodation, attractions, shops, restaurants and transportation.

This bid also seeks to support the promotion of events and festivals supported under the second theme by a number of marketing initiatives.

Measure 2.3 indicative actions

- Investing in the 'public realm' and general tourism environment
- tourism facilities and infrastructure
- upgraded sustainable tourism and cultural attractions
- developing and preserving the area's cultural and environmental assets
- sustainable tourism and cultural activities
- marketing, including the development of a destination management system (for events, attractions and the Objective 2 area or sub areas as a whole)
- events and festivals marketing, promotional activities, including community cultural events

2.3 Priority 3: Sustainable Communities

The areas selected for assistance under Priority 3 of the Objective 2 programme represent some of Nottingham's most disadvantaged communities, experiencing multiple barriers to participation in the city's wider social and economic life. These barriers include high unemployment, low incomes, poor health, low educational attainment, below average adult literacy and numeracy skills, crime and youth disaffection. Not all of these issues can be addressed by Objective 2.

The strategic objectives of *Spotlight* have been used as the basis of the Local Strategic Partnership's draft Community Strategy and the seven underpinning Area Action Plans that have been produced for each of the City Council's Area Committee boundaries.

In drawing up this element of the programme we have sought to map the strategy and actions of the Objective 2 programme in particular against the aspirations of our draft Community Strategy and Area Action Plans in order to identify themes and potential projects for support.

The work under Priority 3 will be complemented in particular by activities proposed under Measure 2.2, Economic Infrastructure, which seeks to ensure the co-ordinated provision of community-based learning and ICT infrastructure.

Measure 3a.1: Community Capacity Building

Measure 3a.1 Key Nottingham themes

- ***promote participation in voluntary/community activity and local partnerships.*** Nottingham has developed a series of local partnerships in disadvantaged communities whose purpose is to engage local people, public and voluntary sector organisations and the private sector in the process of regeneration. Many of these partnerships have key roles in determining the allocation of existing regeneration programmes in the city, such as SRB and NDC. ERDF support will allow us to continue to support and develop our network of partnerships and allow them to continue with their programme of local capacity building, community planning, local marketing and the provision of information services.

Measure 3a.1 indicative actions

- Support for the development of local partnerships
- Support for the development of local strategies
- Capacity building
- Provision of information services

Measure 3a.2: Creating sustainable communities

Measure 3a.2 Key Nottingham themes

- ***increase access to financial services including credit unions and LETS schemes.*** Financial exclusion is acknowledged to be a key component of social exclusion and was one of the areas looked at by the Social Exclusion Unit's Policy Action Teams. The Nottingham Credit Union Development Agency (NCUDA) recently commissioned a study carried out by the Association of British Credit Unions Ltd (ABCUL) to examine how Nottingham can, in the light of recommendations by the Treasury Task Force and the Financial Services and Markets Act 2000, develop citywide access to Credit Union facilities. Priority will be given to the development of branches and employee Credit Unions in areas identified as suffering the greatest deprivation. ERDF will be used in support of this initiative and to pilot other types of financial services, such as time banks and LETS schemes.
- ***improve the quality and range of support to SMEs and in particular to micro-businesses and community enterprises.*** This area of the programme will build on the success of previous initiatives such as Retail Renaissance in supporting the sustainable development of local enterprise, including the local independent retail sector. It is expected that there will be opportunities to work in collaboration with Business Link Nottinghamshire in pursuit of their new objective to support enterprise in areas of social exclusion. ERDF will be harnessed to ensure that business support services reach the smallest companies and the most disadvantaged neighbourhoods.

- ***enhance the environment of disadvantaged neighbourhoods in ways that will improve their local economy.*** Opportunities exist within some of our communities to undertake small scale improvements to areas of land and premises which have economic potential in their own right or which could serve to attract further investment. An example of this would be improvements to allotment land in St Anns which has the potential to be developed for horticultural training and/or community enterprise purposes. ERDF will be used to unlock the potential of these areas.

Measure 3a.2 indicative actions

- Development of citywide access to credit union facilities, in particular in deprived areas
- Development of other micro-finance initiatives, such as time banks and LETS schemes
- Support for the sustainable development of micro-businesses, such as independent retailers
- Support for the development of community enterprises
- Support for the development of sustainable local transport strategies and initiatives
- Support for the redevelopment of public spaces with economic potential

2.4 Relationship to cross-cutting themes

Equal Opportunities

All partners involved in this bid are committed to the principles of Equal Opportunities both in their employment practice and service delivery. All projects supported under this programme will be expected to demonstrate and implement a commitment to equal opportunities. We will be using the guidance and project selection criteria developed by the Equal Opportunities Advisory Panel as a tool for project selection. All projects will be expected to achieve at least the minimum standards set out by the Equal Opportunities Advisory Panel.

As this programme is being delivered in the form of an IFE, however, the accountability relationship at project level will remain between GOEM and the individual applicant. The GNP will be monitoring progress on expenditure and achievement of outputs using information released by GOEM from applicants' quarterly claims. Where projects are failing to deliver to profile, we will seek to assist them to improve their performance but ultimately the power of sanctions such as the withdrawal of grant rests with GOEM.

Equal opportunities considerations under each Priority: examples of potential projects

Priority 1: As part of our programme of business support, we will ensure that the needs of women, ethnic minorities and disabled people are addressed and that specialised and tailored provision is made available

where required. Business Link Nottinghamshire, who will lead on the implementation of the Priority 1 element of the programme has a new duty to promote enterprise across society and particularly in under-represented and disadvantaged groups and we will ensure that appropriate business support services are made available to the widest range of people and businesses. In particular we will seek to develop the social economy as a sector in Nottingham.

Our programme of sites and premises development is likely to include a project part-funded by SRB which seeks in part to create an income stream to sustain our local community partnerships into the future.

Priority 2: The provision of learning facilities will be targeted at areas demonstrating high levels of unemployment and low levels of educational achievement, where there is a lack of local provision. By adopting a more strategic approach to learning provision, individuals and communities experiencing social exclusion will be able to access learning programmes as part of their pathway into employment. The provision of informal access to ICT facilities will also be a tool in preventing ICT from becoming another factor of social exclusion.

This priority is primarily about the creation of capital infrastructure. Access for disabled people will be an integral part of any capital projects that seek to construct learning facilities, tourism infrastructure, physical links and buildings. We recognise that this is primarily about the medical health model of disability. However, it is expected that services provided as a result of capital expenditure, or other stand-alone revenue projects that come forward for support, will adopt the social model of disability, in line with the policies of the lead partner in the IFE, Nottingham City Council.

Priority 3: Nottingham City Council actively encourages the local partnerships to adopt its Equal Opportunities Policy in their working practices. A project was submitted under the last round of the Objective 3 programme which, if successful, will provide specific guidance and capacity building support to local partnership management boards in equal opportunities legislation and good employment practice, in order that responsibility for the employment of paid workers can in time be transferred directly to the local partnership concerned.

Community economic development has at its heart a commitment to involving local people. For many people who live in the most deprived neighbourhoods of the city the feeling of being powerless to change or influence the decisions which affect their quality of life adds to the feeling of being socially excluded. Participation in formal democratic processes shows a downward trend, particularly in the most deprived wards. The key challenge for Nottingham is to reverse this trend and to encourage and enable residents in the most deprived neighbourhoods to participate in both formal processes and informal networks that allow them to have a direct influence over the decisions, resources and services that affect their quality of life.

We also recognise that certain groups of people, wherever they live in the city, such as children and young people, women, older people, members of minority ethnic groups, faith groups, disabled people and people with enduring mental health needs are often less able to influence the decisions that impact upon their lives. We wish to ensure that such groups are able to express their views in ways that can influence the decisions made about the services they require and receive.

We are exploring different models of involving people in local decision making. Central to our strategy under Priority 3 is support for some of these models, and specifically the development of local partnerships and Area Committees, where decisions are made about regeneration initiatives.

