### D2N2 LEP BOARD – AGENDA

**Wednesday, 23 September 2020 (10.00am – 12 noon)**

By dial in via MS Teams (calendar invitation supplied)

<table>
<thead>
<tr>
<th>1.1</th>
<th>Welcome and Introductions</th>
<th>Verbal</th>
<th>10.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
<td>Declarations of Interest</td>
<td>Verbal</td>
<td>10.03</td>
</tr>
<tr>
<td>1.3</td>
<td>Minutes of meeting 08/07/20 and matters arising</td>
<td>Paper</td>
<td>10.05</td>
</tr>
</tbody>
</table>

#### 2. Strategic discussion

<table>
<thead>
<tr>
<th>2.1</th>
<th>Formal appointment of auditors</th>
<th>Sarah Wainwright (DCC) and Phil Handley (HSKS Greenhalgh)</th>
<th>Verbal</th>
<th>10.10</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2</td>
<td>Chair’s Report, including:</td>
<td>David Williams, interim Chair Will Morlidge</td>
<td>Paper</td>
<td>10.20</td>
</tr>
<tr>
<td></td>
<td>b. East Midlands Freeports Update</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Governance Update</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. Advisory Boards Update (ToRs annexed at <a href="#">Appendix B</a>)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>e. MPS Roundtable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>D2N2 Chief Executives Report, including:</td>
<td>Sajeeva Rose Dan Heffernan</td>
<td>Paper</td>
<td>11.00</td>
</tr>
<tr>
<td></td>
<td>a) Skills Update (with EAN employers annexed at <a href="#">Appendix A</a>) and presentation on Careers Hub activity</td>
<td></td>
<td>Presentation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) Business and Innovation/Growth Hub Update</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c) ESIF Update</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d) Marketing and Comms Update</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 2.4  | Capital programme Performance Update | Sajeeva Rose/Tom Goshawk | Paper | 11.30 |
|      | • Including ratifications of project approvals |                                               |        | |
### 2.5 Midlands Engine Development Corporation Strategic Business Case update
Exempt item under Local Government (Access to Information) Act

Adrian Smith

Paper

11.45

### 3. Any other business

Dates for 2021 D2N2 Boards (all 10am – 12 noon, calendar invites to follow):

- Wed 27/1/21
- Tue 23/2/21
- Wed 19/5/21
- Wed 7/7/21
- Tue 21/9/21
- Tue 23/11/21

11.55

### 4. Date of next meeting: Tuesday, 24 November, 2020 (10 am – 12 noon)
**Item 1.3: DRAFT Key Decision/Action Points from Board**

**D2N2 LOCAL ENTERPRISE PARTNERSHIP BOARD MEETING**

Wednesday, 8 July, 2020

By Teams Dial-In

Interim Chair  David Williams

Minutes  Sally Hallam

**1. Present and Apologies**

**D2N2 Board Members in Attendance**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graham Cartledge</td>
<td>Business Representative</td>
</tr>
<tr>
<td>Cllr Kay Cutts, MBE</td>
<td>Leader, Notts County Council</td>
</tr>
<tr>
<td>Jane Howson</td>
<td>VCS Representative</td>
</tr>
<tr>
<td>Cllr Barry Lewis</td>
<td>Leader, Derbyshire County Council</td>
</tr>
<tr>
<td>Cllr David Mellen</td>
<td>Leader, Nottingham City Council</td>
</tr>
<tr>
<td>Prof Kathryn Mitchell</td>
<td>H E Representative</td>
</tr>
<tr>
<td>Cllr Chris Poulter</td>
<td>Derby City Council</td>
</tr>
<tr>
<td>Emma Rigler</td>
<td>Business Representative</td>
</tr>
<tr>
<td>Cllr Simon Robinson</td>
<td>Rushcliffe Borough Council</td>
</tr>
<tr>
<td>Viv Russell</td>
<td>Business Representative</td>
</tr>
<tr>
<td>Jayne Mayled</td>
<td>Business Representative</td>
</tr>
<tr>
<td>Cllr Alex Dale</td>
<td>Leader, NE Derbys DC</td>
</tr>
<tr>
<td>Dawn Ward, CBE</td>
<td>F E Representative</td>
</tr>
<tr>
<td>David Wright</td>
<td>Area Lead D2N2, BEIS</td>
</tr>
<tr>
<td>Susan Caldwell</td>
<td>LEP Senior sponsor, DIT</td>
</tr>
</tbody>
</table>

Also in attendance

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Ashworth</td>
<td>Strategic Director, Derbyshire County Council</td>
</tr>
<tr>
<td>Gill Callingham</td>
<td>rep for N E Derbyshire DC</td>
</tr>
<tr>
<td>Nicki Jenkins</td>
<td>rep for Nottingham City Council</td>
</tr>
<tr>
<td>Scott Knowles</td>
<td>CEO, East Midlands Chamber</td>
</tr>
<tr>
<td>Anthony May</td>
<td>CEO, Nottinghamshire County Council</td>
</tr>
<tr>
<td>Kath Marriott</td>
<td>CEO, Rushcliffe Borough Council</td>
</tr>
</tbody>
</table>

James Patterson-Waterston, Vivid Economics (presenter)

**Officer Support**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sajeeda Rose</td>
<td>Chief Executive, D2N2</td>
</tr>
<tr>
<td>Tom Goshawk</td>
<td>Head of Capital Programmes, D2N2</td>
</tr>
<tr>
<td>Frank Horsley</td>
<td>Head of Business and Innovation, D2N2</td>
</tr>
<tr>
<td>Will Morledge</td>
<td>Head of Strategy and Policy, D2N2</td>
</tr>
<tr>
<td>Rachel Quinn</td>
<td>Head of People and Skills, D2N2</td>
</tr>
<tr>
<td>Rob Harding</td>
<td>Head of Marketing and Communications, D2N2</td>
</tr>
</tbody>
</table>

**Observers**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tim Freeman</td>
<td>Deputy MD, Toyota Manufacturing UK</td>
</tr>
<tr>
<td>James Brand</td>
<td>MD, United Cast Bar Ltd, Chesterfield</td>
</tr>
</tbody>
</table>
Apologies

Apologies were received from Chair Elizabeth Fagan, Board member, Karen Smart and from Peter Handford, Derbyshire County Council (s151 officer)

1.1 Welcome and Introductions

The Interim Chair welcomed all attendees to the meeting and extended a particular welcome to Cllr Alex Dale, new leader for North East Derbyshire and to Tim Freeman and James Brand, the two new Board members who would be joining the Board from September, 2020 and who were attending as observers for this meeting.

On this final meeting of their tenure, David thanked outgoing members of the Board, Paul Harris, Jane Howson, Prof Kath Mitchell and Dawn Ward and also recorded thanks to Cllr Martin Thacker and to Karen Smart, who was stepping down due to a move away from East Midlands Airport to take up the role of Managing Director for the Manchester Airport.

1.2 Declarations of interest

The Chair reminded all Members that Declarations of Interest should be stated to be recorded where an interest arose.

No declarations were made.

1.3 Minutes of last meeting and matters arising

The Minutes of the previous meeting held on 19 May, 2020 were confirmed as a true record.

The Chief Executive provided an update on the 3 matters arising from the last meeting:

- The team had started the development of a D2N2 wide Inward Investment Strategy;
- Good collaboration was underway with both LRFs in the region in relation to recovery planning and the work of the D2N2 Economic Recovery Board;
- A Digital Strategy was being developed with an initial focus on skills.

2.1 COVI-19 Update Report

The Chief Executive introduced her report updating Board on D2N2’s response to supporting the economy, including an overview on D2N2 and partner response, analysis of key findings, an update from the D2N2 Economic Recovery Board and the draft D2N2 Economic Recovery Framework.

Will Morlidge, Head of Policy and Strategy was invited to take the Board through a slide presentation summarising the main points of the report.

WM thanked both the universities and local authorities for their assistance with compiling data and provided an update on emerging evidence. The Growth Hub had now assisted with over 1,800 business enquiries and the percentage of recorded redundancies had regrettably started to show an increase from the initially quoted 4-5% figure up to 7%.

Sectors that were being significantly impacted included manufacturing, retail, visitor economy and education. There were clear indications from the statistics that lower-skill, low-
wage jobs were most at risk and women and young people bore the brunt of the impact in these jobs.

Nottingham had the highest rate of unemployment, possibly due to the larger numbers of young people in the workforce. Furlough data also pointed to likely hotspots in Mansfield, High Peak, Chesterfield and Derbyshire Dales.

WM drew Board’s attention to the draft Recovery Framework, which had been drawn up around the five “foundations of productivity” underpinning the National Industrial Strategy. He confirmed that Government had indicated clearly that Local Industrial Strategies should continue to be developed and informed Members that the D2N2 LIS was being reviewed to pick up on the key impacts of Covid-19 to incorporate the regions recovery ambitions.

In response to a question from Cllr Mellen regarding whether the figures related to where people lived vs worked, WM confirmed that currently statistics were residence-based, but that more detailed information was awaited when available from Government.

Cllr Poulter referred to the LEP-wide representation of businesses invited to Ministerial meetings and asked that a list of attendees be circulated for information.

Board NOTED the report.

ACTIONS:

- Sajeeda Rose to circulate list of businesses represented at Ministerial meetings.

Item 2.2 Chair’s Report

David Williams introduced his report updating members on significant developments since the last meeting, including:

i) the Local Industrial Strategy (LIS);
ii) East Midlands Freeport;
iii) Advisory Boards update;
iv) MPs roundtables;
v) Board recruitment update.

i) LIS Update

The Chair drew attention to the notes in the report and to the further information supplied on the two new frameworks on inclusion and sustainable growth that were to be incorporated. He asked members to read through and feed back comments. David Williams commented that whilst a good starting point, he had some reservations about whether the inclusion strategy was currently specific enough about BAME inclusion.

Jane Howson reported that the Inclusion Framework had been co-developed with wide input from the third sector and, from experience of drafting inclusion documentation within the third sector, she would be cautious about specifically highlighting any one group as against another and instead maintaining by definition an inclusive approach.

ii) Freeport Consultation

DW reported that the D2N2 response to the Government’s consultation on Freeports was due in on 13 July, 2020 and asked for any final comments. None was offered.
Board ENDORSED the draft freeports consultation response and delegated final approval to the interim Chair.

iii) Advisory Boards Update

The interim Chair drew attention to detailed notes in the report before inviting Advisory Board Chairs to add comments.

For the newly-merged Business Growth and Innovation Board, Frank Horsley confirmed that revised Terms of Reference were being prepared, which would focus on adding value, driving adoption amongst SMEs, raising investment in R&D in line with the Place Strategy and developing innovation assets. A meeting would be held with partners in August to finalise details.

For the People and Skills Board, Prof Kath Mitchell confirmed the allocation of funding from DfE for digital skills development as a welcome step in supporting the delivery of digital skills. She indicated her view that the next skills area for attention would be the health sector, with known training needs in both the clinical environment and medical technologies.

David Williams expressed thanks to Prof Mitchell for chairing the People and Skills Board and her assistance in handing over to her successor as HE rep/People and Skills Board Chair, Prof Shearer West.

For the Place Board, David Williams as Chair of this group confirmed the need to finalise a pipeline of projects in readiness for future funding opportunities.

The Chief Executive commented that in light of the review underway for the Business Growth and Innovation Boards, the whole governance model would be reviewed to ensure that the focus and membership remained fit for purpose and aligned to the priorities of the LIS and emerging recovery strategy. A report will be brought back to the September board with revised terms of reference and proposed workstreams and membership.

iv) MP Roundtables

The interim Chair reiterated the positive impact of the group MP meetings, which would continue on a regular basis, with the next ones planned towards the end of the summer break.

Board NOTED the Chair’s report.

ACTION: DW/SR to submit final agreed Freeport consultation response following agreed endorsement at (ii) above.

2.3 Chief Executive’s Report

Sajeeda Rose presented her report updating Board on items including:

a) Skills Update;
b) Growth Hub Update;
c) ESIF Update;
d) Marketing and Communications Update.

and referred members to the notes under each item.

On Skills delivery, in addition to approval of the extension of the North Derbyshire Careers Hub, the Chief Executive confirmed the development of online resources for use by training providers and also welcomed soon-to-be Board member, James Brand as one of the new
Enterprise Advisors.

Partnership working with those expressing an interest in delivering an Institute of Technology was ongoing. Regular dialogue was taking place with colleges and HE providers across the area.

The critical work of the Growth Hub had been demonstrated with continued high levels of interest in applications to the D2N2 Business Investment Fund. Additional funding was expected via ERDF, with £30m being made available across all LEPs, spread across visitor economy and grants for covid adaptations.

SR confirmed that work was ongoing within Marketing and Comms to continue to strengthen relationships with our key partners and to ensure that all businesses understood what was available to them in the region.

She confirmed that D2N2’s new website was due to launch w/c Monday, 13 July, 2020.

Board NOTED the report.

2.4 Capital Programme Performance Update

The Chief Executive introduced a report providing an update on the performance of the D2N2 Capital Programme and detailing the latest updates of all programmes as presented to the Investment Board on 16 June, 2020.

SR confirmed that the existing LGF fund was in its final year, with £40m left to deliver in this year. Confidence was high with the current pipeline that full delivery would be achieved, with a buffer included to mitigate against underspend.

She directed Members to consider the two projects for Castleward and NTU Nursing and Allied Health with a view to confirming the decisions of the Investment Board to fund.

Sajeeeda Rose also drew Members’ attention to the outcome of the submission to MHCLG in June of 18 ‘development-ready’ projects to stimulate the economy and provide job creation. From an initial bid for £93m, £44.4m had now been allocated by Government, the fifth highest award in the country and a good reflection of the credibility of this LEP and its ability to deliver.

She confirmed that the next step was to re-score and independently test the proposed schemes for deliverability and scaleability, with a deadline of Monday, 13 July to complete this and for projects to be re-submitted to Government by 17 July, 2020. Once the scoring and independent moderation was completed and approved by the interim Chair the final list would be shared with the board prior to submission.

In response to a question by Prof Mitchell as to whether projects could be scaled up, David Wright of BEIS confirmed that whilst new projects could not be added at this stage, re-prioritising and scaleability options were open to the LEP to use if required.

Board RECEIVED the report.

Board RATIFIED and CONFIRMED the decision of the Investment Board to invest £1.5m of Local Growth Fund to the Castleward Project in Derby

Board RATIFIED and CONFIRMED the decision of the Investment to invest £580,000 of Local Growth Fund to the NTU Nursing and Allied Health Project at West Notts College, Mansfield
Board **RATIFIED and CONFIRMED** the decision of the Investment Board to endorse two new projects on to the Capital Programme.

Board **GRANTED** the change request for Riverside Business Park.

Board **NOTED** the Pipeline Call review process and the projects submitted to Government and endorsed the proposal to re-submit re-prioritised bids, signed off by the interim Chair, to Government by 17 July, 2020.

### 2.5 Capital Programme Additional Item: LGF Woodville Swadlincote

The Chief Executive introduced an additional report detailing a bid for LGF funding for the Woodville Swadlincote project, before inviting Head of Capital Programmes, Tom Goshawk to take Members through a short summary presentation.

TG explained that the project was being directly presented to the LEP Board, rather than via the Investment Board to enable it to progress in time and achieve its September start on site.

A full business case had been submitted and reviewed. The submission complied with all aspects of the Local Assurance Framework apart from the requirement to own all land and a completed procurement process.

The value of the project was £13.4m in total with £6.4m LGF input. It would provide 300 new homes and create 3,100 new jobs for the local economy.

Board was asked to approve the project and to release the remaining £6,400,000 of LGF subject to the confirmation of the procurement exercise and Compulsory Purchase Order sign off.

Board **APPROVED** £6.4m of Local Growth Funding for the Woodville Swadlincote Regeneration Route Project.

### 2.6 Midlands Engine Development Corporation Strategic Business Case Update

Anthony May from Nottinghamshire County Council introduced a confidential report updating Board on the Midlands Engine Development Corporation Strategic Business Case.

Board **RECEIVED** the report.

### 3. East Midlands Freeport Presentation

The interim Chair welcomed James Patterson-Waterston from Vivid Economics to the meeting before inviting him to deliver a confidential presentation to Members covering an overview of Freeports, draft consultation response and next steps.

Board **RECEIVED** the paper and presentation with thanks.

### 4. Any other business

Board **RECEIVED** an update paper on HS2 for information.

### 5. Date of next meeting

Wednesday, 23 September, 2020 (10.00am – 12.00 pm) – joining details to follow.
1. INTRODUCTION

1.1 This report updates members on significant developments since the last Board meeting, specifically:

   a. Economic Recovery and Growth Plan
   b. East Midlands Freeports Update
   c. Governance Update
   d. Advisory Boards Update
   e. MPS Roundtable

2. RECOMMENDATION

Board is asked to NOTE the report and:

- Endorse the draft Economic Recovery Growth Plan
- Approve the proposed changes to the Governance model

3 ECONOMIC RECOVERY AND GROWTH PLAN

A draft of the D2N2 Economic Recovery and Growth Strategy (ERGS), is attached for Board discussion and comment (APPENDIX A. A presentation will be provided at the meeting).

The plan builds on the Draft Local Industrial Strategy agreed by the board in March, 2020 and incorporates the need to rebuild and recover from the impact of Covid-19 on the regional economy.

The draft strategy still has at its heart the core vision from the Local Industrial Strategy of a green, inclusive and more productive economy and maintains the 3 core propositions agreed within the LIS. In line with national best practice across the LEP network we have reviewed the LIS and revised the original propositions based on the emerging evidence on impact and re-aligned where necessary to ensure that the short term needs are built in, along with maintaining the longer term ambitions for the region.

