

Appendix 2 – Delivery Plan

Plan for Growth Theme		Developing the workforce to support business growth							
ADC PRIORITY		Promote skills and aspiration ensuring local people are equipped with the right skills to access employment Support pre-start, new and existing businesses helping to grow and create jobs							
MDC PRIORITY		A thriving, vibrant and sustainable district - thriving market and town centres, facilitating and encouraging regeneration of key sites, supporting businesses, spatial vision and helping people achieve their potential							
What are we going to do?									
Ref	Plan for Growth Action	Activity	Delivery Area	Lead Officer	Milestones	Resource Implication		Performance Measures	Outcomes
						Staffing	Cash		
ES001	Help businesses, including those looking to invest in the area, to recruit local residents	Through the account management offer, work with the business community and key partners and promote a joint offer of support on workforce development and recruitment options.  Develop strong working relationships with local employers in order to gather intelligence and understand their recruitment and skills needs.	Ashfield & Mansfield	EO'C		Staff time		No of businesses assisted No of businesses signposted	Increased employment rate Increased average earnings
ES002	Broker/facilitate access to a “job matching”, customised training service or other appropriate assistance, for employers with a high volume of hard-to-fill vacancies	Work in partnership to identify potential funding sources eg ESIF/D2N2 Employ Local funding to enable translation of strategy into delivery and to enable a demand led approach.  Work in partnership with DWP and other key partners, when opportunities arise, to assist inward investors and indigenous businesses with expansion plans to access support through initiatives such as DWP funded sector based work academies.  Deliver the Careers in Local Government programme in both councils to assist with workforce and succession planning.	Ashfield & Mansfield	EO'C	Delivery scheduled to commence Oct 16	Staff time	£2.3m ESIF	No of businesses assisted	Increased employment rate Increased average earnings Increased number of young graduates employed in the public sector
						Staff time			
						Staff time	£43,812 per district over 3 years	No of graduates and undergraduates placed	
ES003	Encourage the creation and development of new local businesses	Provide the networking platforms and deliver a series of forums and seminars coupled with signposting to support and guidance for local people looking to start businesses or develop existing businesses.  Develop, deliver and manage a programme of direct, flexible, intensive support through networking platforms, business mentoring, confidence building/enterprise skills workshops and expert presenters to assist with the creation of new enterprises.	Ashfield & Mansfield	EO'C	Quarterly events arranged	Staff time	£5,000	No of businesses assisted Individuals assisted to start a business	Increased business start-up rate Increased business survival rate
						Staff time			
ES004	To help support and facilitate the connection between local people and new employment opportunities, resulting from business growth	Deliver annual jobs fairs in each district with the aim of bringing together prospective employees with potential employers, recruitment specialists and training providers. Provide support and assistance, advice and practical guidance in respect of future training, employment and career pathways.  Develop and deliver interventions to assist with the retention of graduates working across the districts for the benefit of local SMEs.  Work in partnership and contribute to D2N2 funded county wide graduate recruitment services delivered by HE and County and City partners to assist with the retention of highly skilled individuals working in SMEs.	Ashfield & Mansfield	EO'C	Approval of econ stim/s.106 fund beyond 2016	Staff time	£3,000 per district over 3 years	Individuals assisted to access employment and training opportunities	Increased employment rate Increased skills levels Increased average earnings Increased productivity
						Staff time			
						Staff time		No of businesses signposted	
ES005	Work with schools and colleges to raise the aspirations of young people and provide a clear understanding of the	Develop and deliver initiatives to assist students in schools to raise aspirations and improve their employability, enterprise skills and entrepreneurial outlook.  Work closely with local schools, colleges, training providers and employers to support delivery of interventions in schools eg mock ints, enterprise days.	Ashfield & Mansfield	EO'C	Approval of econ stim/s.106 fund beyond 2018	Staff time	£40,000 per district over 3 years	No of young people assisted to develop their employability and enterprise skills	Increased employment rate Increased skills levels Increased educational attainment levels
						Staff time			