Equal opportunities: consultation/preparation of the IFE

Nottingham has a strong tradition of partnership working. Established in 1994, the Greater Nottingham Partnership (GNP) has brought together the knowledge, experience and resources of the public, private and voluntary sectors. Through its Sectoral Alliances, e.g. the Green Partnership, Greater Nottingham Business Alliance, the Learning Partnership, Health Partnership Forum and Profile Nottingham, GNP ensures all the major agencies and sectors are engaged in the regeneration process. More than 150 organisations are members of the GNP, including organisations representing the targeted groups.

Community involvement is promoted through the GNP Local Area Partnership Sectoral Alliance, which is a strong network of local area partnerships linking the wider regeneration initiatives to local communities. All the partnerships will have a crucial role to play in our new approach to the regeneration of Nottingham. It is recognised that rapid and sustained progress cannot be made unless all have an opportunity to contribute and share in Nottingham's prosperity. It is therefore necessary to address inequalities and barriers to participation in the economic, social and civic life of our community. Projects will be expected to monitor equal opportunities issues. A statistical analysis of levels of inequality in Nottingham City wards is currently being undertaken by Nottinghamshire Research Observatory and this will inform the equal opportunities process.

The IFE strategy is based largely on the document 'Spotlight on Regeneration' (2000) published by the Greater Nottingham Partnership as a long term vision ('New Commitment to Regeneration') in Nottingham up to the year 2010. This strategy was based upon the concept of working in partnership at all levels being the key to future success. The following organisations were consulted in the drawing up of this strategy: Ashfield District Council, Benefits Agency, Broxtowe Borough Council, Community Safety and Youth Justice Partnership, East Midlands Development Agency, The Employment Service, Gedling Borough Council, GNTEC, GOEM, Greater Nottingham Business Alliance, Greater Nottingham Life

Long Learning Partnership, Greater Nottingham Observatory, Green Partnership, Local Area Partnerships Strategic Alliance, New College Nottingham, Nottingham City Council, Nottingham Council for Voluntary Services, Nottingham Health Authority, Nottinghamshire County Council, Nottinghamshire Fire & Rescue Service, Nottinghamshire Police, Nottinghamshire Probation Service, Profile Nottingham, and Rushcliffe Borough Council.

The IFE submission seeks to map the strategy of the Objective 2 Single Programming Document onto the Spotlight on Regeneration, identifying those areas where Objective 2 support can help the GNP to deliver its strategy. The Single Programming Document was widely consulted upon at the regional level, and Nottingham groups invited by GOEM to participate in this process included the Asian Women's Project, the Association of Caribbean Families and Friends, BUILD, First Enterprise Business Agency and the Nottingham Race Equality Council, as well as umbrella voluntary sector bodies such as NCVS and NAVO.

Nottingham City Council, which is responsible for the entire area covered by this IFE, is committed to community planning. This is a method of bringing together issues and concerns identified by local people with the work priorities of the relevant local agencies to form a framework for co-ordinated and concerted action. In Nottingham this is being put into effect through the development of Area Committees, staffed by Area Co-ordinators, whose role is to involve local people, community organisations, service providers and businesses in identifying local needs and ways of addressing them.

The ability to provide effective services is dependent on knowing what local people want and need. Regeneration of the city will only happen with the support and involvement of local people. The involvement of local people is encouraged through full and thorough consultation on a variety of levels, from one-off schemes, to involvement in service panels. Area Committees conduct research using seminars, focus groups, home interviews and public meetings. Findings are then drawn up into an action plan for each area (there are currently seven in Nottingham). Action plans are structured around eight cross-cutting themes, broadly addressing, education, training & employment, crime, health, the environment, leisure & culture, housing and democratic participation.

This IFE was drawn up in consultation with the Area Co-ordinators, who were involved in a mapping exercise to link the key issues identified by local people under the Area Action Plans with possible sources of support under Objective 2. This methodology was particularly relevant to developing the approach of Priority 3, Sustainable Communities, which addresses the needs of some of the city's most disadvantaged areas, although it informs all Priorities to some extent.

Four working groups were set up to develop the IFE:

- Business support – City; Business Link Notts; Greater Nottingham Business Alliance; colleges; universities
- Learning infrastructure – City; Greater Nottingham Learning Partnership; colleges; local partnerships
- Tourism – City Council; Profile Nottingham; Conference Nottingham; events and attractions reps etc
- Community economic development: City; local partnerships; area co-ordinators

As far as possible, each working group incorporated organisations who had specific interest in the priority or measure addressed and/or who were representative of communities and the wider constituency involved. These organisations were asked to bring their expertise and knowledge of their communities to the development of the IFE and to ensure that the relevant parties were kept informed and were involved in the process.

The Greater Nottingham Partnership (GNP) has a remit which includes promoting joint working by all local agencies, the encouragement of new partnerships and sectoral alliances, bid co-ordination and the implementation of regeneration projects. It particularly seeks to bring together the delivery of public services and private and voluntary sector strategies to achieve the shared vision under New Commitment to Regeneration and, through this, to achieve:

- Sustainable regeneration: working to achieve regeneration and development that lasts and that makes the most efficient use of scarce resources.
- Social inclusion: working to ensure that all people and communities have the chance to enjoy a decent quality of life.

Equal opportunities: impact assessment

The Nottinghamshire Research Observatory (previously Greater Nottingham Observatory) will be involved in providing baseline figures for the IFE and in developing a methodology for monitoring the impact of projects under all measures.

The management structure for the IFE is dealt with in section 6. The GNP has recently been accepted by *emda* as the Strategic Sub-Regional Partnership (SSP) for the Greater Nottingham area. As part of this process a new board of directors is being put in place. A paper was taken to the first board meeting on 18 April 2002 inviting them to nominate a representative to have special responsibility for the equal opportunities aspects of the programme. Jane Sterck from Nottingham CVS has been nominated as the Equal Opportunities champion.

The GNP will consider at its next board meeting a proposal to set up as part of its formal structures a Strategic Action Team, chaired by Jane Sterck, to look at diversity issues in all aspects of its work, not just the Objective 2 programme. In the first instance this will comprise Board Members from each of the four sectors represented on the Board (ie

public, private, voluntary and local authority). If this proposal is agreed, the SAT will be invited to take a leading role in promoting and monitoring the Equal Opportunities aspects of the IFE. All project providers will be required to have met the equal opportunities selection criteria as part of the selection process.

Equal opportunities: equality monitoring/evaluation (also see sect. 7)

As this is an IFE, the accountability relationship at project level rests between the applicant and GOEM. Monitoring systems will be established in accordance with GOEM's requirements at project level and applicants will be expected to provide an analysis of the equal opportunities impact of their project when making claims. In order that the GNP can monitor the progress of the IFE overall, GOEM will be passing quarterly claim information to us.

We will publish progress against targets and objectives for equality in monitoring reports, including a breakdown at measure level. These will be presented periodically to the GNP Board.

Baselines

According to the 1991 census, which provides the latest accurate figures, the following minority ethnic groups made up the population profile of the City of Nottingham Objective 2 area (including transitional area)

	%
White	89.2
Black Caribbean	3.2
Black African	0.2
Black other	1.2
Indian	1.8
Pakistani	2.6
Bangladeshi	0.1
Chinese	0.3
Other Asian	0.3
Other	1.0

Profile by sex

Male	49.4%
Female	50.6%

Registered unemployment by sex (January 2002)

Male	9% (5,963 men)
Female	3.1% (1,552 women)

Disability profile

According to the Disability Rights Commission, there are some 8.5m disabled people in the UK of all ages, or 14% of the population. This

would lead us to believe that there are around 39,000 people of all ages in Nottingham with a disability.

Riley Consulting produced the “Equal Opportunities Baseline Report” for Nottinghamshire LSC in January 2002. They include breakdowns for persons with limiting long-term illness by gender and ethnicity for Nottingham City, drawn from the 1991 census:

All	14.9%
Male	14.3%
Female	15.5%
White	15.5%
Black	12.2%
Asian	8.5%
Other (incl. Irish)	17.2%

Riley Consulting also provide a standardised measure of the numbers claiming selected benefits commonly used as a proxy for disability per 1,000 population

Incapacity benefit claimants, August 1999	45.20
Severe disability allowance claimants, August 1999	11.42
Disability living allowance claimants, May 1999	48.47

These figures are above the county average.