Following input from the Economic Recovery and Growth Board, this latest draft has been informed by a mapping exercise of the recovery plans from the Local Resilience Fora and respective local plans where they exist, to bring together a comprehensive region-wide
plan where it was appropriate to do so, whilst recognising that some activities will still be locally specific in their respective plans.

This enabled us to bring together relevant areas of work from local to regional and regional to local to promote consistency and reduce overlaps. It also enables the sharing of ideas between the five local steering groups. The findings have been shared with the cities and counties and wider partners through the D2N2 Recovery Board and will continue to be refined, including prioritisation to sharpen its focus. Partner feedback has been requested by the end of September.

The intention is for the plan to form the basis of an ongoing dialogue with Government and provide a high level strategic narrative to lever in additional investment into the region through future funding sources to deliver the ambitions within the plan. In part this will be through influencing the Comprehensive Spending Review but also a longer term and ongoing dialogue to secure investment through different agencies and government departments along with partner commitments to deliver the ambitions within the plan.

We are also working through the LEP network to lobby for investment to support regional recovery plans from the Comprehensive Spending Review and, in particular, from the UK Shared Prosperity Fund or its equivalent.

In terms of the plan, the following issues came through as having or needing a local lead:

- Design and delivery of employment programmes for hard-to-reach groups
- Apprenticeship levy pooling/flexibility
- Support to local priority sectors (eg Nottingham: culture)
- Business support for reopening
- Adaptations for town/city centres
- Delivery of capex/infrastructure delivery including housing retrofits

There will still be a role here for D2N2 in terms of helping to identify and secure the funding needed and to support best practice sharing.

The following issues came through as having or needing a regional lead, whilst recognising that there is still a local role here in ensuring that local needs are still reflected in regional plans:

- Coordination of careers support
- Support to regional priority sectors/supply chains
- Business support for growth and diversification
- Innovation
- Skills supply for emerging/growing sectors, esp low carbon
- Capex/infrastructure investment strategy
- Inward investment

**Sharing of ideas**

There are many ideas which appear in some or all of the five plans/strategies which are being reviewed. For example, all recommend that we review the programme of support from the Growth Hub once we are through the immediate crisis to ensure that the offer keeps up with the changing needs of the economy. Examples of ideas included in just one plan which have now been shared include:
• Assessing the potential role for volunteering in the recovery: Derbyshire
• Programme to develop business investor readiness: Derby City
• Reviewing the key sectors for inward investment support: Nottinghamshire
• Immediate focus on access to finance: Nottingham City
• Develop a regional PPE strategy: D2N2

We will continue to use the local recovery meetings and Analytical Group to share developing ideas.

Finally, we have joined the Emergent Alliance, a group of organisations founded by Rolls Royce and including Experian, IBM and Google amongst many others who have committed to pro bono support to tackle Covid-19 through sharing of technology, data and analysis. We will be the first LEP and Nottingham the first city in which the Alliance tests new tools to understand the current and anticipate the future impacts of Covid-19 on the economy and health. If we develop anything that works and has a demonstrable impact on service design and delivery, we will work with the Alliance to ensure the tools are shared nationally.

RECOMMENDATION: Board Members are invited to consider and endorse the Draft Economic and Recovery Plan and continue to refine in preparation of a dialogue with Government during the Comprehensive Spending Review period.

4. EAST MIDLANDS FREEPORT

Following the presentation at the last board meeting the East Midlands Freeport Working Group jointly chaired by the CEOs of D2N2 and LLEP LEP’s finalised and submitted the response to the Government’s Consultation on Freeports, alongside ongoing work to develop the region’s proposal for a freeport centred around the East Midlands airport area.

A formal response from Government on the consultation is expected over the coming weeks and no later than the middle of October in line with the formal 12 week consultation process. It has been suggested that the consultation process may be accelerated and combined with a formal launch for submissions.

In anticipation of a formal launch of the competition to select 10 freeport sites across the UK, work has continued over the summer with partners and in particular with the landowners to identify the potential sites that could make up the East Midlands Freeport area. Alongside the site selection, the appointed consultants to support the working group - Vivid consultancy - have been working closely with the Development Corporation consultancy team to share data on the economic case for the freeport to ensure consistency and alignment with the business case being prepared for the Development Corporation area.

There are a number of areas of unknowns which will shape the final proposition for the East Midlands, including the extent and nature of development incentives, the proposed arrangements over customs and tariffs and the expectations over the operating model for the freeport and its inter-relationship with individual landowners and the public sector including the Development Corporation.
Therefore, once the formal policy confirms each of these issues the working group partners will be in a better position to finalise the proposition.

Freeports remain a key element of the Government’s policy as part of the response to stimulating economic growth post-Brexit and as part of the levelling up agenda and critically Covid-19 recovery.

The proposal for an East Midlands Freeport also has the strong backing of many of the regions MP’s who helped to facilitate a session with the Chief Secretary of the Treasury Stephen Barclay to lobby him on the East Midlands Proposition.

Stephen Barclay reiterated the Government’s commitment to Freeports and indeed the Chancellor’s own personal commitment to delivering freeports across the UK.

5. GOVERNANCE UPDATE

The D2N2 Board approved the implementation of a new governance model at the January, 2019 Board meeting to improve the way in which it enabled a stronger collaborative model for partnership working. It was agreed that we would continue to keep the structure under review to ensure it continued to deliver the original objectives agreed by the Board.

The unprecedented impact of Covid-19 on what we do and how we do it made this a sensible time to review whether our governance and reporting arrangements remain fit for purpose. We have identified some changes to help make our work more coherent and focused.

Changes already implemented include:

- Merging the Business Growth and Innovation Advisory Boards
- Creating the time limited Economic Recovery Board and Analytical Group
- Bringing the Energy Strategy Group under the aegis of the Place Board
- Increasing the focus of the Rural Reference Group from ESIF-only to offering wider support and challenge on our approach to rural issues.

The terms of reference for all the Advisory Boards have been revised and considered by their respective board at their last meeting. A summary of the proposed amendments are included within the respective board updates and a full set of the revised terms of reference are attached at APPENDIX B for consideration.

Further recommendations:

1. In order to secure a call on LEP resources, all current and future activities should explicitly state how they support our Delivery Plan and/or Economic Recovery and Growth Strategy.
2. D2N2 creates a progress dashboard for all Advisory Boards and the LEP Board to ensure that there is a consistent focus on driving performance.
3. Advisory Boards be empowered to create sub-groups to take forward specific strands of activity where helpful.
4. All projects looking to access D2N2 funding adhere to a monitoring and evaluation framework and will aim to deliver on the impacts outlined in our social inclusion and sustainable development frameworks.

**Performance Tracking**

At present there is no single consistent approach within our governance to the setting and monitoring of performance targets for elements of our delivery. While we have a high-level annual Delivery Plan (DP) that is agreed with Government and the LIS agreed by the Board in March 2020, they are not routinely used to drive conversations about performance. We believe that by identifying which elements of the DP and LIS should be owned by which governance groups we will enable those groups and the LEP Board to be more confident in challenging D2N2’s performance. As we are also in the process of updating the LIS to become an Economic Recovery and Growth Strategy, the emerging priorities in that document also need to be part of this discussion.

To aid the boards to focus on key performance issues, we believe that each board should be provided a dashboard to demonstrate progress on key indicators. In some cases these will be about specific programmes, in the way that the Investment Board already receives an update on our LGF programme spend and project performance. In other cases, it may be about wider economic indicators which we are trying to influence, such as productivity or employment rates. Most will be a combination.

A draft “Recovery Dashboard” is already with the Economic Recovery Board for comment, and a dashboard has already been requested by the Energy Strategy Group, so we will use responses to shape our approach to other dashboards, moving next to those for the LEP Boards and ABs.

Crucially, these dashboards will show how the indicators proposed link to the ten LIS propositions, any new propositions from the recovery strategy and/or targets in the DP. This will not only help us to track progress but to challenge the need for and validity of work that cannot demonstrate how it supports our agreed priorities.

Finally, the scope of the ABs is broad, and both Covid-19 and a rapidly increasing focus on digital have the potential to broaden them further. We propose that ABs are can create new or co-opt existing sub-groups to support their work, so long as the ABs are able to identify and secure any additional resources, eg secretariat support, to make those groups work effectively. D2N2 will produce a template terms of reference document that can be adapted.
Draft model of how D2N2’s governance links to the Economic Recovery and Growth Strategy

1.1 Education and Employment
1.2 Business Support
1.3 Innovation
2.1 Key Development Sites
2.2 Decarbonising Housing
2.3 Clean Growth
2.4 Low Carbon Leadership
3.1 Inclusion
3.2 Integrated Infrastructure
3.3 Place
4 Recovery from Covid-19

Board members are asked for their formal approval of the revised terms of reference and proposed reporting arrangements for the advisory boards.

6 ADVISORY BOARDS

Since we last met as a Board all the boards have met and below are highlights from each board. In addition I will invite each Advisory Board Chair to provide an update at the meeting.

The People and Skills Advisory Board met on 26 August, 2020 and served as a handover from the former Chair, Prof. Kathryn Mitchell to the new Chair, Prof. Shearer West.

The meeting reviewed governance arrangements and endorsed the following proposals:

- To create 3 standing Sub-Groups to oversee areas of responsibility in more detail and report back on a regular basis:
  - Careers and Young People;
  - Employment;
  - Skills for Growth
• To amend Terms of Reference to include terms of 2 years (by rotation) for District 
Local Authority, FE and HE members and 3 years (with the option for 
reappointment for a second term) for Business and School representatives.

The meeting also agreed a 3-year action plan for increasing Digital Skills in D2N2. The 
plan included a range of proposals to deliver universal digital user upskilling (adults and 
young people), growth in supply and uptake of higher digital skills for industry and 
promotion of roles in building and developing digital infrastructure. The plan sets out 
clear responsibilities of partners with a high-level objective to reduce the number of 
working age adults in D2N2 lacking one or more of the core digital skills from 20% to 
10%.

The next meeting will take a similar approach to agreeing a People & Skills action plan 
for Covid-19 recovery. All actions will be allocated to a relevant sub-group to monitor 
progress.

The Place Board met on 24 August and held a workshop session to consider the impacts 
of Covid-19 to the way in which our Places function and what that might mean for future 
policy and investment decisions.

The session heard from two external presenters to set the scene before having an open 
workshop to explore a range of ideas.

Mel Wilson, Assistant Director in the Cities Advisory team at Deloittes, shared her 
perspectives and experience from supporting other places across the UK. This was 
followed by a presentation by Professor Peter Murphy from NTU on the implications of the 
Planning White Paper on the way in which places will be developed out in the future.

The group then considered what the future of places and spaces might look like across 
different parts of D2N2, and how we seize the opportunities from the current changes to 
the way we live and work for the long term particularly in terms of promoting a more 
sustainable and low carbon way of living and working.

In terms of next steps in the first instance it has been agreed that the Infrastructure sub-
group of the Place Board consider what the impact will mean for planning for future 
infrastructure both physical and digital.

The board meeting also considered the revised terms of reference for the Place board 
which proposed the following key workstreams:

• Infrastructure and connectivity – including digital connectivity and sustainable 
transport
• Acceleration of housing delivery as part of wider place making;
• Shift to low carbon and sustainable living;
• The revitalisation of our Towns and Cities – through the development of 
  transformational place priorities and supporting the Town Deal areas
• Overseeing the Enterprise Zones on behalf of the D2N2 Board;
Business Growth & Innovation Advisory Board- Following the review and proposals endorsed in June, the new single Business Growth & Innovation Advisory Board met for the first time on 10 September, 2020.

Membership has been reviewed to ensure all key stakeholder groups remain represented and specialist advice retained in key areas of work whilst numbers are manageable. In order to maintain a focus on innovation, it was agreed that the Deputy Chair of the Advisory Board should be nominated from one of the University representatives.

The endorsed Terms of Reference includes operating principles to ensure the Advisory Board provides added value to partnership activity and roles and responsibilities that directly link to the 5 key themes of focus:

- Enterprise/Business Support
- Access to Finance/Business Investment
- Innovation/R&D
- Place Promotion and Inward Investment (including Visitor Economy)
- International Trade

Where appropriate, theme activity will be governed by either an existing or a newly established group that will set about establishing action plans to support delivery of the new D2N2 Economic Growth and Recovery Plan. For enterprise and business support, this will be the Growth Hub Executive Board thereby formally linking the operational governance of the Growth Hub project with D2N2 strategic oversight.

MP ROUNDTABLES

A plan of engagement for our local MPs has been implemented to support our activities and promote the policy, political and parliamentary work we undertake. As part of this, we have been organising group meetings with our local MPs.

On 15 July, 2020 D2N2 together with the Leicester and Leicestershire Enterprise Partnership (LLEP) and Conservative MPs from Leicestershire, Nottinghamshire and Derbyshire met with Steve Barclay, the Chief Secretary to the Treasury to discuss our East Midlands Freeport Proposal.

We are meeting again with the D2N2 Conservative MPs on 30 September and the D2N2 Labour MPs on 6 October.

David Williams
Interim Chair
23 September 2020
Item 2.2 Appendix A

THE HEART OF THE UK’S RECOVERY AND GROWTH
FOREWORD

We are the heart of England. Our place is Derby, Derbyshire, Nottingham, and Nottinghamshire, home to 2.2 million residents with a vibrant blend of cities, towns, and rural areas. We have a proud industrial heritage, which has shaped the global economy and will continue to influence our future.

Today, we are in the midst of one of the greatest challenges many of us have ever seen, overturning many long-held assumptions about how we live and work. The Covid-19 pandemic has had a severe impact on our social, economic and commercial institutions; there has also been considerable human impact of the pandemic. The past few months have seen a terrible loss of life, while frontline and essential workers have worked tirelessly to keep vital services, industries and shops open.

As we look forward, we must build on our pioneering spirit and distinctive strengths to boost advances in science and technology and improve connectivity, productivity, to rebuild and shape the places where we live so that we are even stronger.

Our Local Industrial Strategy (LIS) was built on a detailed evidence base and set out the framework for productivity growth in D2N2. These ambitions remain not just relevant but vital to ensuring our recovery and rebuilding is consolidated and our economy returns on the path towards long term growth for all parts of our region.

Building on the foundations of our LIS, our Economic Recovery and Growth Strategy sets out a clear vision for the D2N2 area up to 2030. Our region has an integral role to play not just for the UK but for the global recovery. Our principles will be the basis of discussions with government on the support our region needs, as we contribute to the national recovery effort.

It is a plan that focuses on evidence-based economic recovery and rebuilding, skills needs and low carbon innovation. With the government targeting a net zero carbon balance by 2050, clean low carbon growth features firmly in our plans and how we are leading the responses to future energy challenges.

We continue to support our region with compelling proposals, including a newly forming locally-led Development Corporation and our ambition to realise a Freeport Enterprise Zone. This joined-up approach to growth in our region is testimony to the strengthening working relationships across the East Midlands and beyond.

However, none of this can happen without the right investment in skills and our people. We want to build on our successes and align our education and skills systems with business needs to aid recovery interventions, and support businesses to access the talent needed for the current and next generation of our industries, and in turn equip our people with the skills and pathways to succeed.

Our Economic Recovery and Growth Strategy will only be as strong as the partners who will help deliver it. Significant work has already been initiated by partners across our region to develop recovery plans focused on achieving strong, sustainable, and inclusive economic recovery. We will continue to build on our local expertise and relationships to adapt to the future and identifying the strengths and opportunities that will develop our local economies and improve future resilience.

I have been delighted by the level of engagement we have had from our small, medium and large businesses, local authorities, HE, FE, and the third sector. They sit at the heart of this work and will lead the drive towards a more productive and skilled workforce, with a cleaner and greener future for our cities and towns.
DRAFT ECONOMIC RECOVERY AND GROWTH STRATEGY

By focusing initiatives on unleashing the huge potential of our people and driving a step-change in our economy, we can unlock more equitable and inclusive growth across all parts of our region. We want everybody who lives and works here to participate fully in our exciting future.

We are proud to be at the heart of the country, and we are proud to champion our places, our people, our recovery, our rebuilding and our growth.
ONE PAGE SUMMARY

Our Economic Growth and Recovery Strategy retains the three guiding principles and ten key propositions from the draft Local Industrial Strategy, which we shared with Government in March 2020. We have updated these propositions and objectives in the light of Covid-19 and provided clarity on where the LEP will take a leading role and those areas in which we will support our local partners.

<table>
<thead>
<tr>
<th>Guiding Principle #1</th>
<th>Guiding Principle #2</th>
<th>Guiding Principle #3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Productivity:</strong></td>
<td><strong>Low Carbon Growth:</strong></td>
<td><strong>Connectivity &amp; Inclusion:</strong></td>
</tr>
<tr>
<td>Lead a bold new way of bringing together the education and skills, innovation and business support systems to support our people and businesses to thrive.</td>
<td>Lead the most ambitious carbon turn-around in the country.</td>
<td>Deliver physical and digital connectivity-led growth to all parts of our region.</td>
</tr>
<tr>
<td><strong>Proposition 1.1: Education and employment</strong></td>
<td><strong>Proposition 2.1 Key development sites</strong></td>
<td><strong>Proposition 3.1 Inclusion</strong></td>
</tr>
<tr>
<td>Ensure that D2N2 has the most joined-up and responsive skills ecosystem linked to and driven by employer need.</td>
<td>Develop our existing fossil-fuel based power generation sites, including Ratcliffe-on-Soar, as a next generation example of zero carbon powering, inventing and upskilling – a pioneer and global leader in clean growth.</td>
<td>Support inclusive growth across the whole region; with a focus on improving social mobility and health and wellbeing.</td>
</tr>
<tr>
<td><strong>1.2 Business Support</strong></td>
<td><strong>2.2 Decarbonising housing</strong></td>
<td><strong>3.2 Integrated infrastructure</strong></td>
</tr>
<tr>
<td>Be regarded as the leading region for high-quality account management of businesses, making D2N2 the most attractive environment for businesses to start up, invest and grow.</td>
<td>From concept to end-user: developing a clean, strong and innovative construction and housing supply chain with test beds at locations including Mansfield and Toton in Nottinghamshire.</td>
<td>Promote an integrated systems approach to ensure people can access skills and employment locally, and across our region from rural locations through to towns and both of our cities.</td>
</tr>
<tr>
<td><strong>1.3 Innovation</strong></td>
<td><strong>2.3 Clean growth</strong></td>
<td><strong>3.3 Place</strong></td>
</tr>
<tr>
<td>Build on our existing regional innovation assets such as our world class anchor institutions, key and emerging growth sectors and manufacturing excellence that drive our competitive advantages.</td>
<td>Use our natural assets, including Sherwood Forest and the Peak District National Park, to achieve our clean growth ambitions and promoting them as key visitor destinations.</td>
<td>Support the recovery and growth of our cities, towns and economic corridors to improve quality of place and economic prosperity in the wider region. Ensure that development opportunities are unlocked, and the visitor economy bolstered, to enable wider place-making and productivity objectives.</td>
</tr>
<tr>
<td><strong>2.4 Low Carbon Leadership</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
OUR VISION

‘Visionary minds rebuilding for greener growth.’