	opportunities open to them								
ES006	Liaise with schools and colleges to encourage/help them to match their respective offers to the needs of local employers and maximise opportunities for local residents	Work with schools and colleges to explore the development and delivery of interventions eg sector roadshows to bring employers and students as potential employees together to benefit from labour market and career pathway insights.	Ashfield & Mansfield	EO'C	Consultation with schools completed by March 2017	Staff time	£ unknown	No of young people assisted to develop their employability and enterprise skills	Increased employment rate Increased skills levels Increased educational attainment
Ref	Plan for Growth Action	Activity	Delivery Area	Lead Officer	Milestones	Resource Implication		Performance Measures	Outcomes
ES007	Promote the benefits and encourage the take-up of apprenticeships by local employers and employees	Administer a local AGE (apprenticeship grant for employers) offer to encourage SMEs to recruit apprentices.	Ashfield & Mansfield	EO'C	Approval of econ stim/s.106 fund beyond 2016	Staff time	£60,000 per district over 3 years	No of businesses assisted No of young people assisted into employment	Increased youth employment rate
ES008	Help to reduce the number of young people not in education, employment or training	Work with key delivery partners when opportunities arise to support initiatives designed to reduce young people becoming NEET eg those partners accessing D2N2 youth engagement funding.	Ashfield & Mansfield	EO'C	Delivery scheduled to commence October 2016	Staff time	£1.3 m ESIF.	No of young people signposted	Increased youth employment rate
ES009	Develop links to employment through activities such as procurement, planning, business engagement and supporting workforce development in schools	Work closely with housing colleagues and developers when opportunities arise to instigate a partnership collaboration approach to council owned development sites in order to ensure local people and school students benefit from educational and vocational opportunities, work experience, recruitment and training offers.	Ashfield & Mansfield	EO'C	Developers' compliance with requirements laid down in tender specifications.	Staff time	DWP and SFA partner funding.	No of young people assisted	Increased employment rate Increased skills levels
ES010	Develop an economic intelligence observatory	Collect and provide key intelligence on business sectors, workforce, skills sites, premises, population, earnings etc in separate and combined monitoring reports in order to inform future priorities and resource concentration both internally and for wider partners and the business community.	Ashfield & Mansfield	EO'C	Annual state of the district/monitoring reports	Staff time		Use of research tools and production of regular up to date reports.	A central intelligence observatory created, maintained and updated.