Environmental Sustainability

Sustainability is one of the core values for the GNP. *Spotlight on Regeneration* states that “Whether economic, social or environmental, regeneration must be both balanced and sustainable over the longer term. We must aim to build sustainable communities and improve the quality of life for present and future generations.” The development of a healthy, safe and sustainable environment is one of the strategy’s key objectives.

Environmental sustainability: potential projects

The GNP wishes the bidding process under our IFE to be led by the themes delivered in this strategy. We have deliberately not sought to name individual projects as we intend our bidding process to be open to all. Nevertheless it is possible to give an indication of the types of project that may come forward, based on track record and consultations to date.

Nottingham has a strong track record in the development of projects to assist companies to improve their environmental performance and incorporate new technologies. Business support both for the environmental sector itself and as a generic theme for all SMEs has been identified in this bid as a key priority for ERDF funding.

In seeking to develop premises for SMEs, we will be looking to redevelop underused or redundant brownfield sites and buildings to the highest possible standards.

Our strategy for the provision of learning infrastructure will require the upgrading of a number of older, energy inefficient buildings for community use, or the conversion of existing building as new centres of excellence. Should new-build be required it is likely to occur on brown field sites. We will seek to deliver developments in an environmentally friendly manner. We will use materials from sustainable sources and introduce energy efficient technologies. The centres will be accessible by public transport. The local focus of the project delivery will not add to pressures on transport infrastructure.

The GNP recognises that as the landscape and physical surroundings are one of the main attractions for visitors, both in rural and urban locations, the environment must be regarded as a key asset for all tourism businesses. Therefore, it is essential that a tourism operator considers their impact on the environment, and possible methods of conservation, to ensure the long term economic, environmental and social sustainability of their business. Implementing some simple environmentally conscious policies into a tourism business will help protect the local environment, and could also have the additional benefit of resulting in cost savings. There is also a large 'green tourism' visitor market, with a growing proportion of visitors actively seeking 'green' products or those attractions or destinations with good green credentials. Research carried out by the English Tourism Council shows that overseas and domestic consumers consider the tranquillity of the countryside and England's well-preserved heritage as two key features that make England a unique holiday destination.

We will address the issue of environmental sustainability through the continuing development of pedestrian-friendly areas, e.g. the Old Market Square and links between tourist attractions in the city. The role of the natural environment is a major part of key tourism sites. For example, Nottingham Castle has a Conservation Plan that explains the significance of the heritage asset and how this can be preserved in future developments. *"The Castle Rock, the caves and its natural environment are also worthy of preservation in their own right and are an integral part of the Conservation Plan for the site". Nottingham Castle Development Strategy 2001 - 2011.*

A key aim for both *Spotlight on Regeneration* and the draft Nottingham Community Strategy is "to create an inclusive city which plans future developments that enhance the attractiveness of the city whilst ensuring the environment is protected for the benefit of future generations". We feel that involving local people in the regeneration of their own communities is very much part of the sustainability agenda. It is only by creating more active communities and rebuilding the networks of trust that we will begin to recreate social capital in our disadvantaged communities, making them safer and more attractive places to live and work. To this end we wish to support the further development of our local partnerships.

Partners to the bid have expressed interest in a number of potential projects of specific benefit to the environment, for example, developing local community transport strategies to improve the usage and efficiency of public transport options as well as walking and cycling; investigating the potential for developing community enterprise approaches to recycling; reinstating areas of allotment for development by local food co-ops etc.

Environmental Sustainability: Project selection

The GNP intends to use the Environmental Sustainability Checklist developed by the Environmental Advisory Group and agreed by the PMC in selecting projects for support under this IFE. We hope to be able to work closely with the Environmental Sustainability Advisor at GOEM in this matter.

The outputs and targets included within this IFE are exactly proportionate to the amount of funding sought in relation to the outputs and targets of the overall SPD. Projects will need to demonstrate that they are making a contribution to the delivery of these outputs and targets at selection stage.

Environmental Sustainability: Monitoring

As this is an IFE, the accountability relationship at project level rests between the applicant and GOEM. Monitoring systems will be established in accordance with GOEM's requirements at project level and applicants will be expected to provide an analysis of the environmental impact of their project when making claims. In order that the GNP can monitor the progress of the IFE overall, GOEM will be passing quarterly claim information to us.

We will publish progress against targets and objectives for environmental sustainability in monitoring reports, including a breakdown at measure level. These will be presented periodically to the GNP Board. The Board structure is presently being revised in the light of *emda's* acceptance of the GNP as the Strategic Sub-regional Partnership for Greater Nottingham. The Board will be invited to consider nominating a representative to have special responsibility for environmental considerations.

Information and Communications Technologies (ICT)

Projects offering support to SMEs in the application and use of ICT will be an important component of our business support strategy.

The partnership will make use of ICT in the delivery of the strategy, in particular by making information available via website concerning bidding opportunities and the progress of delivery. Business Link Nottinghamshire is absolutely committed to making itself an 'exemplar' knowledge based company which exploits ICT to the full to deliver customer value. Central to our brokerage model of business support is the establishment of a new technology platform that connects customers with the wider advisory networks. BLN will introduce a web portal that will deliver significant benefits to customers including access to on line diagnostic tools,

discussion fora, new updates, supplier listings and so forth. This new platform will also enable sophisticated relationship marketing tools to be deployed allowing electronic customer response and permission marketing.

ICT infrastructure will be at the core of the development and delivery of the Community Access Centres Project. Computer technology will be central to the delivery of learning within centres and the local learning networks which they will support. Technology will be a tool to facilitate learning, both bespoke and on line. It will also be offered as a curriculum option and will be integrated into non-ICT curriculum options, recognising its status as a core skill. The provision of ICT drop-in facilities in community locations will also allow for more informal learning opportunities to take place, as well as supporting local community economic development.

The development of a new Destination Management System for Nottingham will particularly address ICT issues. Tourism is a complex product, involving the integration of services from diverse organisations: private and public, large and small, local and remote. Effective communications between these companies is essential for the delivery of a quality product. Its intangibility means that it cannot be physically inspected or displayed at the point of sale, and therefore it is almost entirely dependent upon representations and descriptions to help consumers make a purchase decision. Thus it is information, rather than a physical product, that needs to be distributed and made available to both intermediaries and end consumers. In fact, the availability of up-to-date, accurate, attractive and accessible information is regarded as crucial for the success of a tourism product.

The manner in which tourism information is distributed is currently experiencing considerable change. In particular, developments in information technology and electronic distribution systems are playing an increasingly important role in servicing the information needs of the marketplace. Various tourism regions have experienced success with Destination Management Systems - computerised systems designed specifically to facilitate the distribution of all the tourism enterprises in a given geographical area. The upgrading of key existing tourism attractions will also feature significant ICT developments in the form of interactive exhibitions and imaginative interpretation of the sites. Our local partnerships all make extensive use of ICT in their day-to-day activities and the availability of their equipment and expertise has in the past proved a valuable means of developing the abilities and confidence of local residents and volunteers in using ICT and has led to their progressing on to formal training courses. We will ensure that the partnerships retain access to modern equipment and software so that this informal process can continue.

We will make increasing use of website information for local partnerships, through the GNP's main site and the GNP European Forum site.

A complementary project has been submitted under round 1½ which, subject to appraisal, seems likely to be successful. This is to continue the “Life at the Heart of the City” campaign, which aims to promote and market the NG7 area of Nottingham with a view to changing perceptions of the area. One facet of this project is the continued development of the website www.life-at-the-heart.co.uk. If successful, and if we perceive a continued need, we may extend the life of this project or adapt it for use in other areas in later years.

2.5 Relationship to *emda* Regional Economic Strategy

The Objective 2 Single Programming Document is based on the priorities identified by *emda* in their Regional Economic Strategy (RES), although not all the issues identified by the RES are capable of being addressed by the Objective 2 programme. Our proposed IFE addresses several of the regional strategic priorities identified by the RES:

Learning and Skills: the RES identifies the need to make learning more accessible and to improve the skills of people at work. The actions we propose under Measure 2.2 around community learning centres and training centres for SMEs will provide the physical infrastructure necessary to achieve this in Nottingham. Complementary activity undertaken within these centres, either using mainstream resources or European Social Fund will enable other key priorities of promoting the benefits of learning, addressing skills shortages and raising basic skills levels to be addressed.