Our USP

As the heart of England, D2N2 is pursuing low carbon growth to power the jobs and businesses of the future. We are the advanced manufacturing capital of the UK, with more manufacturing jobs than any other LEP and the second highest manufacturing GVA (£8.1bn). We are the birthplace of both the first industrial revolution and the original national park demonstrating our regions unique interrelationship between industry and nature.

Through leading a skills revolution linked to automation, innovation and digitalisation, we will continue to build a modern and agile economy rooted in our manufacturing strength and innovation excellence based on the largest cluster of transport manufacturing and R&D in the country. The combination of these assets and heritage makes D2N2 uniquely placed to demonstrate how the move to a low carbon economy can be achieved.

Our approach

Our economic recovery and growth strategy will address new unprecedented economic challenges while still enabling us to take advantage of the long-term opportunities for our region, such as: HS2 at Toton and Chesterfield: working with the Midlands Engine on the redevelopment of the Ratcliffe-on-Soar Power Station: the advanced manufacturing and food technology clusters around Infinity Park and Pride Park in Derby: the thriving digital, creative and bioscience industries in the Core City of Nottingham: and our proposition for an East Midlands Freeport Enterprise Zone together with our colleagues in Leicester and Leicestershire, to name a few.

The immediate impacts of Covid-19 on our economy are clear. Levels of unemployment have risen dramatically more than doubling in some of our rural areas. This reflects the broad impact of Covid-19 and lockdown measures on key employment sectors such as retail, hospitality, leisure and catering. We also face more geographically specific impacts, such as the knock-on impacts from international travel restrictions on the aerospace sector on the globally-significant high-tech manufacturing cluster centred around Rolls Royce in Derby. Some pre-existing inequalities are being made worse: women are over-represented in the sectors most affected by lockdown measures, threatening the improvements we have seen in rebalancing gender inequalities in the workforce.

The longer-term impacts are less certain, but we are building our capacity to plan for the likely scenarios. 2020 has seen a dramatic increase in remote working exploiting digital technology, hardware and infrastructure. As a region, we will develop digital and infrastructure strategies that reflect this new reality, looking to ensure that we get the balance right between investment in new skills, innovation and infrastructure to ensure the benefits can be consolidated and exploited. However, while we do not know how long-lasting some of these changes in behaviour will be, we do know that large numbers of people have lacked the hardware or infrastructure to take advantage of

---

1 D2N2 unemployment tracker
2 University of Derby/D2N2: Employment Risks: Analysis of impact on local occupations and skills (online summary)
these opportunities. Nor do we have an understanding of societal impacts, such as how changing patterns of behaviour will affect mental health in the long term.

Even without the challenge of Covid-19, our region would be facing the twin threats of climate change and generational socio-economic inequalities. Our ambitious green revolution will act as the catalyst for a more productive and inclusive economy from which everyone living in, working in or visiting D2N2 can benefit. Our cities, towns and villages are diverse and brimming with potential. With investment in skills, mobility and digital infrastructure, we can ensure a more productive and better-connected workforce, more able to participate in and benefit from this change. Our cities, towns and villages will continue to have something for everyone.

Our purpose

As a LEP, our role is to add value to the work of our local and national partners. We have mapped the economic strategies emerging in response to Covid-19 to ensure that we are identifying gaps and opportunities, providing leadership to prevent duplication of activity and enabling the best use of resources to promote a strong recovery and long-term green growth. We will identify, prioritise and support the delivery of projects and programmes that are better delivered at regional level. We will always seek to demonstrate that through economies of scale and working across boundaries, we can offer excellent value for the public money of which we are custodians, and we will continue to support our local, pan-Midlands and national partners when they are delivering projects and programmes that are best delivered at those scales.

OUR REGION

D2N2 covers a large and diverse area; encompassing the outstanding natural assets of Sherwood Forest and the Peak District, the world’s first National Park, and the growing vibrant cities of Nottingham and Derby and historic market towns such as Buxton, Mansfield, Chesterfield, Newark-on-Trent and Worksop, serving culturally and environmentally rich rural hinterlands.

Despite stretching from the High Peaks near Manchester to the Derbyshire Dales bordering Sheffield, and down to the gently undulating Trent Valley, D2N2 benefits from a highly functional economic geography that is advantageously located at the heart of the country.

Renowned as the birthplace of the Industrial Revolution along the Derwent Valley, D2N2 is ready to be once again the spark in the engine that powers UK growth. The D2N2 economy is the 4th largest outside London and the South East. It contributes £48.4bn in GVA to the UK economy; 8.3% growth since 2012\(^3\), and our ambition is to add a further £9bn to our GVA by 2030 to reduce the productivity gap.

As the largest economy in the East Midlands, which was the only region outside London to see the value of its exports rise in the first quarter of 2020\(^4\), D2N2 will make the most of the historic opportunities for trade and investment arising from leaving the EU, and the opportunities for re-shoring highlighted by the supply chain impacts of Covid-19.

---

**Outstanding strengths**

---

\(^3\) ONS: Regional gross value added (balanced) by industry: city and enterprise regions, December 2019.

Manufacturing generates £7.2bn in GVA, ranking 3rd outside London and the South East.

One of the most functional economic geographies in the country – 92% of D2N2 workers live in the D2N2 area and 87% of D2N2 residents work in the D2N2 area.

Research strengths in Environmental Sciences and Renewable Energy, Sustainability and the Environment.

D2N2 is one of the UK’s most accessible locations – 9 million people reside within 20 miles of its boundary and 80% of the country’s population are within 4 hours drive.

D2N2 attracts around 3 million visitors and £475m in visitor spending per year, which is 70% higher than the Midlands Engine average.

We are world leaders in transport equipment manufacturing. Despite the impacts of Covid-19, D2N2 remains home to many large and global aerospace, automotive and rail manufacturers and engineers. The strength of these companies, such as Toyota, Rolls Royce, Bombardier, and their significant local supply chains, is based on strong innovation and manufacturing expertise clustered around Derby. We also benefit from the proposed East Midlands HS2 stations at Toton, between Nottingham and Derby and near Chesterfield, and we will maximise the benefits HS2 will bring through targeted investments to bring additional benefits, such as our funding for development around the train station in Chesterfield.

We are also proud of our growing life sciences cluster anchored by Boots, MediCity and BioCity in Nottingham, the third-largest in the UK, and our emerging digital tech cluster focused around Nottingham’s ‘Creative Quarter’ (36% growth between 2012 and 2018). Our strong science and innovation ecosystem is underpinned by D2N2’s three universities, (Nottingham, Nottingham Trent and Derby), six science parks and fifteen innovation centres/ incubators.

In addition to our two major cities, D2N2’s districts generate almost two-thirds of our region’s GVA and over a third of its employment takes place in predominantly rural local authority areas. D2N2’s dispersed network of towns and adjacent rural economies house key manufacturing sites, major employers and thriving small businesses.

In rural High Peak, well connected to Buxton, the Health and Safety Executive run a laboratory researching new methods in industrial safety, while the emerging digital and creative cluster around Glossop exemplifies the diversity of rural districts. Factories leading the experiment in modern methods of construction and modular housing can be found in Ilkeston, Worksop and South Derbyshire. In the southern Nottinghamshire Wolds, the historic Stanford Hall Estate has been transformed into an award-winning military centre of excellence for rehabilitation, with ambitious plans to create a national rehabilitation centre for civilians. These networks of towns and villages are home to much of our region’s workforce too.

However, there are significant differences in the socio-economic conditions experienced across D2N2’s communities, including a polarised productivity problem and a legacy of carbon-intensive industries. The disproportionate impact of Covid-19 lockdown measures on some places and groups such as women and younger workers may exacerbate these existing issues. Our cities are strong in sectors that have been particularly affected by Covid-19 and are working hard to identify opportunities to diversify. They will have a key role in driving more economic growth across our

5 D2N2: [http://www.d2n2lep.org/Growth/Invest](http://www.d2n2lep.org/Growth/Invest)
6 D2N2 analysis of Visit Britain data compiled by the Midlands Engine Economic Observatory. Three-year averages (2015-17) of visitor spending and trips are used.
7 [http://www.d2n2lep.org/key-sectors/life-sciences](http://www.d2n2lep.org/key-sectors/life-sciences)
region to ensure D2N2 is better able to compete with other regional economies such as Manchester City Region, Sheffield City Region and the West Midlands Combined Authority.

### Challenges to address

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>The labour productivity gap is persisting, with GVA per hour worked 14% below the UK average. This gap has widened over the past 5 years.</td>
<td>9</td>
</tr>
<tr>
<td>54,000 jobs are at high risk of automation with a further 413,000 likely to experience various forms of automation.</td>
<td>10</td>
</tr>
<tr>
<td>The disproportionate adverse impact of Covid-19 on some places, sectors, supply chains and demographic groups</td>
<td></td>
</tr>
<tr>
<td>13/17 local authorities within the D2N2 area are identified as ‘social mobility coldspots’.</td>
<td>11</td>
</tr>
<tr>
<td>28% higher emissions per capita than the UK average due to concentration of energy-intensive industries</td>
<td>12</td>
</tr>
<tr>
<td>Poor inter- and intra-regional rail connectivity, with many slow lines lacking electrification, and many rural areas are bypassed altogether.</td>
<td></td>
</tr>
<tr>
<td>High proportion of low skilled and low earning jobs, and long-term unemployment, made worse in some places by Covid-19 due to the high concentration of sectors experiencing lockdowns, for instance retail and hospitality in the Peak District.</td>
<td></td>
</tr>
</tbody>
</table>

As a large and growing LEP economy at the heart of the country, D2N2 is well-placed to recover and get UK Plc back on track for growth: by boosting productivity in our emerging and existing priority sectors, D2N2 could inject an extra £9bn into the economy by reaching the top quartile of European areas by GVA. However, the impact of Covid-19 has made it clear that we need to reconsider both which sectors are in need of immediate support to survive and which we can support to deliver future growth, and to reconsider in an increasingly digital world how we deliver that support.

### A PARTNERSHIP THAT DELIVERS CHANGE

These ambitious projects show D2N2’s track record of investing where the evidence tells us we can have the greatest impact on productivity:

<table>
<thead>
<tr>
<th>Investing in infrastructure</th>
<th>Key Sectors: Nottingham’s MedTech cluster</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting innovation: University of Derby Rail Research and Innovation Centre</td>
<td>BioCity</td>
</tr>
<tr>
<td>In June 2019, a £1.4m Rail Research and Innovation Centre (RRIC) was opened at the</td>
<td>BioCity was founded in September 2003 and houses over 60 companies and 500 people. The success of the initiative, which boasts a 91% start-up survival rate, has been helped by the</td>
</tr>
</tbody>
</table>

---

10 ONS, ‘Which occupations are at highest risk of being automated?’ dataset, March 2019;
11 Social mobility cold spots are areas that falls within the worst 20% of areas nationally on social mobility.
12 SOURCE?
14 D2N2 analysis of ONS data – LEP-level productivity and hours worked were forecast to 2300 for all LEPs and the required GVA needed to achieve the target productivity was calculated. £9bn is the difference between the projected GVA and GVA required to achieve the target level of productivity.
University of Derby, enabled by a grant from D2N2’s Local Growth Fund. It is both an investment in the future of a key sector where our region has globally significant impact, but also backs our businesses to lead the way on delivering low-carbon technology.

The centre will develop expertise and technology around rail transport, including the decarbonisation of railways, helping industry partners to become more innovative and productive. Three technology demonstrators have been set up focus on advancing rail design and manufacture, data analytics and artificial intelligence in the rail industry, and future rail propulsion.

Building on Derby’s strength in the rail industry, the facility will support around 80 supply chain businesses, 15 new collaborative research projects and guide 20 companies through innovation funding applications by 2022, as well as enhancing the skills of 80 or more rail sector employees.

Medical Technologies Innovation Facility (MTIF)
Nottingham Trent University’s MTIF has received £9.7m from D2N2. It will improve patient care by speeding up medical product development and getting innovations to market as quickly as possible – critical for business survival, growth and profitability.

MediCity
£750k of D2N2 funding has enabled MediCity, our flagship health, wellbeing, and life sciences facility, to create an additional 29,800 square feet of space to host a cluster of new and growing health, medical technology and life sciences sector companies. The investment has created over 300 jobs to date and benefitted over 35 companies in the sector.

Building on our historic and natural assets

Buxton Crescent
D2N2 has invested £2m into the redevelopment of one of our region’s most historic and magnificent buildings, Buxton Crescent in Derbyshire. This has enabled this vital but much delayed project (restoration began in 2003) to be realised, showing D2N2’s ability to unblock barriers.

The Grade I listed Buxton Crescent, originally built between 1779 and 1789, is undergoing a £68m redevelopment and restoration. The project will create an 80-bedroom, luxury hotel and spa business, as well as six retail units on the ground floor. The Crescent and Thermal Spa Experience and development of the Pump Room will also create a new indoor attraction for the town.

The restoration has created 350 jobs through the construction phase so far, with 140 jobs expected permanently. With a £4.5m boost to the local economy through new spa-related businesses, as well as a heightened profile for Buxton’s tourism offer, many more jobs will be created too.

Developing to deliver our skills needs

D2N2 has invested over £40m of Local Growth Funds to ensure that skills needs are met in the area and new learning opportunities are available to a new and existing workforce.

Automation and Robotics Training Centre
D2N2 has invested £693k towards the development of a new Automation and Robotics Skills centre in Mansfield. The new facility will deliver a proactive response to development of skills which will support employers and individuals to raise the level of higher skills within their future workforce in the areas of Engineering, Manufacturing and Distribution. The project will support skills delivery to over 1,100 learners and safeguard jobs for years to come in Nottinghamshire.

Chesterfield Centre for Higher Level Skills
In 2015 D2N2 invested £3.4m of LGF to the redevelopment of the historic St Helena’s campus facility in Chesterfield, Derbyshire. The
Sherwood Visitor Centre
In partnership with various bodies including the RSPB and Nottinghamshire County Council, the D2N2 LEP has part funded £500k towards the development of the new Sherwood Visitor Centre.

The centre opened to the public in 2018 and looks to attract over 350,000 visitors per annum to the area, building on the natural asset of the Sherwood Forest and attracting visitor numbers to further enhance the visitor economy in D2N2.

project worked in partnership with the University of Derby to develop new Higher-Level learning opportunities in an area where there was previously a dearth of this opportunity. The new centre since opening has focused heavily on the teaching of Nursing and Health courses, delivering qualifications to over 900 learners to date.

In response to the Covid-19 crisis, we are ensuring that we tailor our support and funding first to addressing the immediate impact of the pandemic and then to drive medium-term stability and green growth. Since the start of the crisis, we have:

- Secured over £44m of government investment in projects that will provide the stimulus for recovery, supporting over 4,800 Jobs, 3,300 Homes and 800 Learners.
- Supported over 2,800 businesses with advice on Covid-19 through our Growth Hub and delivering further targeted assistance through the COVID-19 business resilience and restart programmes
- Put in place a brokerage system to help match newly redundant workers with local employment opportunities
- Worked with businesses to develop new and innovative online resources to inspire young people about future work opportunities
OUR STRATEGY

Our strategy is underpinned by three guiding principles at the strategic level, which guide more specific propositions. They focus on recovering from the impact of Covid-19, rebuilding our economy, embracing the challenges and opportunities of new technologies and global markets and addressing the issues impeding clean, productive and inclusive growth across the D2N2 region.

1. **Productivity**: Lead a bold new way of bringing together the education and skills, innovation and business support systems to support our people and businesses to thrive.
2. **Clean growth**: lead the most ambitious carbon turn-around in the country;
3. **Connectivity**: Deliver connectivity-led growth to all parts of our region.

Our strategy is guided and monitored by the partners represented on our governance groups. The LEP has recently revised its governance structures to take in to account a formal response to the Covid-19 pandemic and streamlined our advisory boards to achieve efficiencies in delivery.

This strategy brings together the key priorities for the region and identifies the areas in which we want to have a dialogue with government on co-investment to deliver the ambitions in the plan to realise its growth potential.
GUIDING PRINCIPLE #1: PRODUCTIVITY

Lead a bold new way of bringing together the education and skills, innovation and business support systems to support our people and businesses to thrive.

Skills are a key route to productivity. Our Skills Advisory Panel is leading the skills and employment response to Covid-19 that closely aligns to our economic strengths and sectors. We will mitigate the impact on businesses, support existing and new businesses to source the talent they need to flourish. We will enable D2N2 residents to enter and progress along flexible skills pathways at all levels and career points: skilling, upskilling and reskilling.