Plan for Growth Theme		Encouraging Enterprise and Business Growth							
ADC Priority		Promote the area as a place to invest in particular as a centre for professional and financial services, health, transport and logistics, advanced manufacturing and knowledge based industries							
MDC Priority		A thriving, vibrant and sustainable district - thriving market and town centres, facilitating and encouraging regeneration of key sites, supporting businesses, spatial vision and helping people achieve their potential							
What are we going to do?									
Ref	Plan for Growth Action	Activity	Delivery Area	Lead Officer	Milestones	Resource Implication		Performance Measures	Outcomes
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EI001	<p>Maintain good working relationships with significant existing and potential employers and investors with a problem solving attitude.</p> <p>Offer a one-stop-shop for businesses that are searching for appropriate premises or land in the local area</p> <p>Help to maximise business growth in the area through easy access to all available business support services</p> <p>Reduce/remove barriers to new business creation and business growth within the area</p>	<ul style="list-style-type: none"> <li>Develop an effective stakeholder/business engagement strategy.</li> <li>Offer an Account Management service to existing businesses and those thinking of investing in the area.</li> <li>Develop and design a structured, one-team approach to the account management offer centred on the needs of large, small, medium and micro businesses.</li> <li>Provide support, advice and guidance, signposting to appropriate business support interventions as appropriate.</li> <li>Offer a commercial property search facility including local authority owned land and premises to inward investors, new start and expanding businesses.</li> <li>Ensure linkages and relationships with business support partners are maintained and local businesses are signposted to appropriate help, advice and financial assistance.</li> <li>Work alongside the D2N2 Growth Hub, to ensure that local businesses have full and efficient access to all locally available business support</li> <li>Administer a range of grant funding interventions to solve access to finance barriers and encourage investment and job creation.</li> <li>Support NCC's ongoing broadband projects</li> </ul>	Ashfield & Mansfield	Senior Regen Officer	<p>CRM installed</p> <p>Business database interrogated</p> <p>Team approach agreed</p> <p>Businesses contacted and appointments made</p>	Staff time		<p>No of businesses assisted</p> <p>No of businesses signposted</p> <p>£</p> <p>NCC running broadband projects across the area, subject to funding being found.</p>	<p>Increased employment rate</p> <p>Increased business base</p> <p>Increased business start up and survival rate</p> <p>Better broadband and more companies with access to it</p>
EI002	Facilitate access to local procurement and supply chain opportunities	<ul style="list-style-type: none"> <li>Work with partners to deliver events that promote the availability of public and private sector supply chain opportunities.</li> <li>Signpost local businesses to potential public sector procurement opportunities through e-bulletins and websites and assist with creation and compliance of policy documentation – equality, safeguarding, carbon reduction.</li> <li>Promote the use of local suppliers internally and externally, making use of the Ashfield DC/Mansfield DC intranets along with their respective websites, the IAM website and others. Develop and implement a strategy for communicating the benefits of local procurement to the buyers within the authorities and to local buyers in the public and private sector.</li> </ul>	Ashfield & Mansfield	Senior Regen Officer		Staff time	£2,000 (venue and associated costs)	Businesses assisted to compete for procurement/contract opportunities	<p>Increased Employment Rate</p> <p>Increased Average Earnings</p>
EI003	Assist local businesses to maximise opportunities created by local developments	<ul style="list-style-type: none"> <li>Support businesses to help improve their chances of securing future public sector contracts.</li> <li>Work with internal colleagues across directorates to assist businesses with the creation and compliance with the necessary policy documents for things like equality, safeguarding, carbon reduction etc.</li> </ul>	Ashfield & Mansfield	Senior Regen Officer		Staff time		Jobs Safeguarded/Created	Increased Employment Rate

EI004	<p>Create a climate for business and enterprise growth with an emphasis on making investment happen</p> <p>Deliver Council services with an emphasis on supporting growth and development as part of strong customer services</p>	<ul style="list-style-type: none"> <li>Deliver the "Invest Ashfield &amp; Mansfield" project, which will promote the area's investment offer, develop a brand &amp; promotional material, provide a property search service and a deliver a range of events, all aimed at stimulating investment in the area.</li> <li>Promote the area to potential business investors, using the 'Invest Ashfield &amp; Mansfield' brand, alongside higher-level investment promotion and place marketing brands, such as D2N2 and 'Marketing Nottingham &amp; Nottinghamshire'.</li> <li>Work with other departments in both Councils to help to create services that are delivered in line with 'Better Business for All' principles.</li> </ul>	Ashfield & Mansfield	Senior Regen Officer		Staff Time	~£2k-£5k/year for events  £10/year for attendance at events	Jobs Created Businesses investing in the area	Increased Employment Rate Increased Average Earnings Increased NNDR receipts
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<b>Plan for Growth Theme</b>	Improving infrastructure and stimulating investment
<b>ADC PRIORITY</b>	Improving Prosperity and shaping town centres Helping businesses grow and prosper
<b>MDC PRIORITY</b>	A Thriving, Vibrant and Sustainable District – thriving market and town centre's; facilitating and encouraging regeneration of key sites; supporting businesses; spatial vision and helping people achieve their potential