Enterprise and Innovation: many of the RES priorities can be addressed by Objective 2 and are included in our IFE. The RES identifies the need to increase the number of businesses that innovate and encourage technology transfer; develop priority sectors and clusters; strengthen the region’s supply chain; increase the volume of international trade; create high quality business support infrastructure; encourage business start-up and growth and improve access to finance. The actions we propose under Priority 1 of the programme will help to address many of these issues. In particular our SBS has identified innovation, support for business start up and addressing social exclusion as key areas for support in Nottingham.

ICT: two of the RES priorities are key to Objective 2 and are included in the proposed actions under our IFE, namely increasing the numbers of e-literate businesses, which will be supported by Measure 1.1 (although much of the activity in support of Nottingham companies may take place at the regional level) and promoting the use of ICT in learning. We will do this by improving access to ICT facilities through our proposed Community Learning Centres under Measure 2.2.

Climate for investment: a number of the RES priorities are relevant to the Objective 2 programme and the proposals for action under our IFE,

relating in particular to employment premises development under Measure 1.4, which seeks to provide premises particularly in areas of need where the private sector is unable to do so; improving the quality of the region's tourism product and exploiting the benefits of our cultural assets, through our actions under Measure 2.3. We will promote the growth of the environmental economy through actions under the business support measures of the programme.

Creating sustainable communities: our proposals for action are particularly relevant to emda's new Economic Inclusion Framework, which identifies three key catalysts of Enterprising Communities, Growing Micro and Social Enterprises and Community Development Financial Initiatives. In respect of Enterprising Communities we will be using finance from Measure 1.4 to provide a range of workspace, including incubator units, which for the most part will be focused in areas of economic deprivation, and in particular our SRB6 area. Our SBS has a new duty to promote enterprise in disadvantaged communities and has identified this as one of their three key priorities. We aim to support this activity under Measures 1.2 and 1.3 of the programme. Micro and Social Enterprises have also been recognised as a key strand under our IFE and in fact Nottingham City Council has already submitted projects to support this sector under early rounds of the programme. Community Development Financial initiatives have been identified under Priority 3 of the programme, and in particular we wish to improve the take up of credit union facilities in the city and may also explore the usefulness of time banks in a pilot project. Small scale grant schemes are also offered in some parts of the city by the local partnerships, for example the Renewal Trust.

2.6 Baselines

Strategic Objective	Baseline Position	Position at end of lifetime of Action Plan
<p>Create a competitive local economy with a vibrant, positive climate and infrastructure for investment and growth.</p>	<p>Between 1996 and 2000, Nottingham experienced an 11.3% reduction in the number of VAT registered companies, compared to a growth of 0.9% in the region and 3.6% nationally.</p> <p>Annual increase of 4.4% in the Gross Value Added (GVA) per head 1993-98, compared to 5.4% in the region and 5.3% nationally.</p>	<p>Reflect national average growth rates in VAT registrations.</p> <p>Reflect national average increases in GVA.</p>
<p>Develop Nottingham as a major centre for innovation, enterprise and knowledge based businesses within the East Midlands.</p>	<p>In 2000, Nottingham had 408 businesses in computing & R&D, 4.1% of all workplaces, compared with 4.3% in EM and 6.1% in GB (<i>source: Annual Business Inquiry 2000</i>)</p>	<p>Nottingham to move closer to the proportion found in Great Britain.</p>
<p>Ensure Nottingham has the right infrastructure in place to offer high quality training support to businesses and local people.</p>	<p>In 2000, 25% of Nottingham's working age population had no qualifications, compared to 18.5% regionally and 16.5% nationally.</p>	<p>Move toward the national level of working age population with no qualifications.</p>
<p>Increase tourism visitor numbers by attracting new visitors, and converting existing tourism visits into longer stays or return visits.</p>	<p>Nottingham was the 12th most visited city and town in the UK for overseas visitors in 2000 in terms of numbers of nights stayed.</p>	<p>Improve position in league table of overseas visitors.</p>
<p>Promoting democratic innovation and social inclusion.</p>	<p>In 2001, 61.90% of Nottingham's working age population were in employment, compared to 76.2% regionally and 75.1% nationally.</p> <p>In November 2001, Nottingham's unemployment rate was 6%, compared to 3.3% for the region and 3.5% nationally.</p>	<p>Level of employment move towards national average.</p> <p>Level of unemployment move towards national average.</p> <p>At the same time narrow gap between the 15 most deprived wards and the city as a whole.</p>

3. Target area

3.1 Target area and population

The target area for Priorities 1 and 2 of this IFE is the fully eligible area of Nottingham City (ie excluding Wollaton ward which is a transitional area). The target area for Priority 3 is a smaller area within Nottingham City consisting of the wards and part wards shown in the map at the end of this section.

Nottingham is the largest city in the region, with a population in the conurbation of approximately 610,000 in 2000. The population covered by the City of Nottingham Unitary Authority (and consequently the Objective 2 area, including the transitional ward of Wollaton) was 283,000.

According to the 1991 Census, 89.2% of the City's population were white, 4.6% black, 1.8% were Indian and 2.6% were of Pakistani origin. At mid-year 1998, the population density for the City was 38.4 persons per hectare compared to an average density in Nottinghamshire of 3.6 persons per hectare. Forest and Lenton are the most densely populated wards and also the most disadvantaged on a number of other measures.

The City of Nottingham represents an area of stark contrasts. At one level there exists a vibrant regional city rich in cultural diversity and opportunity. This is in contrast to inner city areas and outer estates where deprivation, disadvantage and disaffection are endemic and contribute to increasing social exclusion which, in some instances, is now becoming evident in a third generation within the same families.

Nevertheless, Nottingham is rapidly becoming a focus for opportunity through the recent growth in regenerative investment. Social regeneration initiatives are also focused on many of the City's poorer estates to bring new opportunities and improve the standard of living for many residents by creating a safer and more pleasant environment. Economically, the city is now an important service centre, including retail, leisure and cultural activities, but also still has a significant manufacturing base, particularly in textiles.

3.2 Problems and opportunities

According to the DTLR commissioned Index of Multiple Deprivation (IMD), Nottingham ranks overall as the 12th most deprived local authority district in England.

The City of Nottingham has acute income deprivation. The IMD ranks Nottingham as the 10th most 'income deprived' district in the country. There are 20 wards in the City of Nottingham where more than one-third of all households has an annual income of less than £10,000. Manvers Strelley, Radford, Lenton and Aspley wards have particularly chronic income issues.

Over 38,000 of all households in the City are in receipt of Housing and/or Council Tax Benefit. Income deprivation is exceptionally acute amongst elderly people and lone parents. The IMD lists Manvers and Strelley as those wards in Nottingham with the highest levels of child poverty. Even the most prosperous wards of Nottingham (e.g. Wollaton, Mapperley) have significant pockets of deprivation where sections of their population earn less than £10,000.

The IMD places the City of Nottingham as having the 14th highest number of 'employment deprived' people in the country, with 25,733 people excluded from the labour market. Employment deprivation is concentrated in certain wards, particularly Lenton, Radford, Manvers, Strelley, Trent and Forest. More encouraging is the fact that these wards also tend to have the highest levels of training that may equip individuals with the necessary skills with which to return to work. Access to the locations of jobs is an issue for people living in disadvantaged outer areas. 19 City wards are amongst the poorest 25% of wards in terms of housing and 6 wards are in the poorest 10%. Lenton suffers from severe housing deprivation in terms of length of tenancy, rent areas and willingness to buy. A high proportion of City tenants (50%) are on welfare benefits. The highest concentration of local authority housing is found in Manvers, Byron and the 'outer' housing estates (e.g. Bulwell, Strelley, Aspley).