In the longer term, we will ensure our population is better skilled for and throughout life. We will increase the flexibility, responsiveness and alignment of our skills and education system with the needs of our businesses. We will improve social mobility and access to opportunity alongside access to skilled and productive labour.

The transformation of manufacturing industries by digital technologies, the impact of Covid-19 on how we work, learn and socialise, and our changing workforce demographics require our businesses to be increasingly flexible and adaptable. We must be well-prepared to attract longer-term business investment and maximise our opportunities from globalisation and the new free trade environment post-EU exit. We need to better understand the challenges posed by the climate emergency and support our businesses and wider society in their response.

Improving the capacity and capability of our businesses will be an essential part in addressing our region’s productivity and competitiveness. This means supporting both the growth of our productive firms, who have the potential to improve our GVA, and ‘levelling-up’ those that lag to do more. As the frontrunner for productivity within D2N2, our advanced manufacturing sector has a role to play in translating their resurgence and future success to other sectors across our geography.

<table>
<thead>
<tr>
<th>Proposition 1.1: Education and Employment Support</th>
<th>Lead: People and Skills Board (our Skills Advisory Panel)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIS or recovery framework objectives</td>
<td>Key outcomes</td>
</tr>
<tr>
<td>a) Our current workforce:</td>
<td></td>
</tr>
<tr>
<td>• Have the skills to ensure they are well equipped to deal with the short-term impact of Covid-19 and to take advantage of the long-term opportunities we outline in our LIS.</td>
<td>• A well-coordinated employment support landscape providing timely and targeted support to meet individual needs.</td>
</tr>
<tr>
<td>• Feel able and empowered to access opportunities for training and work; especially those traditionally facing barriers into employment; avoiding the scarring impact of widespread long-term unemployment.</td>
<td>• A brokerage service to support workers facing redundancy or in vulnerable sectors into new sectors or training</td>
</tr>
<tr>
<td>• Members of our community who would like to work but cannot for reasons of health, disability or location will be supported into the labour market</td>
<td>• Members of our community who would like to work but cannot for reasons of health, disability or location will be supported into the labour market</td>
</tr>
<tr>
<td>b) Our future workforce:</td>
<td></td>
</tr>
<tr>
<td>• continues to receive the best possible support to ensure they make the right decisions about education, training or work despite the crisis</td>
<td>• Opportunities for in-work upskilling will be made widely accessible – with a strong focus on digital and technical skills to adapt to automation</td>
</tr>
<tr>
<td>• Strengthened interaction between business and the education system; shaping the quality and content of provision and curricula to inspire regionally relevant career guidance.</td>
<td>• Strengthened interaction between business and the education system; shaping the quality and content of provision and curricula to inspire regionally relevant career guidance.</td>
</tr>
</tbody>
</table>
### Proposition 1.1: Education and Employment Support

**Lead:** People and Skills Board (our Skills Advisory Panel)

<table>
<thead>
<tr>
<th><strong>LIS or recovery framework objectives</strong></th>
<th><strong>Key outcomes</strong></th>
</tr>
</thead>
</table>
| - Skills provision and pathways that are better aligned to the needs of D2N2 business, and supports the needs of our people to prosper; | - Young people and adult re-trainers have access to high quality and dynamic labour market intelligence which demonstrate roles available, skills needed to secure them and the education, training and support pathways available to help them get there.  
- Our population have the core digital competencies to be resilient to technological changes in any sector or industry |
| c) Support our key sectors:  
  - To access the skills support they need to recover and grow after Covid-19  
  - Have a high-quality labour pool  
  - are better able to steer the provision of the education and skills system  
  - Are supported to share their innovation and expertise to support other business sectors across D2N2. | - Skill brokerage and guidance for businesses is aligned to and coordinated with business support mechanisms in D2N2.  
- Apprenticeship funding and levy is used effectively across D2N2 to achieve skills for growth and meet the needs of growing or skills shortage sectors - clean energy, modular construction and retrofitting, health and MedTech and Digital.  
- Employers will understand how to access and support untapped talent.  
- Employers are actively engaged in the development of technical skills pathways and part of the skills development process through placement and experience.  
- Learning programmes across all our key sectors include the digital skills and core competencies needed now and, in the future, |
| d) Our training providers:  
  - Are able to reopen their skills offers in a timely fashion after C19  
  - Are aligning their offers to the needs of the D2N2 labour markets and business needs as a result of Covid-19  
  - Are able to plan for a longer-term offer based on a clear understanding of future skills needs. | - Closer working between Govt, the skills sector and businesses to enable stability and capacity of our training system to be maintained.  
- Our skills and education providers have the information and data they need and feel supported enough to flex their offer to adjust to the changed economy  
- Additional pro-rata funding secured for FE in D2N2 which can be spent more flexibly on local priorities.  
- D2N2 attracts a world class Institute of Technology to deliver technical and STEM skills aligned to local economic need. |
### Proposition 1.2: Business Support

**Lead:** Business Growth and Innovation Board

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Ensure existing business support programmes:</td>
<td></td>
</tr>
<tr>
<td>• Adapt to support short-term survival and medium-term stability</td>
<td></td>
</tr>
<tr>
<td>• Offer diversification support to vulnerable sectors and exploit opportunities presented through technological change</td>
<td></td>
</tr>
<tr>
<td>• Are streamlined to offer a simpler customer journey from start up to maturity and comprehensive support aligned to D2N2 priorities</td>
<td></td>
</tr>
<tr>
<td>• Business confidence is supported and increased to promote investment, trade and re-shoring.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Growth Hub survey to track the impact of Covid-19 on businesses</td>
</tr>
<tr>
<td></td>
<td>• Interim revised Growth Hub services addressing C19 impacts</td>
</tr>
<tr>
<td></td>
<td>• Growth Hub continues to evolve to support changing business needs</td>
</tr>
<tr>
<td></td>
<td>• Evaluation of Growth Hub to ensure a sustainable model for business support is maintained post-ERDF.</td>
</tr>
<tr>
<td>b) Ensure businesses have adequate and flexible access to finance:</td>
<td></td>
</tr>
<tr>
<td>• Support businesses to be “investment ready”</td>
<td></td>
</tr>
<tr>
<td>• Work with supply side partners to simplify and promote the advantages of longer-term institutional business investment options</td>
<td></td>
</tr>
<tr>
<td>• Provide targeted grant support to promote growth.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• C19 Growth Hub funding invested effectively to support business survival and growth</td>
</tr>
<tr>
<td></td>
<td>• D2N2 Business Investment Programme is fully committed</td>
</tr>
<tr>
<td></td>
<td>• Maximise businesses accessing key investment programmes such as the Midlands Engine Investment Fund.</td>
</tr>
<tr>
<td>c) Ensure our services are equally able to support:</td>
<td></td>
</tr>
<tr>
<td>• Cities</td>
<td></td>
</tr>
<tr>
<td>• Towns and town centres</td>
<td></td>
</tr>
<tr>
<td>• Rural areas</td>
<td></td>
</tr>
<tr>
<td>• Growth corridors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Local recovery plans and priority sector growth and recovery plans are developed</td>
</tr>
<tr>
<td></td>
<td>• Lead the development of an innovative Freeport Enterprise Zone centred around East Midlands Airport and the surrounding areas of Nottinghamshire including at Ratcliffe-on-Soar and HS2 station</td>
</tr>
<tr>
<td></td>
<td>• Town/city centre strategies for reopening and re-imagining</td>
</tr>
<tr>
<td></td>
<td>• Towns Fund plans that support short/medium term C19 priorities</td>
</tr>
<tr>
<td></td>
<td>• Rural proofing business support services to ensure that businesses across Derbyshire and Nottinghamshire are given equal access to support.</td>
</tr>
<tr>
<td>d) Co-ordinate place promotion activity to ensure our region accesses the maximum support possible to deliver increased volumes of trade, inward investment and tourism.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• D2N2 inward investment proposition developed to support existing offers</td>
</tr>
<tr>
<td></td>
<td>• Enhanced international trade business support available</td>
</tr>
<tr>
<td></td>
<td>• Delivery of key account management service to support and maintain existing and attract new Foreign Direct Investments.</td>
</tr>
</tbody>
</table>
### Proposition 1.2: Business Support  
**Lead:** Business Growth and Innovation Board

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
</table>
| e) Ensure that Covid-19 does not:  
  • Disrupt plans for a low carbon recovery  
  • Preparations for Brexit |  
  • Comprehensive advice available through the Growth Hub and business support partners  
  • Towns Fund plans that support short/medium term low carbon priorities. |

### Proposition 1.3: Innovation  
**Lead:** Business Growth and Innovation Board

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Take on a strategic commissioning role to help our innovators to focus on gaps in the market, to reduce unnecessary overlap and duplication and maximise diffusion of new ideas and products</td>
<td></td>
</tr>
</tbody>
</table>
  • D2N2 script on the evidence/value of investing in R&D and skills  
  • Business R&D levels are baselined and increased compared to 2020 levels  
  • Knowledge sharing network for C19/PPE  
  • Increased volume of innovation capital spending  
  • A pipeline of R&D opportunities is in place to deliver a place-based approach and increased Government investment in R&D is secured  
  • Skills-sharing programme is put in place  
  • Work with our universities and agritech businesses to ensure the sector can constantly innovate and adapt to emerging science and technology  
  • Lobby Government and national agencies to increase R&D investment to support |
| b) Ensure business continue to invest in R&D during the recession and seek to increase R&D investment and adoption of new technologies in the longer term to build resilience and meet the grand challenges of IR4 |  |
| c) Embed a more pervasive, open culture of innovation, including commercialising knowledge from universities and government, supporting SMEs to improve their products, processes and capabilities while supporting our major corporates to undertake increased levels of R&D activity locally |  |
### Proposition 1.3: Innovation

**Lead: Business Growth and Innovation Board**

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>d) Strengthen our reputation as a world leader in our key sectors of transport equipment manufacturing, food and drink and life sciences/healthcare by building on existing R&amp;D excellence and enhancing the scale, concentration and facilities for activity in these sectors.</td>
<td>levelling up and co-design new funding programmes to enhance the innovation eco-system in D2N2</td>
</tr>
<tr>
<td>e) Utilise the expertise of our most productive sectors to create a skills-sharing programme that can address productivity issues in other sectors</td>
<td></td>
</tr>
<tr>
<td>f) Support the development of a smarter, future proofed manufacturing base through the adoption of disruptive technologies, embracing digitalisation and building more flexible services and supply chains</td>
<td></td>
</tr>
<tr>
<td>g) Ensure businesses have the space to scale their innovative solutions by enhancing existing and emerging incubators and innovation centres such as UNIP, Nottingham Science Park, BioCity, MediCity, Infinity Park to maximise their innovation potential and incentivise their approach to clean growth;</td>
<td></td>
</tr>
<tr>
<td>h) Support the food and agriculture sector to decarbonise and promote food security innovate through</td>
<td></td>
</tr>
</tbody>
</table>
GUIDING PRINCIPLE #2: LOW CARBON GROWTH

We will lead the most ambitious carbon turn-around in the country.

The legacy of the industrial revolution has served us well in the past, but it now needs to align to our social, environmental and economic goals. Our region has natural assets that could play a significant role in combatting climate change and we will support the growing movement toward natural capital accounting in our work.

We rapidly need to change the course of our carbon-driven economy. Replacing our coal-fired electricity generation provides an unprecedented opportunity to spearhead a new, ambitious zero-carbon energy zone at Ratcliffe-on-Soar that can be a showcase to the rest of the country and innovation cluster on the scale of Randstad in the Netherlands or Aerotropolis in Australia. Innovating in the construction and housing supply chains based in our region and aggregating demand for low carbon buildings will be a catalyst to drive a cleaner, more productive and inclusive economy across our region. Broxtowe and Nottingham’s ambitious plans to become carbon neutral by 2027 and 2028 respectively, supported by pioneering local development plans and a programmes such as photovoltaic installations on public buildings is already leading the way in demonstrating the impact that an entrepreneurial local authority can have on tackling climate change.

The lessons we are learning from the Covid-19 outbreak demonstrate that many aspects of working, learning and socialising can be undertaken in a lower-carbon way. We will work to ensure the lessons learnt are embedded into our strategy, commissioning and funding. Our region has natural assets that could play a significant role in combatting climate change and we will support the growing movement toward natural capital accounting in our work.

### Proposition 2.1: Key development sites

**Lead: Place Board**

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
</table>
| a) Our reliance on non-renewable energy systems has been significantly reduced | • Ratcliffe-on-Soar is repurposed as an exemplar national research centre for Integrated Zero-Carbon Futures in Nottinghamshire.  
• A complementary and linked network of hubs is created making the best use of other key sites such as the power stations in Bassetlaw, North Nottinghamshire and former Coalite site in North East Derbyshire. |

### Proposition 2.2: Decarbonising Housing

**Lead: Place Board**

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
</table>
| a) Our construction and housing supply chains have been significantly de-carbonised | • Testbed locations for innovative housing are being progressed in partnership with the MEDC, HS2, the Coal Authority and Homes England  
• Incentivise deep decarbonisation in the cement industry |
### Proposition 2.2: Decarbonising Housing

**Lead:** Place Board

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The ambitious retrofitting scheme based on the pioneering work of Nottingham City Council is rolled out region-wide.</td>
<td></td>
</tr>
</tbody>
</table>

### 2.3 Low Carbon Growth

**Lead:** Place Board

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
</table>
| a) Where local carbon reduction targets have been set, our LAs achieve their ambitions; and all LAs and the Peak District National Park hit the 2050 target | - Our transport systems have shifted to low and zero carbon options  
- We will deliver opportunities not just for zero-carbon growth but also for negative carbon developments, including the opportunity to develop new Garden Villages such as the planned village in Bassetlaw, Nottinghamshire. |

### 2.4 Low Carbon Leadership

**Lead:** D2N2 Board

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
</table>
| a) Our economy is driven by clean growth – D2N2 and its natural assets are known globally as clusters for zero-carbon and carbon-negative industries | - Our local authorities and other public-sector bodies will have built tackling climate change, reducing energy use and promoting renewable energy generation into their normal ways of working  
- Our decisions always take account of the D2N2 sustainable development framework  
- Deliver the D2N2 energy strategy and its range of activities aimed at reducing our region’s carbon consumption and increasing the amount and proportion of clean energy we use. |
GUIDING PRINCIPLE #3: CONNECTIVITY AND INCLUSION

Deliver connectivity-led growth to all parts of our region

Our central location makes us one of the most accessible regions in England. However, our connectivity does not always reflect this, and unless growth locations in our region are connected - physically and digitally - inclusive growth won’t happen at all. Not only do our cities of Nottingham and Derby need to be better connected with each other, they need to connect to the suburbs, towns and villages that make up their hinterlands too, to bolster their own success but also that of their neighbours. For too long, our region has received the country’s lowest levels of transport infrastructure investment (per capita), and this gap needs to be closed.

HS2 is a once-in-a-generation opportunity to become a super connected region if we use it to enhance local as well as national connectivity. The investment of up to £25m in each of Long Eaton and Staveley in Derbyshire and Stapleford in Nottinghamshire through our Towns Fund puts the onus on our region to maximise the cross-over benefits of these investments.

Covid-19 has taught us the power of digital connectivity, with many businesses being able to survive by working remotely, students continuing to learn online and our own Enterprise Adviser Network leading the way nationally with new and inspirational online careers content. On the other hand, we know many people have been unintentionally excluded because they work in roles that cannot be carried out remotely, because they have limited digital connectivity, because they lack the skills to participate digitally, or because they have limited access to the hardware needed to access the internet. We must ensure people can access a greater range of opportunities wherever they choose to live.

3.1 Inclusion
Lead: People and Skills Board

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Improve social mobility by delivering programmes and cultural change focused on tackling issues such as long-term unemployment, poor education and low aspirations</td>
<td>• Areas vulnerable to climate change and automation are supported to achieve high employment rates</td>
</tr>
<tr>
<td>b) Increase digital inclusion through universally digital upskilling, supporting target cohorts into digital skills and employment opportunities and community access to digital equipment and connectivity</td>
<td>• All young people leave school with the 5 core digital competencies and how they apply in the workplace.</td>
</tr>
</tbody>
</table>

### 3.1 Inclusion
**Lead:** People and Skills Board

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Young people and adults in poverty are not additionally disadvantaged by lack of access to digital equipment, skills and connectivity.</td>
</tr>
</tbody>
</table>
### 3.2 Integrated infrastructure
**Lead: Place Board**

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
</table>
| a) Deliver connectivity-led inclusive growth that dramatically reduces the carbon footprint of journeys and exploits our region’s increased confidence in remote working, where practicable. | • Our transport systems have shifted to low and zero carbon options  
• HS2 is bringing unprecedented opportunities to the whole region, not only to Toton and Chesterfield spearheaded through improved regional connectivity. |
| b) Connect people and economic growth in both rural and urban settings to reduce unnecessary travel and, when we do travel to obtain cleaner, quicker, more reliable movement of people and good, leading to reduced emissions and higher air quality | • Our investments in transport infrastructure connect rural areas, towns and suburbs into areas of economic opportunity; and low-carbon journeys within and between them are available and affordable. |
| c) Enable faster and better digital connectivity for businesses and residents across our region | • Develop a comprehensive digital strategy for D2N2 covering basic, workplace and advanced digital skills, digital infrastructure and innovation including 5G connectivity, building for example on the 5G testbed in Sherwood Forest. |

### 3.3 Place
**Lead: Place Board**

<table>
<thead>
<tr>
<th>LIS or recovery framework objectives</th>
<th>Key Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Targeting capital investment on sectors in which D2N2 has a competitive advantage including offsite-construction and low carbon energy production.</td>
<td>• Our capital pipeline supports developments on key sites and for key sectors, ensuring that all avenues for government funding are investigated and that energy projects are included.</td>
</tr>
</tbody>
</table>
| b) Investing in our cities, towns, rural areas and growth corridors | • Support the transformation of our cities Nottingham and Derby, and our town centres to adapt to challenges including the shock to the high street from Covid-19, climate change, EU exit and automation  
• Support the complementary growth of our cities investing in their respective sectoral strengths, and make the most of their investment opportunities, such as the Science Park and Enterprise Zone at Infinity Park  
• Ensure that opportunities for growth in rural areas, including from changed ways of working brought about by Covid-19 are seized. |
ASKS OF GOVERNMENT

To achieve the step-change in support we are aiming for, we aim to strike a deal with government for support in the form of funding and increased flexibilities for a range of programmes and projects including the indicative list below. In return, the D2N2 region will be able to build back not just better but faster. In turn that will enable a greener recovery, as we can bring forward projects that will increase the pace and volume of our reduction in carbon emissions.