What are we going to do?									
Ref	Plan for Growth Action	Activity	Delivery Area	Lead Officer	Milestones	Resource Implication		Performance Measures	Outcomes
						Staffing	Finance		
PR001	<ul style="list-style-type: none"> <li>Remove/reduce infrastructure related barriers to business growth</li> </ul>	<ul style="list-style-type: none"> <li>Undertake scoping work to establish what the key barriers are which are prohibiting business growth across the area and look at options to address. In order to gain this information directly from businesses, the work will be largely supported via the Invest Account Management. An analysis will then be undertaken if the findings to help shape and influence what future actions should be taken to remove/reduce these barriers.</li> </ul>	Ashfield & Mansfield	MW		Staff time		Questions around infrastructure barrier discussed at A/M visits, business survey & attendance to networking meeting. Initial scoping work will be undertaken by Autumn 2017.	The findings will help inform strategy and feed into future delivery. It will also help create an evidence base on which funding applications can be based.
		<ul style="list-style-type: none"> <li>Undertake an impact analysis on what affect the issues being faced in and around the Junction 27 area are having on the Ashfield and Mansfield areas and the people and businesses located there.</li> </ul>	Ashfield & Mansfield	MW		Staff time	£65,000	Funding has been secured from ADC and NCC (£45,000) awaiting decision from MDC.	Completion of study which identifies the problems faced around & as a result of issue faced at Junction 27
		<ul style="list-style-type: none"> <li>Undertake a car parking assessment of both district's town centres to establish need/demand and supply.</li> </ul>	Ashfield & Mansfield	GD		Staff time	£100,000	Car parking demand/supply study produced, subject to funding being found	Clear understanding of CP demand/supply and future requirements
PR002	<ul style="list-style-type: none"> <li>Develop and sustain the vitality of the of the area's towns</li> </ul>	<ul style="list-style-type: none"> <li>Work with partners (including the BID and Sutton Town Centre Group) to sustain and enhance the vitality of the district's town centres through projects such as Healthy High Streets, Purple Flag, work to support the THI bid &amp; work to support the Great British High Street entry for Kirkby</li> </ul>	Ashfield & Mansfield	GD/MW		Staff time	£75,000 THI match funding	Submit THI bid – Aug 2016 PF reassessment – August 2016 GBHS submission – Sept 2016	More people using the town centre out of hours and more sustainable town centres
		<ul style="list-style-type: none"> <li>Work to procure a Joint Venture partner to deliver a mixed use scheme for Stockwell Gate North</li> </ul>	Mansfield	GD		Staff time	£64,500	JV partner is appointed to develop the site – April/May 2017	The site is developed and end user leisure/retail tenants are located within the development
		<ul style="list-style-type: none"> <li>Progress potential opportunities for a commercial or residential development for Fox Street</li> </ul>	Ashfield	Regen or Housing?		Staff time		Awaiting usage decision	Awaiting usage decision