The City is characterised by significant levels of educational deprivation and falls some way below the national average. There is a strong link between educational deprivation and child poverty. In 2000, Nottingham City LEA was 4th from bottom of 150 LEAs in its percentage of pupils attaining 5 or more GCSEs at grades A*-C. Although this is not a problem that can be tackled at source by Objective 2, its implications feed into the labour market exclusion faced by many of its adult residents, and undoubtedly contributes to the current unemployment rate in the city as a whole of 6% in October 2001, compared with a UK rate of 3.5%. Lenton ward has the highest unemployment in the city, with a rate of 15.6%.
(Source: ONS/Nottingham City Council). (Source for IMD analysis: *Poverty in Nottingham 2001, Nottingham City Council*)

The picture is thus one of a population suffering acute problems of exclusion and high unemployment. Yet at the same time, the Nottingham economy is relatively buoyant and at one stage recently, the conurbation was creating jobs faster than any other city in Britain, attracting major new employers such as Capital One. The most recent forecast is for a further net gain in job opportunities of over 40,000 during the next ten years. Major new developments planned for the riverside, eastside and southside of the city will service this job growth. Meanwhile inward commuters occupy some 30,000 Nottingham jobs and the forecast is that this will increase to 34,000 by 2009. The forecast rate of job creation poses a series of new challenges for employers, and education and training providers, particularly if some of these job opportunities are to reach the most excluded.

3.3 Relationship of activity to problems and opportunities

Priority 1, Enterprise and Innovation deals with the business economy of the area. The IFE addresses the problems and opportunities identified by a number of measures and responds in particular to Business Link Nottinghamshire's recently identified priorities of support for start-ups, innovation and excluded communities.

Creating more jobs through support for SMEs is of vital importance. In the 5 year period 1994-99, Nottingham experienced a reduction in the number of businesses above the national average (a fall of 2.3%). Nottingham has low business density, with average of 26 businesses per 1,000 population compared with the UK average of 35. The proportion of SMEs and micro businesses, and the numbers of start-ups, is below both the national and regional average, as is the proportion of the workforce that is self employed. Taken together this points to a need for better support for the SME sector, and in particular to encourage the development of start-ups.

The IFE seeks to support growth sectors as well as older manufacturing industries such as textiles and engineering which, while in decline, still play an important role in the city. It particularly seeks to develop the enterprise culture and narrow the technology transfer gap through links with universities, developing on-line trading and e-commerce activities and improving access to venture capital. It also seeks to identify and support growth sectors to develop new areas for jobs. In doing so we will need to work with agencies operating at the regional level in support of innovation, key sectors and ICT development.

A number of factors inform the measures taken under this priority:

- Self-employment is expected to rise over the period 1991-2010 from 32,000 to 42,000.
- Engineering companies which traditionally supplied the UK mining industry have successfully expanded their overseas markets and thereby secured a future.
- Overall employment levels within manufacturing are set to continue to fall over the next decade. Increased globalisation of trade means that Greater Nottingham firms will only be able to compete if they improve labour productivity and increasingly focus on higher value added products.
- Both employment and GDP will fall in the textiles and clothing sector over the next decade as production is shifted to the lower wage economies of Eastern Europe and the Far East.
- Overall, the service sector is expected to create a net further 45,000 jobs between 1997 and 2010.
- Retailing is expected to create a further 5,000 jobs (mostly part-time) over 1997-2010.
- Distribution is expected to shed jobs whilst transport and, in particular, communications will see employment growth.

- Banking and finance will see employment levels stagnate 1997-2010 as sales volume growth is absorbed by technological change and the growth of internet and other remote banking services.
- The bulk of new jobs within Greater Nottingham will be in the business services sector, which will see employment climb from 41,000 in 1997 to 65,000 by 2010. Growth within business services will not only include management consultancy and IT related activities but also a significant increase in employment within temporary staff agencies.
- Education and health will also see significant employment growth 1997-2010, mainly due to a higher proportion of school leavers going into higher education and due to an increasing need for re-training in an ever more complex working environment.

(Source: The Greater Nottingham Employer survey of 1999/2000)

The IFE also seeks to support developments in the social economy sector as one means of providing first steps access to local employment for excluded groups within organisations and companies whose remit explicitly encourages workforce training and development.

Priority 2, Climate for Investment, addresses the question of access to jobs and the current skills gap through the development of community learning centres and ICT facilities, and of centres of excellence for SME skills development. It also addresses the question of job creation by seeking to develop sustainable growth in tourism to the city.

Spotlight identifies that improving job skills and meeting the needs of the business community is a key challenge for the City. More jobs have been created in Nottingham over the last few years than any other comparable city. Nottingham is forecast to create some 40,000 new job opportunities over the next decade (source: Greater Nottingham Observatory). According to the Employer Survey, employers experience considerable difficulties in recruitment, citing poor skills as a significant barrier. At the same time the City still has large areas of very high unemployment, particularly in its inner city and outer estates, indicating a skills gap within the city. This bid will seek to ensure that Nottingham has the right infrastructure in place to offer high quality training support to businesses and local people.

ERDF resources will be focused on improving the community learning infrastructure, including provision for ICT, particularly to enable more collaborative working between community-based learning providers to provide facilities in support of a coherent and accessible learning pathway, from basic skills and first steps training, through to higher-level skill development. At the present time some areas are well- or perhaps even over-provided for, whilst others lack facilities that are accessible to people with issues around transportation, or childcare. We aim to develop a more strategic approach to the sector.

We will also give attention to the need to develop 'skills for the future', which would allow SMEs to develop in areas of strategic significance for

the region. This measure will promote the creation of centres of excellence in training for SMEs.

Tourism has a multiplier effect on the local economy, not just through hotels and accommodation providers but restaurants, shops, theatres, transport businesses and visitor attractions. It accounts for a significant part of economic activity, as the following figures show.

- There are an estimated 1.85 million jobs in tourism in the UK, some 7% of all people in employment.
- Approximately 170,000 of these jobs are in self-employment.
- Jobs in tourism increased by almost 150,000 or 10% between September 1990 - September 2000.
- Tourism accounts for 20% of the increase in employment in all sectors of the economy since 1989/90.
- In 2000 there are around 127,000 VAT-based enterprises in tourism-related industries in the UK of which 77% are small firms with a turnover of less than £250,000.

(source: Heart of England Tourist Board).

In order to take advantage of this, Nottingham needs to continue developing the infrastructure, information systems and cultural events to provide a high quality tourist experience. A particular weakness is the lack of an electronic destination management system (DMS) to market Nottingham cost-effectively and to service visitor enquiries quickly and efficiently. Comprising a database of all tourism services in the area, including accommodation, attractions, shops, restaurants and transportation, a DMS could:

- provide detailed information about the tourism product (for example, up-to-date information on room availability and prices);
- feed a local tourism/visitor web site, providing potential visitors with immediate and up-to-date information;
- provide information directly to tourists within the town through a series of touch screen kiosks and through tourist information centres.

This has therefore been identified as an early priority of the IFE.

Cultural events help to define a city's identity and provide a focus for tourist activity. As well as developing the economy in the tourist service provision area, they help to grow the cultural industries sector. While the supply end of the cultural industries is addressed in the business support measures (Priority 1), it is also necessary to help create a demand for the services of cultural producers through the development of events, festivals and relevant media outlets.

Priority 3, Sustainable Communities, is addressing some of Nottingham's most disadvantaged communities. The area includes the whole of the following wards: Aspley, Lenton, Manvers, Radford and Strelley; and parts of others: Abbey, Bulwell East, Basford, Beechdale,

Bestwood Park, Bridge, Bulwell West, Byron, Forest, Greenwood, Mapperley, Park, Robin Hood, St Anns and Trent. The map on the next page depicts the area.

People in these areas experience multiple barriers to participation in the social and economic life of the city, including high unemployment, low incomes, poor health, low educational attainment, below average adult literacy and numeracy skills, crime and youth disaffection, reflected in the IMD statistics outlined earlier.