**Proposition 1.1: Education and Employment Support**

<table>
<thead>
<tr>
<th>Up/reskilling: Levy Transfer</th>
<th>Summary</th>
<th>Allowing D2N2 LAs to retain unspent Apprenticeship Levy to develop a comprehensive skills, apprenticeship and T-Level support service.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>• xx apprentices over xx years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Careers Guidance Guarantee</th>
<th>Summary</th>
<th>Funding the roll-out of our successful Careers Hub model across the whole of D2N2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>• Reduced NEET levels</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fewer skills shortages reported by employers</td>
</tr>
</tbody>
</table>

**Proposition 1.2: Business Support**

<table>
<thead>
<tr>
<th>Freeport Enterprise Zone</th>
<th>Summary</th>
<th>Supporting the establishment of a Freeport Enterprise Zone at East Midlands Airport connected to Ratcliffe-on-Soar and the surrounding area where trade and industry will rub shoulder to shoulder with innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Support and enhance our manufacturing base, attract inward investment and exploit new trade and re-shoring opportunities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tourism Action Zone</th>
<th>Summary</th>
<th>Maximising the potential of our visitor economy through exploring the potential for a tourism action zone.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Increased employment, including in rural areas</td>
</tr>
</tbody>
</table>

**Business Investment Programme**

<table>
<thead>
<tr>
<th>Summary</th>
<th>Package of business support, investment and finance (recyclable loans, equity, grants) targeted at business with significant growth potential in key sectors:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Enhanced Business Investment Fund – building on existing scheme, but with increased intervention rate (based on agreed criteria)</td>
</tr>
<tr>
<td></td>
<td>• Business start-up programme</td>
</tr>
<tr>
<td></td>
<td>• Accelerator programmes for start-ups &amp; scale-ups</td>
</tr>
<tr>
<td></td>
<td>• Business access to finance package – including venture capital and equity fund for gazelles</td>
</tr>
<tr>
<td></td>
<td>• Business efficiency grants – targeted support for innovative technologies &amp; carbon reduction</td>
</tr>
</tbody>
</table>

| Employer incentives programme to support recruitment, training and retention of new workers | Benefits | This will support restructuring and the strengthening of key/emerging sectors (e.g. life sciences, MMC, digital), through innovation, R&D and linking to trade and export policy. This will accelerate fundamental shifts that were already happening – to sectors & city centres (incl. shifts in retail, leisure and culture.) |

<table>
<thead>
<tr>
<th>Digital Enterprise Hubs</th>
<th>Summary</th>
<th>Capex programme to support our HE sector to expand their digital support offer in our cities and towns</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>tbc</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scale Up Hubs</th>
<th>Summary</th>
<th>Capex programme to support the scaling of key local growth sectors, eg Creative, FinTech in Nottingham, FoodTech in Derby</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Needs quantification across the patch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summer Festivals 2021</th>
<th>Summary</th>
<th>Summer Festivals 2021 centred on key projects/re-openings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>tbc</td>
</tr>
</tbody>
</table>

**Proposition 1.3: Innovation**

<table>
<thead>
<tr>
<th>Sector Innovation Hubs</th>
<th>Summary</th>
<th>Capex programme to support rollout of innovation hubs based on existing successful models in our region; supported by the devolution of revenue funding from Innovate UK</th>
</tr>
</thead>
</table>

| Benefits | This will support restructuring and the strengthening of key/emerging sectors (e.g. life sciences, MMC, digital), through innovation, R&D and linking to trade and export policy. This will accelerate fundamental shifts that were already happening – to sectors & city centres (incl. shifts in retail, leisure and culture.) |

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Capex programme to support our HE sector to expand their digital support offer in our cities and towns</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>tbc</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Needs quantification across the patch</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Summer Festivals 2021 centred on key projects/re-openings</td>
</tr>
<tr>
<td></td>
<td>tbc</td>
</tr>
</tbody>
</table>
### Benefits
- new jobs
- new businesses
- GVA uplift

### Digital Platform

#### Summary
Digital Platform to encourage and support innovative and entrepreneurial activities:
- Develop institutional capacities to further encourage and support innovation and entrepreneurial ecosystems.
- Promote pathways with defined ecosystems to scale enterprise capacities.
- Universities, industry and government co-created model to be shared with other cities.

Government support to:
- Develop the Digital Platform.
- Create a local investment fund to help local companies in digital sectors to grow post COVID-19.

#### Proposition 2.1: key development sites

**Backiing a global centre of excellence at Ratcliffe-on-Soar**

#### Summary
Agreeing to fund capital works to support low carbon energy production, skills training and innovation facilities at Ratcliffe-on-Soar through a dedicated national deal to create a globally significant centre for low-carbon futures

#### Benefits
Creation of XX jobs and YY training places, ZZ spin out businesses and XXXX reduction in emissions

#### Proposition 2.2: decarbonising housing

**Modern Methods of Construction**

#### Summary
Additional funding to Homes England dedicated to the establishment of a national centre of excellence on MMC, across our existing sites from extraction through manufacture to building and maintenance

#### Benefits
Increased productivity in the construction sector
- Expedited delivery of housing across D2N2
- Economies of scale benefits to housing delivery
- New skilled jobs in futureproofed construction specialisms

#### Construction and housing supply chains

#### Summary
Promoting our innovative construction and housing supply chain through the Construction sector deal and through increased flexibility in the use of the Apprenticeship Levy.

#### Benefits
We would also seek to showcase our work to the wider UK and global economy;

#### Proposition 2.3: clean growth

**Regional social housing retrofit programme**

#### Summary
Partnering with us in delivering a significant retrofitting scheme

#### Benefits
Reduce energy consumptions and household bills; reduce fuel poverty and related ill health; and grow jobs and skills needed for the future

**Local Authority PV installation**

#### Summary
Supporting our Local Authorities’ ambitious plans to install photovoltaic energy generation across their building stock and exploring ways to commercialise the expertise in our councils on PV

#### Benefits
Reduced emissions and potential for national scale-up

**Low Carbon Careers inspiration**

#### Summary
Embedding knowledge of climate change in education and skills programmes for all age groups

#### Benefits
Reduced emissions in education settings, increased take up of STEM subjects, growth of the future low carbon workforce

**Demonstrating how low carbon impacts can be effectively measured and monetised**

#### Summary
Working with us to embed low carbon and natural capital approaches into a revised Green Book approach which gives due weight to the impact of our investments on tackling the climate emergency

#### Benefits
Public sector investment more consistently targeting climate change in addition to other benefits leading to lower emissions and growth in low-carbon skills and sectors
### Proposition 3.1: inclusion

<table>
<thead>
<tr>
<th>Inclusive recruitment</th>
<th>Summary</th>
<th>Utilise workplace skills funding to support growth in awareness of untapped talent across disadvantaged and underrepresented groups.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Employment opportunities for those disproportionately excluded from the labour market, more flexible working conditions, reduced sickness and absence, reducing welfare dependency and health deterioration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Digital inclusion</th>
<th>Summary</th>
<th>Increase availability of publicly funded connectivity and access to equipment alongside skills development for those experiencing financial hardship – children and adults.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Benefits: Increased digital skills in disadvantaged areas, increased participation and access to public and support services for disadvantaged groups, increase social mobility</td>
</tr>
</tbody>
</table>

### Proposition 3.2 integrated infrastructure

<table>
<thead>
<tr>
<th>Rural Electric mobility-as-a-service pilots</th>
<th>Summary</th>
<th>Supporting the area in attracting transport pilots for rural locations including electric vehicle pilots and mobility-as-a-service projects;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Reduced emissions, reduce social exclusion, increased health outcomes, modal shift in tourist movements?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delivering transport schemes which better connect our residents to employment and training opportunities;</th>
<th>Summary</th>
<th>Power and funding to restore ULEV rural bus services to enable travel to work and education in our rural areas and suburban villages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Reduced NEET Reduced vehicle emissions Reduced rural exclusion Increased viability for schools and colleges</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delivering the entire Midlands Engine Rail programme</th>
<th>Summary</th>
<th>Delivering the entire Midlands Engine Rail programme</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Improved journey times across our region Lower emissions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delivering reliable high-speed mobile and digital connectivity</th>
<th>Summary</th>
<th>Funding the roll-out of high-quality BB and/or 5G to all parts of our region</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Reduced NEET and unemployment Reduced emissions Increased rural inclusion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Regional connectivity to hub stations to maximise benefits from HS2;</th>
<th>Summary</th>
<th>Funding a package of wider investment in public transport to better link hub stations, East Midlands Airport and Ratcliffe-on-Soar to HS2 to maximise the benefits, including potential trials of new tech such as hydrogen</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Reduced emissions Increased employment</td>
</tr>
</tbody>
</table>

### Proposition 3.3 place

<table>
<thead>
<tr>
<th>Supporting the transformation of our cities and towns and unlock new sites for commercial development;</th>
<th>Summary</th>
<th>Dedicated capex and training fund to help repurpose our high streets – city, town and rural - post-Covid-19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Reduction in unemployment, town centre stimulus, inefficient building stock replaced with low carbon, more vibrant spaces encouraging inward investment and land value uplift</td>
</tr>
</tbody>
</table>

### Building Back Better

<table>
<thead>
<tr>
<th>Short term growth programmes</th>
<th>Summary</th>
<th>Delivering short term interventions to support eg through mobility schemes and upgrades whilst major projects are delivered including HS2 and the Dev Co</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Benefits</td>
<td>Short term boost for jobs Reduced emissions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Summary</th>
<th>The pro-bono support from the Emergent Alliance could be critical in forecasting and planning for the impact of Covid-19 and potentially climate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supporting the Emergent Alliance</td>
<td>change, but the core funding of the programme needs to be put on a sustainable footing with Government funding</td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>More informed responses to future shocks&lt;br&gt;Increased ability to invest public funds in the programmes offered best VFM</td>
<td></td>
</tr>
</tbody>
</table>
Conclusion and final statements

D2N2 is excited to leave behind its carbon intensive past and spearhead a clean, inclusive recovery.

Our strategy seeks to:

Recover from the impacts of Covid-19 and redress our regional productivity lag, to become one of the most productive regions in Europe, by:

- Supporting the retraining and re-skilling of our people to reduce the impact of unemployment on our region
- Addressing the high proportion of low-skilled and low-earning jobs in our region, by upskilling more of our population more quickly
- Ensuring that our businesses have the access to co-ordinated support and funding that meets their needs for growth and drives long term investment
- Providing the skills and space required for businesses to scale and develop
- Continuing to invest in and champion the benefits of innovation, research and development in supporting recovery and growth

**Supporting our businesses and people prepare and prosper post-EU exit by opening up new markets for our most competitive businesses and showcasing our world leading sectors to attract investment.** Reduce our reliance on carbon-intensive industries, and drive economic growth through growth in clean and green industries, by:

- Utilising the closure of our carbon-emitting power stations as an opportunity to spearhead new zero-carbon energy systems and related business clusters
- Decarbonising our housing chains, transport systems and all our key sectors
- Nurturing the growth of low and zero-carbon focused businesses
- Using the impact of Covid-19 on other sectors to lead a reskilling programme to enable the growth of our low-carbon sectors.

Reduce the concentration of social-mobility coldspots across our region, and become a better connected, more inclusive region, by:

- Transforming intra- and inter-regional connectivity, to ensure greater access to opportunities wherever you live in our region;
- Learning from Covid-19 about the changing ways we are using digital technology to work, learn and socialise and to enable the potential growth benefits of these changes;
- Supporting our businesses in reaching the potential of traditionally excluded populations;
- Capitalising on the opportunities bought about by HS2 at Toton and Chesterfield and the wider region.

We will also review the impact of Covid-19 on our economy and our region’s response to it in order to ensure we are better prepared to respond to any future crises.

D2N2 is ready to be the low-carbon, high-powered spark in the engine that drives UK recovery and growth.
## ANNEX A: ACTIONS LINKED TO EACH PROPOSITION

### People and Skills Board lead

### Business Growth and Innovation Advisory Board lead

### Place Board Lead

### Proposition 1.1: Education and Employment Support

#### 1.1a Current Workforce

**Response/recovery**
- Identify mechanisms to give confidence to businesses to continue to invest in skills including apprenticeships
- Map and promote existing provision across D2N2, including the online skills support that our residents can access
- Create a script on the value of investing in R&D and skills during a recession
- Work with DWP to identify at a local level to identify current and future unemployment hotspots
- Design and deliver employment support programmes for hard to reach groups
- Assess the potential for significantly increasing volunteering as a potential skills and employability intervention.

**Restore**
- D2N2, DWP, LAs and other partners to align activities to create single locally tailored offers and bend LEP funding and activity to support delivery of skills and employability programmes
- Build strong intelligence on the employment and support schemes and funds existing in our region
- Work with LAs, FE, HE and businesses to develop an approach to digital skills that delivers benefits of scale married to flexibility to deliver the needs of local labour markets.

**Resilience/renewal**
- Seek increased local funding for and discretion over government funding for employment and skills interventions, including from the successor funding to ESIF, to ensure greater long-term alignment of local delivery
- Post-crisis to review the interventions that have been most impactful and to identify means to sustain the best, post-Government emergency funding.

#### 1.1b Future workforce

**Response/recovery**
- Skills Advisory Panel to identify the scale of the potential impact on young people including on NEETs and the impact on C19 on their immediate careers and education choices
- Work with businesses, schools and colleges to identify and develop online careers support
- Identify mechanisms to give confidence to businesses to continue to invest in careers support to young people
- Map existing provision of employment support across D2N2.

**Restore**
- Develop the proposed “Skills career” and skills pathways based on a revised understanding of the current and post-Covid-19 labour markets
- Undertake research to understand the impact of having graduates in businesses to help promote local graduate recruitment
- Clean growth principles will be embedded in curricula and careers programme for all ages.

**Resilience/renewal**
- Post-crisis to review the interventions that have been most impactful and to identify means to sustain the best, post-Government emergency funding.

### 1.1c Sector skills

**Response/recovery:**
- Analytical Group to map the impact on employment, GVA, apprentices and apprenticeships by Sector
- Develop a digital skills plan to form part of a wider D2N2 digital strategy.

**Restore**
- Develop sector skills growth plans to take advantage of new regional opportunities, including support for career changes
- Develop sector skills growth plans to take advantage of new local opportunities, including support for career changes.

**Resilience/renewal**
- Develop a mechanism at a regional level for regular engagement between FE/ITP and businesses to promote joint planning and review of delivery
- Lobby for adequate and flexible FE settlement for our region.

### 1.1d Training Providers

**Response/recovery:**
- Securing an Institute of Technology in the D2N2 region
- Supporting the FE sector to push for greater flexibility in the delivery of apprenticeships and adult education in light of the impact of Covid-19
- Promoting continued business investment in skills and apprenticeships during the crisis
- Work with DWP to identify at a local level to identify current and future risk to apprentices and apprenticeships to enable early engagement with businesses and apprentices to precent and / divert where posible
- Provide advice and support on the measures required to reopen FE, HE and other providers.

**Restore:**
- Identify the low-carbon occupations in which we have significant opportunities for growth and need for re/upskilling and work with skills and training providers to ensure that local provision supports our growth ambition
- Review of the potential for a more flexible approach to funding, including the potential for a D2N2 or city/county level apprenticeship levy pooling schemes
- Working with partners to lobby for an adequate capital and revenue funding settlement for FE providers in our region.

**Resilience/renewal:**
- Develop a mechanism at a regional level for regular engagement between FE/ITP and businesses to promote joint planning and review of delivery.
- Seek increased local funding for and discretion over government funding for employment and skills interventions, including from the successor funding to ESIF, with the quid pro quo of greater long-term alignment of local delivery.
### Proposition 1.2: Business Support

#### 1.2a Existing business support programmes

**Response/recovery:**
- Ensure Growth Hub advice is constantly updated to reflect the latest advice and guidance on Covid-19
- Mapping and sharing of the business support offers to our businesses.
- Respond to the changing needs of businesses as recovery progresses.

**Restore:**
- Work across partners offering business support in D2N2 to tailor services and customer journeys to offer simpler access, better VFM and stronger alignment to local need
- Developing the mapping of a more seamless regional offer based on the business lifecycle model, tailored to the emerging needs of a changed economy enabling our region to access UKSPF, UKRI and other public funding streams
- Ensure support for startups, the newly redundant, graduates and previous business owners is available
- Develop more consistent local public procurement to support more resilient local supply chains
- Hold festivals in 2021 to boost local confidence including a potential “Innovation Week”.

**Long term:**
- Seek increased local funding for and discretion over government funding for business support interventions.

#### 1.2b Access to finance

**Short-term:**
- Ensure Government and local short-term measures to support business survival and adaptation are delivered quickly and effectively.
- Bring together intermediaries, banks and investors to support investment readiness amongst SMEs in order to access the full range of growth finance available.