		<ul style="list-style-type: none"> <li>Progress future use options for the Town Hall, either via disposal or redevelopment by the Council</li> <li>Following the outcome of the revised Sutton Town Centre Masterplan, consider options for physical and environmental improvements to the Outram Street area of Sutton</li> <li>Deliver the retail grant schemes across the two districts</li> </ul>	Mansfield	GD/CW		Staff time	£1.8m	Informal tenders received with viable schemes – Sept 2016	The building is sold and developed privately or redeveloped by MDC
			Ashfield	GD		Staff time		Awaiting outcome of Sutton MP	Awaiting outcome of Sutton MP
			Ashfield & Mansfield	CL		Staff time	£225k (ADC) £68,200 (MDC – remaining)	ADC (per annum – over 3 years) No. of shops brought back into use 7; No of jobs created 14; businesses assisted 18; market traders supported 4 MDC (per annum –over 2 years) Businesses assisted 7; jobs created 7	More vibrant town centres, increased footfall, lower vacancy rates
		<ul style="list-style-type: none"> <li>Working with ADC Estates team, progress the options and potential delivery of a retail unit at Kirkby Plaza.</li> </ul>	Ashfield	GD/MW		Staff time	£512,650	Funding sourced externally or through ADC capital programme	Retail unit built and end user found
		<ul style="list-style-type: none"> <li>Refurbishment works to Ada Lovelace House to create a business centre for small and start-up businesses</li> </ul>	Ashfield	MW		Staff time	£287,892 (£143,946 requested from LGF & £143,892 from ADC S106	External funding sourced from the LGF (Sept 2016); 1,658 sq ft of business space created (April 2017); 9 jobs created (March 2020); support creation/growth of 7 businesses (March 2020)	Create a more vibrant town centre with a wider variety of uses.
		<ul style="list-style-type: none"> <li>Undertake a further study to assess the potential (and likely demand) for residential units at upper levels within the town centres</li> </ul>	Ashfield	GD		Staff time	£30,000	Report created establishing the need/demand for residential use at upper floor levels, subject to funding being found	ADC will be able to make an informed decision regarding whether this is a strategy which they want to pursue
		<ul style="list-style-type: none"> <li>Completion of the feasibility study for the former Annesley Miners Welfare site</li> </ul>	Ashfield	GD		Staff time	£25,000	Report to establish potential future uses for the site. Due for completion end of summer 2016.	Help to inform the potential future uses of the site and could assist the landowner in bringing the development forward
		<ul style="list-style-type: none"> <li>Continued support for the Brewery site</li> </ul>	Mansfield	MW		Staff time		Continue to promote the site and work with the administrator to look at options to bring the site forward	Redevelopment of the site
		<ul style="list-style-type: none"> <li>Continued support for the White Hart area</li> </ul>	Mansfield	GD		Staff time		Engage with the owner to establish the potential future of the site and what support may be needed to develop it.	Redevelopment of the site
PR003	<ul style="list-style-type: none"> <li>Ensure an adequate supply of land and premises for business needs</li> </ul>	<ul style="list-style-type: none"> <li>Produce a property and land report to monitor supply and demand and help in identifying where there are gaps in the supply or over supply in the market.</li> <li>Work with local land owners and developers to assist them in overcoming the barriers which their sites are facing to development</li> <li>Support key developments in the area, through engagement with planning colleagues and through key planning application meetings and formally commenting on associated consultations</li> <li>MWSG – Site remediation and preparation</li> </ul>	Ashfield & Mansfield	GD		Staff time		Production of bi-annual report	Create an evidence base of land and property availability in the districts, as well as details of enquiries received
			Ashfield & Mansfield	GD		Staff time		Share information on enquiries received and potential funding sources available	Development of sites and external funding attracted to the area
			Ashfield & Mansfield	GD		Staff time		Consultation responses to planning applications and attendance at major project meetings as needed	Support the regeneration of the districts and help to ensure that planning decisions take regeneration impact into account
			Mansfield	GD		Staff time	£75,000 (S106 contribution from Shoe Co)	Removal of knotweed and installation of access road and drainage works	Creation of plot ready for development, which could potentially create 2,766 sq ft of industrial floor space

PR004	<ul style="list-style-type: none"> <li>Ensure an intelligence-supported approach towards future infrastructure needs</li> </ul>	<ul style="list-style-type: none"> <li>Nottinghamshire Business Investment Zones Study – continue to support the finalisation of this report and agreed annual ongoing review of the study</li> <li>Undertake a demand study to establish what demand there is for additional commercial space to be created across Ashfield and consider where there is demand whether this should be fulfilled by the public or private sector. This study will also consider whether if there is demand for the public sector to be involved in this, ADC owns any premises which would be appropriate for conversion for this use</li> </ul>	Ashfield & Mansfield	GD		Staff time		Completion of NBIZ report	Ongoing annual review of sites
			Ashfield	GD/MW		Staff time	£35,000	Completion of study to illustrate whether there is a demand for further commercial development in ADC and whether this should be Council led.	Study produced which will give valuable intelligence in property ladder development work

Suggested target outcomes

Ref	Description	Period	Latest actual	Target 2020
OC001	Average earnings by residence	Annual		UK Average
OC002	Average earnings by workplace	Annual		UK Average
OC003	Average earnings gap – Ashfield: National	Annual		£0
OC004	Average wage gap – Ashfield: National	Annual		£0
OC005	Degree Level Qualified percentage	Annual		UK Average

Suggested Performance Measures

Ref	Description	Period	16/17	17/18	18/19	19/20
PM001	Jobs Created	Quarterly				
PM002	Businesses Investing in Ashfield & Mansfield	Quarterly				
PM003	NNDR Growth in Ashfield & Mansfield	Quarterly				
PM004	Apprenticeships Facilitated	Quarterly				