Parts of the area have a substantial ethnic minority population, which continues to be characterised by higher rates of unemployment, lower incomes and poorer qualifications than the population as a whole. According to the 1991 census, approximately 10.8% of Nottingham residents came from an ethnic minority background. Particularly high concentrations of ethnic minority residents can be found in Lenton, Forest, Radford, St Anns, Trent, Bridge and Manvers wards (15-35%), all of which are covered either wholly or in part by this Priority of the programme. A skills audit amongst black adults in Nottingham found that 50% were unemployed, rising to more than two-thirds in some wards. Even where individuals from different ethnic backgrounds had similar qualifications, 50% fewer ethnic minority individuals were in work.

After consultation with the local partnerships and area co-ordinators involved in developing the Nottingham Local Strategic Partnership's first Community Strategy and the Area Action Plans which underpin it, the following themes from the plans were drawn out as ways in which Objective 2 funding could help to address some of these problems:

Promoting participation in voluntary/community activity and local partnerships. A series of local partnerships have been developed which involve representation from local residents, public, voluntary and private sector organisations, whose remit is to encourage participation and social inclusion. Many of these have key roles in the administration of other regeneration schemes in their areas. Support will allow continuation of local capacity building, community planning, local marketing and provision of information services.

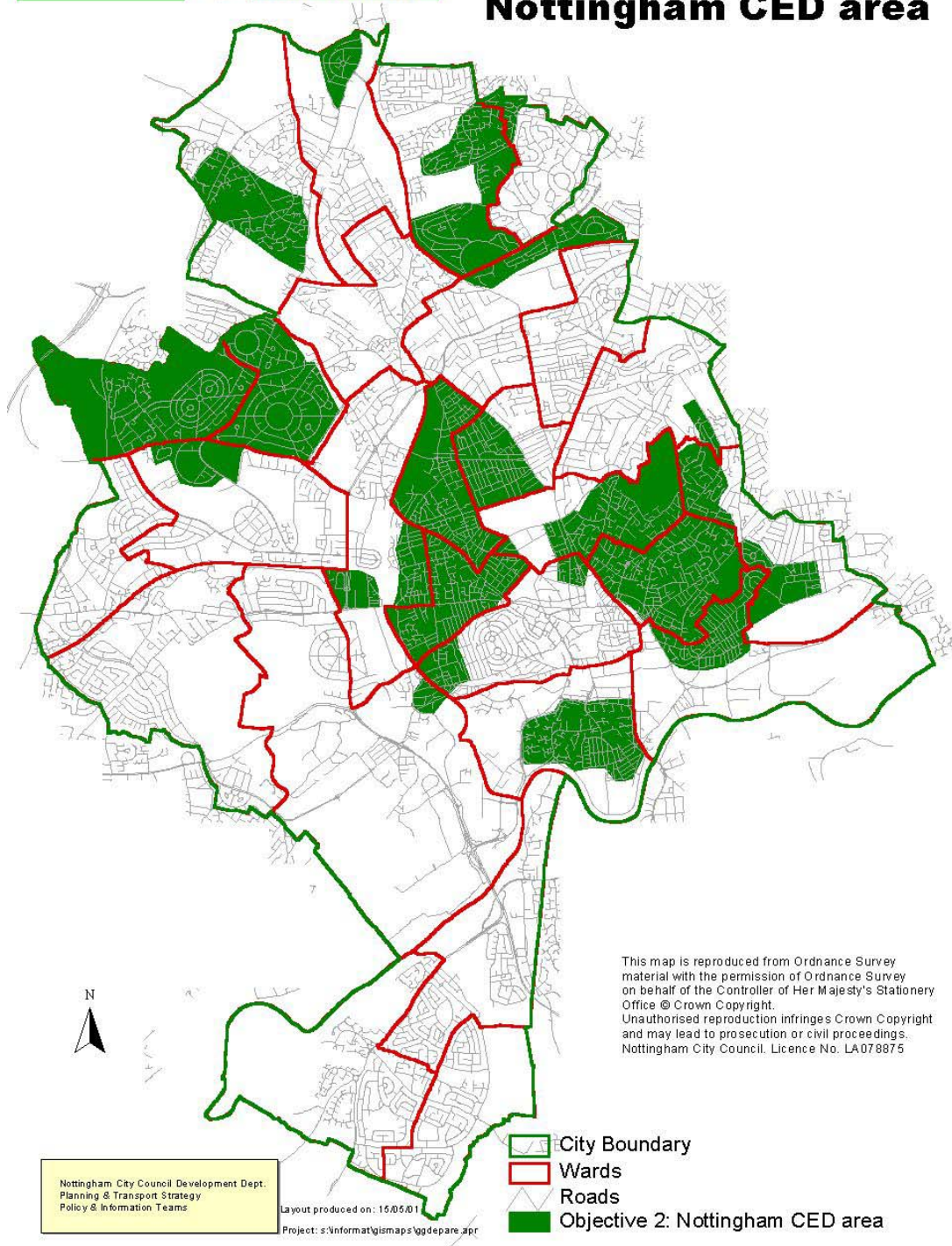
Increasing access to financial services including credit unions and LETS. Financial exclusion is a key component of social exclusion. Access to financial services will be developed through local credit unions and LETS schemes.

Improving the quality and range of support to SMEs and in particular to microbusinesses and community enterprises. Support for local enterprises and the retail sector helps to develop local employment opportunities.

Enhancing the environment of disadvantaged neighbourhoods in ways that will improve their local economy. Small scale improvements to areas

of land and premises with economic potential can help to attract further investment and provide facilities for training or community enterprises.

Objective 2: Nottingham CED area



Whole wards	Part wards		
Aspley	Abbey	Bulwell East	Mapperley
Lenton	Basford	Bulwell West	Park
Manvers	Beechdale	Byron	Robin Hood
Radford	Bestwood Park	Forest	St Anns
Strelley	Bridge	Greenwood	Trent

Priority 3a: Sustainable Communities

Measure 3a.1	2002	2003	2004	2005	2006	Total
Public sector match funding	238,217	238,217	238,217	238,217	238,217	1,191,084
Private sector match funding	29,840	29,840	29,840	29,840	29,840	149,202
ERDF sought	237,711	237,711	237,711	237,711	237,711	1,188,555
Total	505,768	505,768	505,768	505,768	505,768	2,528,840

Measure 3a.2	2002	2003	2004	2005	2006	Total
Public sector match funding	392,554	392,554	392,554	392,554	392,554	1,962,768
Private sector match funding	49,173	49,173	49,173	49,173	49,173	245,867
ERDF sought	391,720	391,720	391,720	391,720	391,720	1,958,601
Total	833,447	833,447	833,447	833,447	833,447	4,167,236

Priority 3a	2002	2003	2004	2005	2006	Total
Public sector match funding	630,770	630,770	630,770	630,770	630,770	3,153,852
Private sector match funding	79,014	79,014	79,014	79,014	79,014	395,069
ERDF sought	629,431	629,431	629,431	629,431	629,431	3,147,156
Total	1,339,215	1,339,215	1,339,215	1,339,215	1,339,215	6,696,077

TOTALS FOR IFE

TOTAL IFE	2002	2003	2004	2005	2006	Total
Public sector match funding	4,841,195	4,841,195	4,841,195	4,841,195	4,841,195	24,205,973
Private sector match funding	1,208,326	1,208,326	1,208,326	1,208,326	1,208,326	6,041,629
ERDF sought	3,659,687	3,659,687	3,659,687	3,659,687	3,659,687	18,298,433
Total	9,709,207	9,709,207	9,709,207	9,709,207	9,709,207	48,546,036

5. Outputs

	<i>total region</i>	<i>% multiplier for IFE</i> 1.5%	<i>total outputs for IFE</i>	<i>annual outputs for IFE</i>
Measure 1.1: Supporting Technology Development and Business Innovation				
Outputs				
No of SMEs Assisted	2,187		33	7
No of New Start Business Assisted	657		10	2
No of collaborative projects between SMEs and research institutions	50		1	0
Results				
Gross new jobs	2005		30	6
Impacts				
Net additional employment	1188		18	4
Net Employment safeguarded	702		11	2
Reduction in SME energy costs	10%		10%	10%
Equal Opps				
No of SMEs assisted from targeted groups	778		12	2
No of female owned SMEs assisted	650		10	2
Environment				
Number of SMEs assisted to undertake environmental reviews or audits	40		1	0
No of environmental sustainability awareness seminars held	4		0	0
Number of SMEs assisted to implement environmental action plans	20		0	0
No of SMEs developing environmental products	50		1	0
Percentage of Objective 2 SMEs accredited to ISO 1401 or equivalent	6%		6%	6%
ICT				
Number of seminars/ workshops held	17		0	0