#### 1.2c Sectors and supply chains

**Response/recovery:**
- Survey work and analysis to identify sectors at current and future risk
- Engagement with sectors which cannot be restarted or recover quickly, for example, tourism and cultural and those sectors which rely on international links such as higher education and international travel to identify immediate support needs and opportunities
- Work with regional and national sector organisations to develop sector recovery plans at the appropriate spatial level with a focus on our most adversely affected manufacturing sectors notably Aerospace and Automotive.
### Proposition 1.2: Business Support

**Restore:**
- Encourage participation in national and international business support schemes including those endorsed by the Scaleup Institute
- Further strengthen our Growth Hub by merging and/or jointly promoting business, innovation and skills schemes to reduce any areas of duplication
- Aligning LEP funding and lobbying government for additional funding for sectors in need and potential growth sectors
- More targeted work with sectors through existing sector forums (aerospace, manufacturing, visitor economy, culture).

**Resilience/renewal:**
- Consideration of new or update funding mechanism at regional or Midlands-wide levels, eg looking at the funding programme open to combined authorities.

### 1.2d Services appropriate for all geographies

**Response/recovery:**
- Identify town centres most at risk and develop focused support to enable businesses to adapt to the changing economic reality
- Support Towns Fund and High Streets Fund areas to emend their plans to support C19 recovery.

**Restore:**
- Develop town/city centre redevelopment masterplans
- Promote business resilience, including ‘buy local’, to ensure resilience against the changing global economic climate.

### 1.2e Trade and investment

**Response/recovery:**
- Ensure targeted advice and support is offered to firms with growth potential, including support on exporting to new markets, automation and digitalisation, using business-to-business support where relevant, including seizing the unprecedented opportunities for global growth from forthcoming trade deals.

**Restore:**
- Build on and extend DIT’s Key Account Model with foreign owned businesses to develop account management style of business support across the high-value end of the supply chain
- Co-ordinate resources to identify new markets responsive to our most competitive sectors and develop demand for our goods and services.

**Resilience/renewal:**
- Develop approaches to trade and investment at the appropriate geographical levels: regional for D2N2 priority sectors; local for other local priority sectors.
<table>
<thead>
<tr>
<th>Proposition 1.2: Business Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2f Impact of Climate Change and Brexit</td>
</tr>
</tbody>
</table>

**Response/recovery:**
- With Government to develop effective local comms plan on preparing for the end of the Brexit transition period.

**Restore:**
- Develop a clean growth business support programme
- Work with Government to develop effective incentives and advice for SMEs and big business on how to decarbonise most efficiently
- Develop a low carbon innovation programme.
<table>
<thead>
<tr>
<th>Proposition 1.3: Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.3a Ensure business continue to invest in R&amp;D during the recession</strong></td>
</tr>
<tr>
<td><strong>Response/recovery:</strong></td>
</tr>
<tr>
<td>• Create and promote D2N2 script on the evidence/value of investing in R&amp;D and skills during a recession</td>
</tr>
<tr>
<td>• Identify gaps in tech knowledge in non-tech businesses to help targeting of digital support.</td>
</tr>
<tr>
<td><strong>Restore:</strong></td>
</tr>
<tr>
<td>• Support the Universities to engage with businesses and place students in businesses to support innovation programmes to boost our region’s ability to commercialise R&amp;D.</td>
</tr>
<tr>
<td><strong>1.3b Learn from the Covid-19 Crisis, and contribute to tackling it</strong></td>
</tr>
<tr>
<td><strong>Response/recovery:</strong></td>
</tr>
<tr>
<td>• Identify best practice in business innovation and adaptation to Covid-19 and ensure the lessons are shared as widely as possible</td>
</tr>
<tr>
<td>• Consider the opportunity for a PPE strategy for D2N2, maximising our expertise in MedTech and advanced manufacturing to address the current and future crises.</td>
</tr>
<tr>
<td><strong>Restore:</strong></td>
</tr>
<tr>
<td>• Identify businesses who have contributed to tackling Covid-19, share best practice and celebrate them</td>
</tr>
<tr>
<td>• Work with the Analytical Group to identify lessons learnt from the response to Covid to enable better preparation for future events and the identification of potential opportunities</td>
</tr>
<tr>
<td>• Make innovation spaces a central feature of future sustainable urban development approaches.</td>
</tr>
<tr>
<td><strong>1.3c Increase R&amp;D investment and adoption of new technologies in the Resilience/renewal</strong></td>
</tr>
<tr>
<td><strong>Response/recovery:</strong></td>
</tr>
<tr>
<td>• Scale up existing tech trials into low carbon and digital tech.</td>
</tr>
<tr>
<td><strong>Restore:</strong></td>
</tr>
<tr>
<td>• Develop a digital enterprise hub and digital investment fund</td>
</tr>
<tr>
<td>• Develop innovation hubs in key sectors and places</td>
</tr>
<tr>
<td>• Place based innovation challenges in line with emerging government policy on smart specialisation</td>
</tr>
<tr>
<td>• Rebuild our region’s innovation sharing capacity.</td>
</tr>
</tbody>
</table>
### Proposition 2.1: Key development sites

**2.1a Our reliance on non-renewable energy systems has been significantly reduced**

**Response/recovery:**
- Prioritising D2N2 innovation, skills and energy support to Ratcliffe-on-Soar then extending to other coalfield and former mining sites.
- Energy Strategy Group to develop a comprehensive pipeline of potential energy projects and funding streams.

**Restore:**
- Further sites that could be powered by other low carbon sources such as minewater heat, hydrogen, onshore wind and hydro are identified and prioritised.
- Work with MEDC and others to repurpose Ratcliffe-on-Soar as an exemplar national research centre for Integrated Zero-Carbon Futures - the place to solve decarbonisation challenges and scale clean energy solutions, bringing in expertise from across industry sectors to share approaches to energy generation, saving, storage and recovery.

### Proposition 2.2: Decarbonising Housing

**2.2a Our construction and housing supply chains have been significantly de-carbonised**

**Short:**
- Develop with Homes England plan for potential large scale MMC: developments.
- Work with the BGIB to identify construction supply chains in need of support to decarbonise.

**Medium:**
- Bring the support of regional expertise from business and academia to support the development of LAs’ local decarbonisation plans.
- Stimulating confidence in offsite construction amongst builder, planners, bankers and people considering a career in construction.
- Work with the cement and aggregates sectors to identify quick wins on decarbonisation and longer-term interment propositions.

**Resilience/renewal:**
- Develop a modular construction cluster, building on existing assets across our region.

### Proposition 2.3 Clean growth

**2.3a Help our LAs hit their carbon reduction targets**

**Response/recovery:**
- Identify opportunities to extend energy grants/support for business and capital stimulus projects with low carbon credentials.
- Identify the lessons learn from changed working, learning and socializing patterns during Covid-19 to identify opportunities for investments and support for behaviour changes.
Restore:
- Proactively pursue the funding and opportunities to test, demonstrate and apply transformative technologies such as carbon sequestration
- Develop a comprehensive programme of support to businesses to drive behavior change towards low-carbon growth.

Resilience/renewal:
- Use learning from testbeds to roll out low carbon energy projects as widely as possible.
- Establish more charging points in rural areas to incentivise electrified transport
- Establish Clean Mobility Zones in 3 rural locations where mobility-as-a-service and other demand-driven modes can be tested, supporting visitor economy.

<table>
<thead>
<tr>
<th>Proposition 2.4: Low Carbon Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposition 2.4a</strong> D2N2 known globally for zero-carbon and carbon-negative industries</td>
</tr>
</tbody>
</table>

Response/recovery:
- Embed clean growth in our governance with clean growth champions represented across the LEP board’s activities
- Review D2N2’s commissioning framework to give impact on climate change a significant weighting in our funding decisions.

Restore:
- Work with HMT to help them embed similar low carbon thinking at a national level
- Build on our universities’ reputation for sustainability to role model sustainable operations to employers across our region.
- Support and roll out the work already underway in Notts and Nottingham to develop planning policy for new developments which surpass national standards for low carbon construction and sustainability.
### 3.1 Inclusion

#### 3.1a Programmes for vulnerable groups

**Response/recovery:**
- Identify areas in need to support to level-up and develop the programmes needed
- Ensure that vulnerable groups including young people, older workers, BAME workers, rural workers and women in enterprise are included within support packages being developed
- Work with health colleagues to identify shared concerns for example mental health in the workplace and fuel poverty linked to poor housing.

**Restore:**
- Identify the lessons learn from changed working, learning and socializing patterns during Covid-19 to identify opportunities for new ways of working and/or new employment opportunities in vulnerable areas
- Work with LAs to target or refocus employment support programmes on the most vulnerable areas and groups
- Support our universities to build on the Universities for Nottingham initiative and Derby Opportunity Area to develop a civic agenda between cities, towns, schools, colleges and universities to develop our residents’ skills and promote social mobility.
3.2 Integrated infrastructure

3.2a Better connectivity for cleaner, quicker travel and better air quality

Response/recovery:
- Revised D2N2 governance to bring more coherence to our planning on transport, housing and energy, and to enable stronger strategic working with utility providers and government agencies.
- Ensure we understand the impact on Covid-19 on carbon emissions and other environmental impacts, and work with partners to make sure that the best practice is shared and embedded.

Restore:
- Build on ‘Transforming Cities’ & Derby’s National Infrastructure Commission pilot, Go Ultra Low Nottingham Project, Workplace Travel Service, Nottingham Council ULEV Conversion, and Electric Taxis to roll out appropriate low carbon transport schemes more widely across our region, working with the innovation sector to identify solutions and piloting opportunities, including proposed rural solutions such as the projects being developed by Derbyshire County Council and the Peak District National Park Authority.
- Identify in partnership with Midlands Connect opportunities to scale and incentivise development across core corridors such as the A1, A6 and A46, and support the development of the strategic innovation and growth corridor linking Derby and Nottingham via Erewash and Broxtowe.
- Develop opportunities linked to the HS2 stations at Toton and Chesterfield, and at stations in neighbouring cities such as Sheffield and ensure that the wider regional connectivity to maximise the impact across our region is realised in full.

Resilience/renewal:
- Develop business activity at sites along the M1, and enterprise zones such as the North Derbyshire Manufacturing Zone with supporting transport systems.
- Establish more charging points in rural areas to incentivise electrified transport.
- Establish Clean Mobility Zones in three rural locations where mobility-as-a-service and other demand-driven modes can be tested with a focus on supporting the visitor economy.

3.2b Improved digital connectivity

Response/recovery:
- Develop a digital exclusion strand to the digital strategy, learning lessons about the places and demographics groups who have been unable to take advantage of the digital transformation during Covid-19.
- Develop a digital skills plan to address gaps in the digital sector and digital role in other sectors, to promote basic digital skills, and to match provision by skills and training providers to match the need.

Restore:
### 3.2 Integrated infrastructure

- Promote superfast broadband and/or 5G for areas including the Derbyshire Dales, Newark and Sherwood and Bassetlaw where there is currently poor connectivity, to promote engagement in work and learning, to reduce the need for travel and to understand the potential for more low carbon tourism.
- Maximise opportunity from the potential 5G pilot in Nottinghamshire and explore how to extend and spread the benefits.
- Undertake comprehensive mapping of digital infrastructure whitespace and work with providers to ensure all residents and businesses have at least the standards of service in the OfCom Universal Service Obligation.
### 3.3 Place

#### 3.3a targeting capital investments on key sectors

**Response/recovery:**
- Use our existing capital pipeline to lobby for additional stimulus funding
- Lobbying government to ensure the UK Shared Prosperity Fund gives due weight to geographical issues and opportunities including levelling up and supporting rural, town and city geographies.

**Restore**
- Use testbeds including Toton and Bassetlaw Garden Village in Nottinghamshire to drive innovation in place-making, building healthy and sustainable communities which are technology-enabled, with the aim of improving quality of life.

#### 3.3b Investing in our cities, towns, rural areas and growth corridors

**Response/recovery:**
- Support the Towns Fund to maximise impact on social mobility, wellbeing, and productivity, and ensure any lessons learnt are shared across our region
- Support our town and city centres as they re-open and re-imagine their offer in the light of Covid-19
- Identify the impact of the lockdown on business and retail vacancies and lobby for the necessary government funding to address any unfunded support that is required;
- Support Towns Fund areas to develop TIPs that retain a strong low carbon focus despite other pressures.

**Restore:**
- Review our approach to prioritising grade A office space in the city centres and reassess the demand for employment space for growth and expansion in rural communities to ensure that we take account of the changing market caused by Covid-19.
D2N2 BUSINESS GROWTH & INNOVATION ADVISORY BOARD
TERMS OF REFERENCE

1. PURPOSE

D2N2 will have a world class innovation-led, highly productive economy with a global reputation for manufacturing excellence.

The Business Growth & Innovation Advisory Board (BG&IAB) will spearhead engagement with our business base, economic stakeholders and key sectors to ensure that businesses across D2N2 are supported to maximise their potential through boosting productivity, adopting innovation and exploiting trade and investment opportunities to drive growth.

The BG&IAB will be an advisory group to the D2N2 Board will consider and develop partnership strategies and proposals to deliver the Business Growth and Innovation priorities and propositions within the D2N2 Local Industrial Strategy/Recovery Plan. The Advisory Board will focus primarily (but not exclusively) on the following key themes:

- Enterprise/Business Support (KT1)
- Access to Finance/Business Investment (KT2)
- Innovation/R&D (KT3)
- Place Promotion and Inward Investment (including Visitor Economy) (KT4)
- International Trade (KT5)

D2N2 will retain a focus on key and emerging sectors, working closely with existing sector partners and organisations were possible with intervention led through the lens of the key themes.

2. OPERATING PRINCIPLES

The BG&IAB will operate according to the following guiding principles:

- focusing on where D2N2 can provide added value to the business growth and innovation agenda
- understanding and meeting the customer needs of our businesses and key sectors in supporting growth through improved productivity, developing new products and markets and building resilience (in light of Covid-19 and EU Exit)
- ensuring engagement with our business base is coherent and communication is consistent
- develop programmes of activity to support agreed key theme areas
- Engage with other Advisory Boards to ensure complementarity in the delivery of priorities set by the D2N2 Board
Within this context, any intervention should be considered through the following lenses to maintain a sharp focus:

- **Advocacy** – using our partnership role to convene, lobby and shape policy and strategy
- **Coordination** – in our convening role, bring together partners to deliver joined up and more effective business support activity
- **Commission** – where required, deliver interventions to meet market gaps and the local needs of businesses and the economy (driven by evidence)

### 3. ROLES AND RESPONSIBILITIES

The Business Growth & Innovation Advisory Board will lead on:

1. **Convening wider stakeholder engagement to ensure improved alignment of future business support delivery including developing new partnership structures to support key themes of focus and add value to sector development activity and COVID-19 recovery (KT1-5)**

2. **Providing a focus for local business growth and innovation priorities, opportunities and needs to influence national policy and maximise influence and investment (KT1-5)**

3. **Developing and supporting the overall aims and objectives of the D2N2 Growth Hub by:**

   - providing advice on delivery to boost productivity and growth within the D2N2 SME base;
   - making strategic links between the Growth Hub and other organisations delivering support to businesses to improve the co-ordination of business support across D2N2;
   - capturing business intelligence on the needs of businesses to unlock productivity, to shape and enhance the provision of business support
   - overseeing the development of the Business Lifecycle model as a template to support businesses based on their stage of development and realistic growth ambition (KT1)

4. **Promoting and enabling greater financial investment to support by improving access to finance and supporting businesses to be investment ready (KT2)**

5. **Developing the strengths and opportunities highlighted in the D2N2 Science and Innovation Audit and in particular the Innovation eco-system model focusing on:**

   - SME adoption of innovative products and processes
   - Maximising the economic benefit of existing assets
   - Increasing innovation investment into the region
   - Future thinking and meeting the challenges of IR4 and the new normal following COVID-19
   - Inspiring innovative and entrepreneurial behaviours by pupils and students in our schools, colleges and universities (KT3)

6. **Coordinating partner activity to promote D2N2 nationally and globally as a place to invest, work, visit and live (KT4)**
7. Ensuring D2N2 businesses are supported to meet the opportunities and challenges that emerge from international trade post-EU exit (KT5)

4. MEMBERSHIP

The membership of the Group will comprise no less than 8 (quorum) comprising representation from the following:

- 10 Business representatives (Including a minimum of 1 from the LEP Board and the Chair of the Growth Hub Executive Board)
- 5 Business Membership Organisations representatives (from EMC, IOD, FSB, CBI and Make UK)
- Up to 6 Specialist Advisors (including an inclusion representative)
- 4 representatives from upper tier local authorities
- 2 representatives from district authorities (to represent D2 and N2)
- 3 University representatives (one each from UoN, NTU and UoD)
- 1 Further Education representative
- 1 representative from each of the following government departments/national bodies:
  - BEIS
  - DIT
  - Innovate UK
  - British Business Bank

Relevant D2N2 and Growth Hub offices will attend all meetings. Other sector specific or general business support organisations will also be invited to attend meetings in an advisory capacity as appropriate and agreed by the Chair. Representatives from Government departments attend in an advisory capacity only.

Membership will be held by named individuals with any substitutions agreed in advance with the Chair and Head of Business & Innovation.

Membership will be by appointment through nominating bodies (where appropriate) or otherwise through open recruitment. The Chair will reserve the right to review and propose amendments to membership if required.

5. MEETINGS

Meetings will be held quarterly, and dates will be planned for the calendar year ahead. Additional engagement may be requested of Members or their colleagues in working groups or events during the same period.

6. SUB-GROUPS

The Chair can determine if any sub-groups or task and finish groups need to be set up to oversee specific work relating to the agreed key themes in support of the role of the BG&IAB.