	<i>total region</i>	<i>% multiplier for IFE</i>	<i>total outputs for IFE</i>	<i>annual outputs for IFE</i>
Measure 1.2: Financial Support for SMEs and the Social Economy		4.0%		
Outputs				
No of SMEs Assisted	1,514		61	12
No of New Start Business Assisted	455		18	4
No of companies supported by venture/loan funds	35		1	0
No of companies receiving financial support	150		6	1
Results				
Gross new jobs	1388		56	11
Impacts				
Net additional employment	823		33	7
Net Employment safeguarded	486		19	4
ICT Revolution				
% of financial interventions leading to enhanced use of ICT	90%		90%	90%
Equal Opps				
No of SMEs assisted from targeted groups	538		22	4
No of female owned SMEs assisted	450		18	4
No of new start up businesses assisted from targeted groups	307		12	2
No of new businesses started by women assisted	277		11	2
Environment				
Percentage of Objective 2 SMEs accredited to ISO 1401 or equivalent	6%		6%	6%
No of companies supported to install renewable energy technologies				
Measure 1.3: Business Development for SMEs and Community Enterprises		13.0%		
Outputs				
No of SMEs Assisted	2,187		284	57
No of New Start SMEs Assisted	657		85	17
Results				
Gross new jobs	2005		261	52
increase in turnover in SMEs assisted (24 months after support)	10%		10%	10%
Impacts				
Net additional employment	1188		154	31
Net Employment safeguarded	702		91	18
New start SMEs surviving after 12 months	75%		75%	75%
ICT Revolution				
% of business support projects delivered using ICT	25%		25%	25%
Equal Opps				
No of SMEs assisted from targeted groups	778		101	20
No of female owned SMEs assisted	650		85	17
No of new start up businesses assisted from targeted groups	442		57	11
No of new businesses started by women assisted	398		52	10
Environment				
Percentage of Objective 2 SMEs accredited to ISO 1401 or equivalent	6%		0	0
No of SMEs involved in energy efficiency/waste minimisation/renewable energy*				
Measure 1.4: Business Infrastructure for SMEs and Community Enterprises		21.5%		
Outputs				
No of SMEs housed	2,524		543	109
No of New Start Business housed	758		163	33
Occupancy rates of premises provided	80%		80%	80%
Results				
Gross new jobs	2317		498	100
% of premises with shared facilities	15%		15%	15%
Impacts				
Net additional employment	1371		295	59
Net Employment safeguarded	811		174	35
ICT Revolution				
% (m2) sites/premises assisted constructed/raised to current ICT standards	100%		100%	100%
Equal Opps				
No of SMEs assisted from targeted groups	898		193	39
No of female owned SMEs assisted	750		161	32
Environment				
% of refurbished premises reaching a higher level of energy efficiency	100%		100%	100%
Development of appropriate brownfield sites	40%		40%	40%
Energy requirements from renewable sources for supported sites or premises	10%		10%	10%

	<i>total region</i>	<i>% multiplier for IFE</i>	<i>total outputs for IFE</i>	<i>annual outputs for IFE</i>
Measure 2.2: Economic Infrastructure		17.0%		
Outputs				
Ha of industrial sites made available	36		6	1
Area of premises provided (m2)	91,840		15,613	3,123
No of research & technology centres assisted				
No of centres for local learning & training	12		2	0
No of environmental training centres				
Results				
Gross new jobs	2336		397	79
Impacts				
Net additional employment	1188		202	40
Net employment safeguarded	850		145	29
Additional spend at existing attractions/facilities supported (by 31/12/08)	20%		20%	20%
ICT Revolution				
% of new facilities with ICT access	100%		100%	100%
Equal Opps				
No of SMEs assisted from target groups	210		36	7
Environment				
No of jobs in environmental management				
Development of appropriate brownfield sites	40%		40%	40%
Energy requirements from renewable sources for supported sites or premises	10%		10%	10%
Measure 2.3: Investing in Sustainable Tourism and the Cultural Industries as Drivers for Economic Development		20.0%		
Outputs				
Hectares of industrial/commercial sites made available	22		4	1
Area of premises provided (m2)	55,760		11,152	2230
No of new/improved attractions/facilities	5		1	0
No of cultural events/festivals	5		1	0
Results				
Gross new jobs	1418		284	57
Increase in numbers of visitors from outside the region	15%		15%	15%
Impacts				
Net additional employment	721		144	29
Net employment safeguarded	516		103	21
Additional spend at existing attractions/facilities supported (by 31/12/08)	20%		20%	20%
ICT Revolution				
% of projects using ICT to develop tourism	*			
Equal Opps				
No of SMEs assisted from targeted groups	127		25	5
Environment				
% of projects supported by Local Biodiversity Plans	40%		40%	40%
% of projects relating to access/interpretation/management of the area's environmental assets	80%		80%	80%
Measure 3.a.1: Community Capacity Building		25.0%		
Outputs				
Community plans developed	28		7	1
Community groups assisted	45		11	2
Community partnership organisations formed or sustained	20		5	1
Results				
New jobs created	50		13	3
Impacts				
Net additional jobs	21		5	1
ICT Revolution				
Number of ICT initiatives supported	5		1	0
Equal Opps				
% of projects which offer access to targeted groups	100%		100%	100%
Environment				
Number of environmental initiatives supported	5		1	0

	<i>total region</i>	<i>% multiplier for IFE</i>	<i>total outputs for IFE</i>	<i>annual outputs for IFE</i>
Measure 3.a.2: Creating Sustainable Communities		20.0%		
Outputs				
Community enterprises created	25		5	1
No of credit union or other community financial initiatives supported	10		2	0
Results				
New jobs created	104		21	4
SMEs created/people into self employment	15		3	1
Impacts				
Net additional jobs	47		9	2
ICT Revolution				
Number of ICT initiatives supported	5		1	0
Equal Opps				
% of projects which offer access to targeted groups	100%		100%	100%
Environment				
Number of environmental initiatives, including recycling and waste management schemes and community-led environmental schemes	5		1	0

6. Partnership and management arrangements

Implementing partnership: Greater Nottingham Partnership (GNP). The GNP has recently been accepted by *emda* as the recognised Sub-Regional Strategic Partnership for the Greater Nottingham area, with effect from 1 April 2002. Although the GNP has been in existence since 1994, the new arrangements with *emda* have necessitated a revision to the organisation and structure of the partnership.

The GNP structure will be split into the Partnership, which will meet quarterly and set the strategy and vision, and the Company, which will contract with *emda* and have a board of 15 directors meeting every 6 weeks.

The Partnership will comprise 25 representatives:

- 6 local authority reps (1 from each authority, ie Notts County Council, Nottingham City Council, Rushcliffe District Council, Gedling Borough Council, Broxtowe Borough Council, Ashfield District Council)
- 6 public services (eg health, LSC, etc)
- 6 private sector
- 6 community/voluntary sector
- 1 independent business chair

The Board will be chaired by Keith Stanyard, formerly of East Midlands Electricity. Board membership will comprise representation from the following organisations or sectors:

Local authorities: 2 representatives

Voluntary/community sector: 4 representatives

Business/private sector: 4 representatives

Public sector: 4 representatives

The Board has agreed board members to champion equal opportunities, environmental sustainability and ICT, with the creation of special sub-groups as appropriate.

The strategy for the IFE will be kept under review by the Partnership, with project approvals and progress on delivery being the responsibility of the Board. The Board will be supported by a series of thematic working groups, with technical advice and assistance being given to the working groups and the Board by the European Team at Nottingham City Council.

The GNP has a proven track record in delivering SRB (5 programmes currently live) and other Government regeneration programmes such as New Deal for Communities. This has provided it with a well-developed understanding of what is realistic in terms of proposed funding, outputs and impacts.

Nottingham partners have also launched the Local Strategic Partnership (LSP). The partnership arrangements described here may need to be revised in due course to take account of LSP developments.

Objective 2 lead partner: Nottingham City Council. Nottingham City Council will be responsible for co-ordinating the bidding and monitoring processes and providing technical support to the GNP.

Key partners in the Objective 2 process: Nottinghamshire Business Link; Nottinghamshire Chamber of Commerce; Nottinghamshire LSC; FE colleges; universities; Profile Nottingham; Conference Nottingham; Strategic Alliance of Local Partnerships (ASTRO; Bestwood Partnership Forum; Broxtowe Partnership Trust; Bulwell Vision; Dunkirk and Lenton Partnership Forum; Edwards Lane Estate Partnership Forum; LEARN; Meadows Partnership Forum; New Deal for Communities Partnership; Partnership Council; Renewal Trust; Top Valley Partnership Forum)

Projects to implement the strategy may be brought forward by any eligible organisation but representatives from amongst the partners above will be responsible for selecting those projects that go forward to the Executive Board, and subsequently to GOEM, for consideration.

Once scored, projects will first be considered by one of the new thematically-based Strategy Action Teams being set up as part of the GNP structures. The SATs will be responsible for ensuring that the projects presented to the GNP Board offer the best mix to ensure the delivery of the Objective 2 IFE strategy.

7. Delivery and monitoring

7.1 Project application process

The Partnership will use the scoring criteria prepared by GOEM and agreed by the PMC, including the criteria prepared by the various Advisory Groups on the three cross-cutting themes of the programme, Equal Opportunities, Environment and ICT. Projects which fail to meet the minimum standards agreed by the PMC on any aspect of these criteria will not be put forward for support without further development.

The Partnership considers that project selection should be further driven at the local level by two key issues:

- the extent to which proposed projects will help us deliver *Spotlight on Regeneration*, both in terms of the proposed activity and in its relationship with existing services; and
- the contribution that the project will make towards achieving our Objective 2 outputs as well as the capacity of the applicant to deliver these.

Projects will be asked to identify from this IFE the Priority, Measure, Nottingham theme and indicative action to which their project relates and give a detailed explanation of how their project will help the Partnership deliver its strategy.

Bids made to the programme will be checked for eligibility and completeness, and then scored by members of the City Council's European Team and co-opted staff from other organisations. We are hoping to establish a panel of specialist scorers for each of the cross-cutting themes.

The GNP has been developing its structures now that it has become emda's recognised SSP for the sub-region. As part of this a series of thematically-based Strategy Action Teams (SATs) have been developed, drawn in part from the membership of the working groups described above. Once projects have been scored, these will be taken to the relevant thematic SATs for discussion and to agree recommendations to make to the GNP Board.

As well as using the selection criteria, we will need to have regard to choosing a range of projects that will enable us to deliver all aspects of our strategy. Consequently some high-scoring projects may not be put forward if a better-scoring project also comes forward for a particular aspect of the strategy. Conversely, some lower-scoring projects may be put forward if no others come forward to deliver a particular aspect of the strategy. These selection criteria are a tool to help us choose between projects in direct competition with each other. The SATs will be responsible for making these assessments.

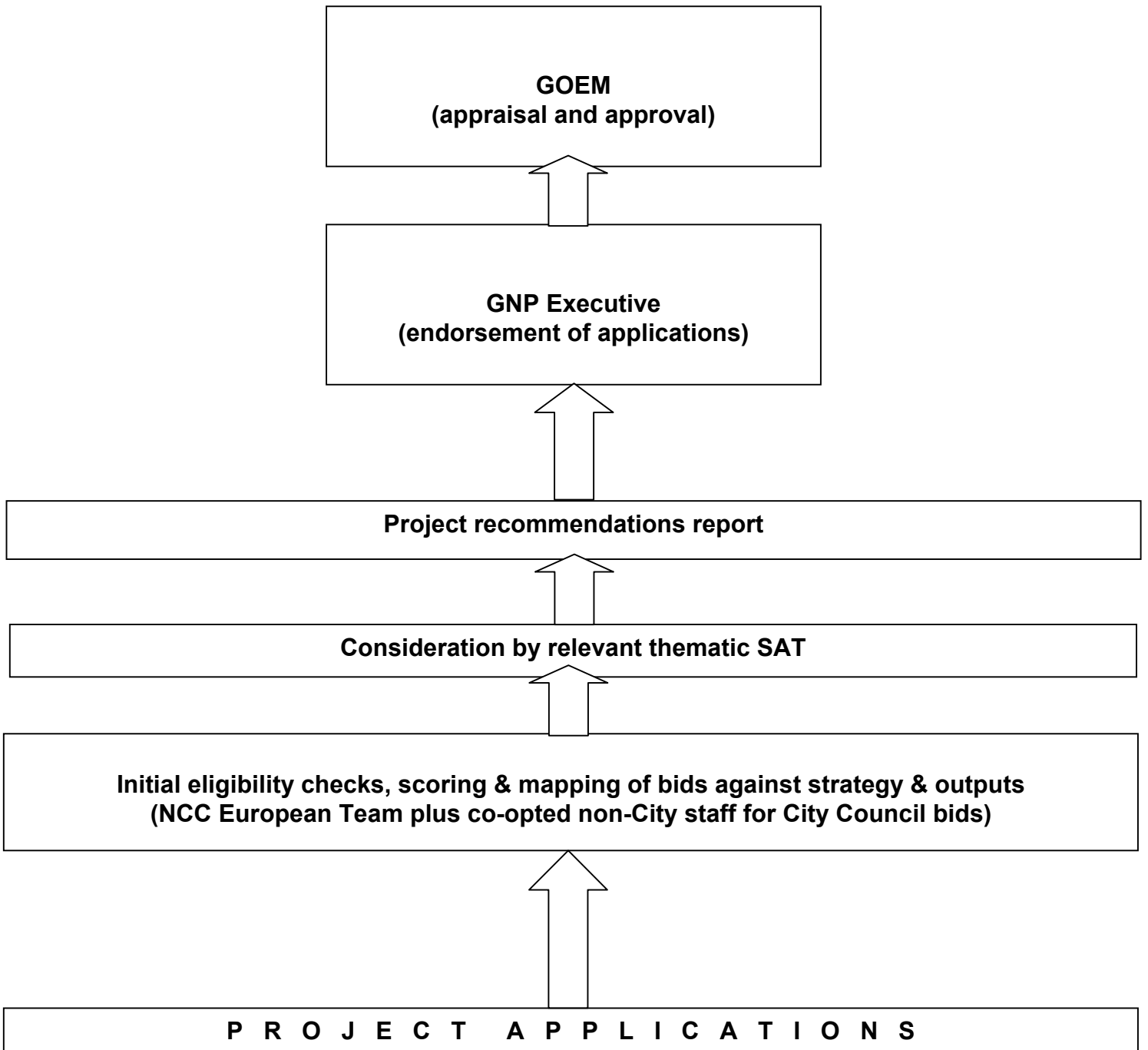
As part of our selection process, we will establish a reserve list of any projects that meet our quality threshold but which there are presently insufficient funds to support.

A diagrammatic representation of this process is attached at Annex A.

7.2 Delivery and monitoring

A co-ordinator will be nominated from each SAT to monitor progress on delivering the strategy. Projects which are approved by GOEM will be asked to keep the co-ordinator informed of the details of claims and correspondence with GOEM, although we hope that GOEM will themselves agree to keep the co-ordinator informed of projects approved and any key changes in their delivery profile. The co-ordinator will make regular reports to their working group and to the City Council's European Team, who will develop and maintain a spreadsheet to monitor progress on spend and outputs. They will put together periodic reports to the GNP Board on progress in delivering the strategy and to the Objective 2 PMC as often as required. These will cover progress on spend and outputs, including cross-cutting theme outputs.

Projects which are having difficulty in delivering to profile will be actively encouraged to notify the co-ordinator at the earliest possible opportunity, in order that steps can be taken to rectify any difficulties. Should projects run into difficulties that require GOEM to withdraw or withhold grant, we will aim to replace these projects with suitable ones from the reserve list in order that the delivery of the strategy can be maintained.



Project selection procedure