The Growth Hub Executive Board will formally feed into the BG&IAB and provide regular progress reports as a standing item on the agenda.

7. ATTENDANCE POLICY
All members will be expected to attend meetings, other than in exceptional circumstances. Any member failing to attend for two consecutive meetings without nominating an agreed substitute will be invited to consider their ongoing membership.

8. ACCOUNTABILITY

The BG&IAB is directly accountable to the D2N2 LEP Board. It will be chaired by a private sector representative of the D2N2 Board with lead responsibility for the Business Growth & Innovation agenda. The Chair will also appoint a Deputy Chair for continuity. The Deputy Chair will be nominated from one of the University representatives to maintain a focus on innovation.
D2N2 PEOPLE AND SKILLS ADVISORY BOARD

TERMS OF REFERENCE

PURPOSE

To develop, implement and oversee the delivery the People and Skills element of the Strategic Economic Plan and to act as the Skills Advisory Panel for D2N2.

The Board will also lead the development of the People element of the Local Industrial Strategy for D2N2.

OBJECTIVES

- To enable the effective functioning of local labour markets by fulfilling the functions of the Skills Advisory Panel in D2N2;
- To co-ordinate and join up the between skills and training providers, labour supply and employer needs;
- To hold to account the provision of skills and employment to ensure that it is of high quality and supports the delivery of objectives within the Strategic Economic Plan;
- To ensure that the skills ecosystem in D2N2 meets the skills needs of local businesses, particularly in key sectors that are critical to the growth of the local economy;
- To ensure that D2N2 people have the skills, aspiration and opportunity to compete for jobs in the local labour market;
- To shape future policy development and priorities on issues related to skills, employment and economic inclusion in D2N2.

ROLES AND RESPONSIBILITIES

Skills Advisory Panel Functions: (See Appendix I for full list of SAP functions)

1. Develop an implementation plan for People and Skills based on the thematic priorities identified in the D2N2 Strategic Economic Plan and for delivery of the People strand of Local Industrial Strategy.

2. Provide leadership on skills in the local area; engaging with employers and providers and providing skills advice to D2N2 Board;

3. Develop understanding of current and future local skills and labour market needs and influence the development of skills and employment support provision in the local area to meet that need.
4. Understand the wider dependencies in the local area and working together with other parts of the D2N2 LEP enable a cross-cutting approach to People and Skills.

5. Improve access to and availability of careers advisory services (National Careers Service and Careers and Enterprise Company) and careers resources to connect people to careers opportunities.

6. Raise the profile of apprenticeships with local employers and providers.

7. Share analysis and best practice, as widely and transparently as possible, with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.

Additional People and Skills Board Functions:

Strategic

8. Enable representation of all types of providers, employers (large and small) and other key local stakeholders, including local authorities and the Voluntary and Community Sector;

9. Bring together and co-ordinate partner plans within the context of the overall Strategic Economic Plan, and identify key shared priorities for D2N2;

10. Complete periodic reviews of the People and Skills priority to ensure that this remains fit for purpose, during the life of the Strategic Economic Plan.

11. Commission underpinning strategies, as and when necessary, to support the overall delivery of the People and Skills priority.

12. Identify emerging international and national policy, best practice and thematic trends, and ensure that the D2N2 area actively responds to these.

13. Provide direction and support to the strategic work programmes of key delivery partners to ensure that best practice is shared and opportunities for collaboration between partners are explored.

14. Inform the development and implementation of priorities forming the People pillar of the Local Industrial Strategy

Investment

15. Advise on potential investment decisions for local skills and employment provision as well as overseeing implementation.

16. Identify further investment sources and develop proposals to access these.

Delivery

17. Monitor the delivery of D2N2 funded People and Skills priority projects and escalate any delivery issues to the D2N2 Investment Board.
18. Ensure that a strong pipeline of projects is in development and where necessary take action to stimulate these.

19. Ensure that the People and Skills priorities, outcomes and milestones within the SEP are delivered in line with expectations.

MEMBERSHIP

The membership of the Group will comprise no less than 8 (quorum) and no more than 18 comprising representation from the following:

- 4 Business representatives (Including 1 from the LEP Board and 1 from the Business Growth Hub Board)
- 1 representative EM Chamber of Commerce
- 4 representatives from upper tier local authorities
- Up to 4 representatives from District authorities
- 1 Social Inclusion representative
- 1 Schools representative
- 1 General FE representative
- 1 representative of Independent Training Providers
- 1 Higher Education representative/University
- 1 VCSE representative
- 1 representative from each of the following government departments, bodies and national programmes (in line with the requirements for the SAP):
  - Department for Education / ESFA
  - Department for Work & Pensions / Job Centre Plus
  - National Careers Service local provider
  - Public Health England

The D2N2 officers will attend all meetings. Other sector specific or general business support organisations will also be invited to attend meetings in an advisory capacity as appropriate.

- Membership will be held by named individuals – no substitutions or proxies
- Membership will be by appointment through nominating bodies (where appropriate) or otherwise through open recruitment.

Public Sector Board Members

The members for the Upper Tier Local Authorities assume their position on The People & Skills Advisory Board as the appointed representatives of their respective councils.

The District/ Borough representatives will be nominated to their membership position by their respective colleagues in both Derbyshire and Nottinghamshire, and will be rotated every 2 years

Private Sector Board Members
Higher Education Board Members will fulfil their role on the People & Skills Advisory Board for a maximum two year term, this membership position will then be transferred to the next constituent Higher Education authority in the area on a rotational basis as agreed by the Higher Education authorities.

Further Education (FE) members can be represented for a two-year period and then will be rotated with a different FE representative as agreed by the Further Education authorities from across D2N2.

All remaining Private Sector Board Members shall serve terms of three years once appointed to the board, should a board member wish to extend this term they will reapply to serve a second term on the board. Each Private sector board member can serve a maximum of two terms on the board.

**Appointment of Chair and Deputy Chair**

The Chair of the People & Skills Advisory Board will be a member of the D2N2 Board. Appointment to the role of Chair of the will be decided by the D2N2 Chair. Appointment to the role of Deputy Chair will be decided by the Chair of the People & Skills Advisory Board.

**MEETINGS**

Meetings will take place on a bi-monthly basis, during the first six months of operation, dropping to quarterly thereafter. The Chair will determine whether these need to occur more or less frequently as business determines.

**SUB GROUPS**

The People & Skills Advisory Board will have 3 standing sub-groups to undertake detailed planning and oversight of priority themes:

- Careers and Young People
- Employment
- Skills for Growth

Arrangements for Chair, membership and Terms of Reference of these group to be agreed by the People & Skills Advisory Board. Each sub-group will produce regular reports to the Advisory Board.

In addition, the Chair can determine need for task and finish groups to be set up to oversee specific work streams in support of the role of the People & Skills Board.

A review of all sub-group arrangements will be undertaken every 12 months to ensure they remain operationally relevant.

**ATTENDANCE POLICY**
All members will be expected to attend meetings, other than in exceptional circumstances. Any member failing to attend for three consecutive meetings will be invited to consider their ongoing membership.

DELEGATED AUTHORITY

The People and Skills Board will have no delegated authority unless specifically agreed by the main D2N2 Board.

ACCOUNTABILITY

The People and Skills Board is directly accountable to the D2N2 Board. It will be chaired by a Member of the D2N2 Board as agreed by the D2N2 Chair.

A Deputy Chair will also be appointed by the Chair of the People and Skills Board to ensure continuity should the Chair not be available.

V4 26th August 2020
APPENDIX I

Skills Advisory Panel Functions:

1. Develop an implementation plan for People and Skills based on the thematic priorities identified in the D2N2 Strategic Economic Plan;

2. Provide leadership on skills in the local area; engaging with employers and providers and providing skills advice to D2N2 Board;

3. Develop understanding of current and future local skills needs and local labour market as well as the present skills and employment support provision in the local area by:
   a. developing a strategy and mechanism for the a robust and authoritative evidence-based skills and labour market analysis which clearly identifies existing local skills and employment challenges, and identifies key areas of future needs
   b. developing a sophisticated understanding of both the local labour market and skills provision in the local area, the extent to which labour mobility within, or into, a local economy can address skills needs, and the projected gaps between skills needs and skills provision
   c. building knowledge of the range of both local, regional and national employment provision that exists or is planned;
   d. presenting the analysis at board level and sharing it with wider employer and provider communities to ensure that their perspective on the local labour market and local employment and skills system is reflected in future prioritisation;
   e. Providing analysis to inform the development and the implementation of the ‘People’ element of Local Industrial Strategies.

4. Develop a clear approach to addressing skills and employment challenges within the local area, including by looking ahead to likely skills priorities in the coming decade by:
   a. building an understanding of the local area across a range of partners including employers (SME and larger employers from across the private and public sectors), all types of providers and other key partners (including the community & voluntary sector) to agree shared approaches to addressing the challenges the analysis has identified;
   b. providing a ‘feedback loop’ for the continual development of the ‘People’ element of the D2N2 Local Industrial Strategy.

5. Understand the wider dependencies in the local area and working together with other parts of the D2N2 LEP to:
   a. link them to the skills and employment analysis as well as strategic plans;
   b. ensure the ‘People’ element of the Local Industrial Strategy is integrated effectively with the wider work of D2N2.
6. Act as co-ordinator of local skills providers by:
   a. fostering co-operation between providers in mix of provision;
   b. actively working with a range of local providers (Further Education, Higher Education and independent) to plan for how the skills needs are to be met;
   c. Encouraging local providers to reflect the Skills Advisory Panel analysis when planning for T Levels implementation and delivery, and for the Skills Advisory Panel analysis to inform the investments that are made in the provider base to prepare for T Levels roll-out.

7. Work closely with careers advisory services (National Careers Service and Careers and Enterprise Company) to ensure that potential learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information. This will involve working with:
   a. the Careers & Enterprise Company’s Enterprise Advisor Network to ensure that the Skills Advisory Panel analysis is shared through the network and informs the activities they support locally;
   b. The National Careers Service local contractor to ensure that Skills Advisory Panel analysis is embedded into advice and guidance given to adults.

8. Raise the profile of apprenticeships with local employers and providers.

9. Advise where skills and labour market resource should be directed to support local employers and residents, using its understanding of existing employment support provision in the local area and the needs of the local labour market.

10. Share analysis and best practice, as widely and transparently as possible, with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.
D2N2 PLACE BOARD

TERMS OF REFERENCE

PURPOSE

Supporting and enhancing the quality of place within D2N2 as a great location to live, work, visit and invest is identified as a key priority within the Strategic Economic Plan and draft Local Industrial Strategy in order to deliver the vision for a more sustainable, productive, and inclusive economy. The Place Board will be an advisory group to the D2N2 board and will bring together strategies, implementation and investment proposals for the Place priorities within the draft Local Industrial Strategy. This includes the following areas of focus:

- Infrastructure and connectivity – including digital connectivity and sustainable transport
- Acceleration of housing delivery as part of wider place making;
- Shift to low carbon and sustainable living;
- The revitalisation of our Towns and Cities – through the development of transformational place priorities and supporting the Town Deal areas
- Overseeing the Enterprise Zones on behalf of the D2N2 Board;

This will build on and complement the work of existing local plans and strategies.

It will provide strategic direction to all Place related activity across D2N2 and continue to inform the development of the Place elements of the Local Industrial Strategy and Recovery Strategy for the region

ROLES AND RESPONSIBILITIES

The Place Board will:

**Strategy**

1. Develop implementation plans to deliver the Place elements of the Local Industrial Strategy.
2. Inform the Place element of the emerging Recovery Plan.
3. Bring together and co-ordinate local partner plans within the context of the overall vision for the region relating to Place, and identify key shared priorities for D2N2;
4. 

5. Propose the commissioning of underpinning strategies, as and when necessary, to support the overall delivery of the Place priorities.

6. Provide support to the strategic work programmes of key delivery partners to ensure that best practice is shared and opportunities for collaboration between partners are explored.

**Investment**

7. Identify opportunities for further investment and develop proposals to further these.

**Delivery**

8. Provide oversight of the delivery of D2N2 funded Place activities, and feed any key issues into the Investment Board.

9. Ensure that a strong pipeline of projects is in development and where necessary take action to stimulate these.

10.

**MEMBERSHIP**

The membership of the Group is as follows:

- Chaired by the Deputy Chair of the D2N2 Board;
- Deputy Chair of the Place Group from one of the local authority representatives;
- In recognition of the role of Local Authorities as place makers senior officer representation from the authorities as follows – 4 upper tiers, plus 2 Derbyshire, 2 Nottinghamshire districts (to be re-confirmed every 2 years by Districts)
- In addition to the Chair, 4 Business representatives from relevant sectors including Commercial/property and housing
- 2 Social Inclusion representatives
- 1 University representative
- Chairs of sub-groups

Homes England, Highways England, East Midlands Transport/Midlands Connect, Environment Agency and Network Rail will be issued with a standing invitation to attend the meetings.

The D2N2 Chief Executive and relevant LEP officers will also attend meetings in an advisory capacity.

**MEETINGS**

Meetings will be held three times a year to bring together the workstreams progressed by the Sub-groups as set out below. The Chair will determine whether these need to occur more or less frequently as business determines.
SUB GROUPS

The following sub-groups will undertake key elements of the work programme and report back into the Place board:

- D2N2 Energy Group: to oversee and lead the regions shift to low carbon energy
- D2N2 Infrastructure sub-group: consisting of the 4-transport authority leads and East Midlands Transport to co-ordinate a D2N2 wide approach on shared infrastructure challenges, including sustainable transport and identifying key regional infrastructure challenges and priorities
- D2N2 Towns Fund Group: to support the co-ordination of an effective approach to the 7 towns fund areas within D2N2
- D2N2 Place Priorities – a sub-group of the 4 upper tiers to develop and prioritise the top 10 transformational projects for the region
- D2N2 Housing Delivery Sub-group – a working group in conjunction with Homes England to identify and progress barriers to delivery and explore best practice on sustainable construction and MMC
- D2N2 Enterprise Zone – a working group to oversee progress across the D2N2 enterprise zones and best practice group to accelerate development across the sites;

The Chair can determine if any additional sub-groups or task and finish groups need to be set up to oversee specific work streams in support of the role of the Place Board.

A review of the sub-group arrangements will be undertaken every 6 months to ensure they remain operationally relevant.

ATTENDANCE POLICY

All members will be expected to attend meetings, other than in exceptional circumstances. Any member failing to attend for three consecutive meetings will be invited to consider their ongoing membership.

DELEGATED AUTHORITY

The Place Board will have no delegated authority.

ACCOUNTABILITY

The Place Board is directly accountable to the D2N2 Board. It will be chaired by the D2N2 Deputy Chair with lead responsibility for the Place agenda.
D2N2 LOCAL ENTERPRISE PARTNERSHIP
BOARD REPORT

DATE: 23 September 2020
REPORT LEAD: Sajeeeda Rose
AGENDA ITEM: 2.3

TITLE: D2N2 Chief Executive’s Report

1. INTRODUCTION

1.1 This report updates Board on the following:

- Skills Update
- Business and Innovation Update
- ESIF Update
- Marketing and Communications Update

2. RECOMMENDATIONS

2.1 Board is invited to

a. NOTE the report

3. SKILLS UPDATE

Contractual Delivery

Delivery of work across the Enterprise Adviser Network in the new academic year has started strongly with two major projects. The My Future virtual careers platform was launched in collaboration with Chesterfield District Council and the Derbyshire Careers Hub. The platform engaged many local employers in its development and was launched with associated guidance services to coincide with GCSE results day. This work has been recognised as being nationally innovative by the Careers and Enterprise Company, with many other areas now looking to develop a similar platform based on the model developed by D2N2. An update and presentation will be provided at the board meeting.

Liam Jackson, our Enterprise Coordinator for Southern Derbyshire is leading a programme of work to raise engagement and awareness of careers work across school governing bodies. In collaboration with the Careers and Enterprise Company, this toolkit will be rolled out nationally once complete.

Despite the lockdown, we have seen a boost in business engagement across all our careers activity. A full list of currently engaged employers is attached as Appendix A. Going forward we are looking to build on the engagement through the careers activity to co-ordinate across all the activities of the LEP to see how we can utilise the intelligence and engagement to shape activities such as skills needs and business support.

Digital Skills

D2N2 has been identified as one of 3 LEP areas (alongside Leeds City Region and Heart of the South West) to pilot higher digital and technical skills for adults through a model of 12-week ‘bootcamps’. The 3 LEPs will share a pot of £4m to deliver the pilot by the end of March, 2021. D2N2 has convened providers and local employers to develop a viable delivery partnership. The initiative will seek to test different funding processes and routes to inform wider preparation for the National Skills Fund from 2021 onwards.
Skills Advisory Panel

The MOU for 20/21 with Department for Education includes the requirement for the D2N2 Skills Advisory Panel (function delivered by the People and Skills Board) to produce a detailed Local Skills Report by the end of the financial year. DfE have now issued detailed guidance on the contents of the report which will focus heavily on the analysis undertaken in the area during the year and the changes or responses being made as a result. The report will evidence progress against the Economic Growth and Recovery Strategy and future plans.

Feedback from the Board on what additional functions this report could usefully fulfil or messages we would like to use the report to convey are welcomed.

Plan for Jobs

The Chancellor announced a package of measures in July to support those most at risk of long-term unemployment, with a focus on young people. The package includes apprenticeship incentives, targeted skills pathways and most recently the Kickstart scheme – providing paid work placements.

D2N2 is actively working with business support organisations and our comms team to promote these opportunities and ensure SMEs are able to benefit.

4. BUSINESS AND INNOVATION UPDATE

GROWTH HUB

D2N2 Growth Hub continues to operate a vital service in supporting businesses through the COVID-19 crisis with average monthly enquiry numbers four times higher than pre-COVID levels.

As well as the Information, Diagnostic and Brokerage (IDB) service, the events programme has been delivered virtually since April with great success whilst the D2N2 Business Investment Fund continues to receive interest from SMEs who can access up to 35% grants for projects that will improve business productivity. Since August 2019, £1.4m worth of grant applications have been submitted and contracted. This indicates positive intent from local SMEs despite current challenges.

In recognition of the importance of Growth Hubs, BEIS awarded “uplift” core funding of £269,000 for 2020/21 to further bolster support to SMEs to assist post-COVID recovery. The uplift is being utilised to fund further business support interventions such as the COVID-19 Business Resilience/Restart programme (delivered with partners in the East Midlands Cluster) which now encompasses transitional support for businesses preparing for EU exit.

Over the summer, the Government announced two additional funding strands to support businesses via LEPs and Growth Hubs - COVID Recovery Grants (via MHCLG) and Peer Networks (via BEIS).

For the Peer Networks, D2N2 Growth Hub has received a commitment of up to £345,000 to support around 20-25 small cohorts of SMEs in D2N2 to undertake an action-learning programme within a facilitated peer network to boost their business performance post-COVID.
An allocation of £983,986 has been secured via the ESIF national reserve to deliver the COVID Recovery Grant programme of which £327,995 is ringfenced to support Visitor Economy sector. Demand for the 100% grants (up to £3,000) has been substantial with demand expected to outstrip the grant allocation. Following input from the recent Business Growth & Innovation Advisory Board, partners are refining the eligibility criteria in order to minimise disappointment. The programme is scheduled to be open week commencing 28th September, 2020.

The GH survey provides a link to details of the latest intelligence from the ongoing Growth Hub survey.

INNOVATION

As part of the Budget, the Chancellor pledged to increase public R&D investment to £22bn p.a. by 2024/25 focused on four distinct areas:

- Supporting world leading R&D in across all regions and nations (as part of the Government’s “levelling up” commitment)
- Meeting the global economic and societal challenges (building on the Grand Challenges set out in the Industrial Strategy)
- Investing in the Government’s own capability to improve public services
- Supporting businesses to innovate and grow to create an innovation-intensive and technology-driven economy

Following on from the announcement, BEIS have published the “UK R&D Roadmap” which sets out the next steps for implementing a new place-based strategy for R&D as part of the Government’s levelling up policy.

Both Business and Government investment in R&D across the Midlands lags behind the national average, which remains heavily skewed towards London and the Cambridge-Oxford Arc. Within D2N2, R&D remains centralised around two major players, Rolls Royce and University of Nottingham.

Within this context work has commenced on focusing D2N2 efforts on a number of key areas to support the innovation agenda and develop the strengths and opportunities highlighted in the D2N2 Science and Innovation Audit:

- SME adoption of innovative products and processes
- Maximising the economic benefit of existing assets
- Increasing innovation investment into the region
- Future thinking – how can D2N2 meet the challenges of IR4 and the new normal following COVID-19
- Inspiring innovative and entrepreneurial behaviours by pupils and students in our schools, colleges and universities
- Engage and shape the new place-based approach to R&D
- Monitor, champion and learn best practice from existing projects & programmes

An innovation visioning workshop of key partners was held on 29 July and included facilitation from both Innovate UK and Nesta. The session has helped shape the innovation proposals outlined in the draft D2N2 Economic Growth & Recovery Plan and is in the process of setting out a forward vision and action plan focused on:

- making the case to Government and national bodies to invest in D2N2 innovation;
- enabling greater partner collaboration between universities and R&D institutions to support the new place agenda;
- providing leadership for D2N2 businesses and encourage SMEs to embrace innovation.
5. **ESIF SUMMARY UPDATE**

5.1 **COVID 19 – UPDATE AND IMPACT ON ERDF AND ESF PROGRAMMES**

ESIF provision continues to be affected by Covid-19 with providers continually developing approaches to delivery to ensure compliance with ongoing Covid 19 restrictions. Providers continue to utilise online, remote provision but this has impacted performance against profiled targets and outputs and income generation for the period July to September 2020.

Managing Authorities (MA) continue to work with the EU and the UK Government to develop flexibilities to allow additional support to providers through the Covid 19 pandemic. MAs continue to prioritise provider financials by supporting a range of flexibilities such as varied intervention rates, reduction of financial penalties for reduced output levels and staged claims deadlines.

**Support for businesses**

MAs have introduced flexibilities which allow providers to repurpose their project to better support businesses, in the current economic crisis, where activity remains in line with the Operational Programme and eligibility rules. This includes the provision of advice, business support and guidance to manage the effects of Covid-19 and allows SMEs that are experiencing financial difficulties to receive ESIF funded support.

**Support for individuals**

Providers are being encouraged to continue support to individuals and groups using remote online delivery and the introduction of programme flexibilities, such as participant verification collection by alternative means e.g. email rather than wet signatures.

5.2 **ERDF**

MHCLG have launched 2 programmes designed to address the impact of the Covid 19 pandemic on local economies to a total value of £2,852,053 of additional ERDF for the D2N2 area.

These are:

1. **The Reopening High Streets Safely Fund**

Local authority districts across D2N2 have received a total allocation of £1,867,945 of ERDF to support the safe reopening of high streets and other commercial areas. The money has allowed local authorities to put in place additional measures to establish a safe trading environment for businesses and customers, particularly in high streets, through measures that extend to the end of March 2021.

2. **The SME Restart and Recovery and Kickstarting Tourism package**

An additional allocation of £984,108 of ERDF has been made to the D2N2 Growth Hub to respond to the impact of COVID 19 on SME’s particularly those in the Visitor Economy.

The additional funding will compromise of:

- £263,710 to boost tourism in D2N2 by helping small businesses in tourist destinations to access additional support of up to £5,000; and
• £720,398 to helping small businesses recover from the effects of the Covid 19 pandemic by providing grants between £1,000 - £5,000 for new equipment and technology and specialist advice.

This funding will be launched on the 28th of September as outlined in the section above within the Growth Hub Update.

**Nottingham SUD**

The final call for applications for the Nottingham SUD programme closed on 10 March 2020. The amount of ERDF available was £8.5m across Priority Areas two, three and four. The Nottingham SUD’s committee it is hoping to bring forward seven outline applications to final application for consideration by the D2N2 ESIF subcommittee.

### 5.3 ESF

**D2N2 open calls**

DWP and the D2N2 TA service continue to work with bidding organisations to finalise applications and bring to the ESIF subcommittee for approval.

LEP officers are working with DWP to bring forward applications for consideration by the ESIF subcommittee in September 2020

- IP 1.1 Construction skills for unemployed people
- IP 1.1 Supporting progression into the Food and Drink Manufacturing Sector
- IP 1.2 Intensive support for young people with additional needs who are NEET
- IP 1.4 - Health and Social Care Workforce Development Programme

DWP assessors and the D2N2 TA service are now working with applicants on the remaining 2 calls made at D2N2 level

- IP 2.1 STEM Skills in D2N2
- IP 2.1 Leadership and Management Training for SME’s

**Digital Interventions Call**

DWP have launched the Digital Interventions call to help address the digital divide in response to Coronavirus. The call seeks to address two of the main access issues associated with digital exclusion - physical access to the internet, i.e. a device that will allow the user to access the internet and access to appropriate devices such as a laptop or tablet.

Beneficiaries will be existing ESF participants as a “bolt-on” to the ESF support they are currently receiving. The short-term activity will consist of projects procuring and loaning an appropriate device (e.g. tablet, laptop) and providing a 3-month allowance of data, provided via a data dongle, to existing ESF participants. Activity will also include support to enable users to understand functionality and get online.

Projects will be funded at 100% ESF through this Call. No upper or lower financial limit will be applied to project applications made enabling smaller, locally based organisations to apply for funding and larger organisations to apply to deliver larger scale projects where they have identified sufficient demand for provision.

The D2N2 TA service is promoting this opportunity with ESF providers, stakeholders and partners and working with potential applicants to make the most of this opportunity in D2N2.
ESF Reserve Fund

Following the initial impact of the COVID-19 crisis, DWP paused all Call Proposals from LEPs to the ESF Reserve Fund. DWP are now seeking Call Proposals which specifically respond to the local impacts of COVID-19 and address the priorities contained in the LEP Recovery Plan. The intention is to bring forward programmes which respond directly to the employment and skills impacts of COVID-19 which complement existing ESF provision.

Call proposals will contain an analysis of the economic and people impacts of COVID-19 and the support needs this has created. Projects will be commissioned using existing Priority Axis / Investment Priority and Category of Region criteria. The latter means that all applicants to the Reserve Fund calls will need to bring 50% of eligible match.

LEP officers have consulted widely with partners and stakeholders and took the following call proposals to the People and Skills Board in August 2020 for consideration.

- IP 1.1 Covid 19 unemployment programme - £2m of ESF
- IP 1.2 – Covid 19 Youth programme - £2m of ESF
- IP 2.1 and 2.2 The D2N2 Apprenticeship and Jobs Hub - £2m of ESF
- IP2.1 Skills for Productivity and Growth in D2N2 - £2m of ESF

The People and Skills Board approved the call schedule and LEP officers will now take the approach to the ESIF subcommittee for final approval. If approved LEP officers will then work directly with DWP to co-develop the final call specifications for publication on the ESIF call website.

5.4 EAFRD RESERVE FUND AND COVID-19

The EAFRD Growth Programme National Reserve Fund (NRF) closed on 16 February 2020. The RPA believe over 70 rural businesses within D2N2 have applied for grant funding across the three funding strands of Business Development, Tourism and Food Processing. Covid-19 could impact on applicant’s ability to deliver projects within the current completion deadline of 30 September 2021. RPA will work with applicants to discuss flexibilities around project timelines and agree variations to claim schedules, project milestones etc.

6. MARKETING AND COMMUNICATIONS

SUMMARY

Leveraging our use of digital and social media to provide timely information to build confidence in us and the D2N2 brand remains a key priority, especially in relation to our role as a champion for the economy and a key advocate for the region. We are continuing to strengthen relationships with our work key partners to ensure messages are aligned and coordinated.

We continue to develop our marketing and communications strategy to deliver a clear voice to unlock the region’s full economic potential on a local, national and international level. Building on the framework shared at the last board meeting, a more in-depth version will be shared at the next board meeting in November.

The new D2N2 website was launched on 16 July. The responsive web platform focuses on improved content and SEO, layout and navigation. The website has a clean design and vibrant graphics to deliver maximum impact and will play an integral role in improving the visibility and providing increased brand awareness for D2N2.
KEY UPDATES

Digital Campaign

The LEP, together with the D2N2 Growth Hub, has now completed our paid search and social media campaign to increase the Hub’s profile and to create cut-through with businesses across the region. This was new territory for the LEP and the Growth Hub, as neither party has ever run a significant digital paid advertising campaign before.

Annica Digital was appointed to lead the campaign, which ran for six weeks. Using LinkedIn, they have significantly raised awareness and engagement of the Growth Hub and driven increased traffic to the GH website and conversions on-site. The campaign targeted business decision-makers in the Nottinghamshire and Derbyshire area and ran for six weeks.

Annica has produced a campaign summary report and a full debrief with them has been undertaken to understand overall performance, learnings and recommendations for future activity.

D2N2 Operational Comms Network

As part of our work to strengthen relationships with our key partners to ensure messages are aligned and coordinated, we have convened a D2N2 Operational Comms Network.

The network brings together communications professionals from across the region to coordinate, collaborate, amplify, and share best practice. It has been set up to remove any perceived barriers and shorten communications chains with a focus on the operational level to improve and understand delivery opportunities and challenges.

The first meeting was held on 10 September with attendees from Local Authorities, Universities, Placemaking organisations and Government. Further collaboration will be through a Network WhatsApp Group and regular monthly meetings.

Sajeeda Rose
23 September, 2020
### Item 2.3 Chief Executive’s Report Appendix A

#### Employers Actively involved in Careers Delivery in D2N2

**Cornerstone and Strategic Partner Employers**

<table>
<thead>
<tr>
<th>Employer</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aecom</td>
<td>Geldards LLP</td>
</tr>
<tr>
<td>Bombardier</td>
<td>Heathcotes Group</td>
</tr>
<tr>
<td>CBE+</td>
<td>Henry Boot</td>
</tr>
<tr>
<td>Chatsworth House</td>
<td>Inspire Design &amp; Development</td>
</tr>
<tr>
<td>Chesterfield Royal Hospital NHS Foundation Trust</td>
<td>Longcliffe Group</td>
</tr>
<tr>
<td>Cityfibre</td>
<td>Motorpoint</td>
</tr>
<tr>
<td>Deeper Than Blue</td>
<td>Paperclip</td>
</tr>
<tr>
<td>eOn</td>
<td>Rolls Royce</td>
</tr>
<tr>
<td>Experian</td>
<td>Severn Trent</td>
</tr>
<tr>
<td>Fortem</td>
<td>Toyota</td>
</tr>
<tr>
<td>Frasers Group</td>
<td>United Cast Bar</td>
</tr>
<tr>
<td>G F Tomlinson</td>
<td>Woodhead Group Ltd</td>
</tr>
</tbody>
</table>

**Additional Employers with Enterprise Advisers in D2N2**

<table>
<thead>
<tr>
<th>Employer</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Logical Ltd</td>
<td>LR Communications</td>
</tr>
<tr>
<td>ACAS</td>
<td>Lyreco</td>
</tr>
<tr>
<td>AIM Commercial Services Ltd</td>
<td>M N T Marketing Ltd.</td>
</tr>
<tr>
<td>Asmech Systems Ltd</td>
<td>M&amp;A 2020 MakeIt Group</td>
</tr>
<tr>
<td>Boots Walgreen PLC</td>
<td>Mama Jewels</td>
</tr>
<tr>
<td>BRAVE: Creative Leadership</td>
<td>McCracken Consultancy</td>
</tr>
<tr>
<td>Brighter Directions</td>
<td>Move Your Thinking</td>
</tr>
<tr>
<td>Bulwell Precision</td>
<td>M-Prez Ltd</td>
</tr>
<tr>
<td>Business Wise Consultancy</td>
<td>MSE Hiller</td>
</tr>
<tr>
<td>Calverton Finance</td>
<td>My Unidays</td>
</tr>
<tr>
<td>Capgemini UK</td>
<td>NG23 Tender Support</td>
</tr>
<tr>
<td>Charm HR</td>
<td>NHS</td>
</tr>
<tr>
<td>CIPD</td>
<td>Nottingham City Council</td>
</tr>
<tr>
<td>Citizens Advice Bureau</td>
<td>Nottingham City Housing</td>
</tr>
<tr>
<td>Clee Hill Plant Hire Ltd</td>
<td>Odyssey HR ltd</td>
</tr>
<tr>
<td>Collis Engineering</td>
<td>Open University</td>
</tr>
<tr>
<td>County Battery Services</td>
<td>Passion Marketing Solutions</td>
</tr>
<tr>
<td>Create Space</td>
<td>PreciseHR (2)</td>
</tr>
<tr>
<td>Credo Marketing</td>
<td>Premier Foods</td>
</tr>
<tr>
<td>Crowne Plaza Nottingham</td>
<td>Rainfast Ltd</td>
</tr>
<tr>
<td>D2N2</td>
<td>RBS PLC</td>
</tr>
<tr>
<td>DEBP ltd</td>
<td>Right Management</td>
</tr>
<tr>
<td>Denby Pottery</td>
<td>Salvation Army</td>
</tr>
<tr>
<td>Derbyshire County Council</td>
<td>Self Employed</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Door Stop International</td>
<td>Sevacare</td>
</tr>
<tr>
<td>DWP</td>
<td>Sherwood Forest Hospital Foundation Trust (2)</td>
</tr>
<tr>
<td>East Midlands Ambulance Service</td>
<td>Solos Consultants</td>
</tr>
<tr>
<td>Eatons</td>
<td>Spencer Solicitors</td>
</tr>
<tr>
<td>Edwards Employment Solutions Ltd</td>
<td>St Modwen Properties</td>
</tr>
<tr>
<td>Europa worldwide Group</td>
<td>TARMAC (2)</td>
</tr>
<tr>
<td>First Steps Education</td>
<td>Textron Aviation</td>
</tr>
<tr>
<td>HMRC</td>
<td>TGIS Aviation</td>
</tr>
<tr>
<td>Ideagen</td>
<td>The Nottingham</td>
</tr>
<tr>
<td>Impact People Change</td>
<td>The Purico Group</td>
</tr>
<tr>
<td>Impression</td>
<td>Totally PLC</td>
</tr>
<tr>
<td>Indigo Drum Communications</td>
<td>Travel Counsellors</td>
</tr>
<tr>
<td>Jurys Inn</td>
<td>UKRI</td>
</tr>
<tr>
<td>Kohl kreatives</td>
<td>Vodafone</td>
</tr>
<tr>
<td>KPMG</td>
<td>Volvo Group UK Ltd</td>
</tr>
<tr>
<td>KPMG</td>
<td>Warbutorns</td>
</tr>
<tr>
<td>Lady Bay HR</td>
<td>Wates</td>
</tr>
<tr>
<td>Lindhurst Engineering Ltd</td>
<td>West Mill Venue</td>
</tr>
<tr>
<td>Linneys Group</td>
<td>Whitemeadow Group</td>
</tr>
<tr>
<td>Logic Digital</td>
<td>William Davis Homes</td>
</tr>
<tr>
<td>Lovell Partnerships LTD</td>
<td></td>
</tr>
</tbody>
</table>
D2N2 LOCAL ENTERPRISE PARTNERSHIP
BOARD REPORT

DATE: 23 September 2020
REPORT LEAD: Sajeeda Rose
AGENDA ITEM: 2.4

TITLE: Capital Programme Performance Update

1 Introduction
This paper provides an update on the performance of the D2N2 Capital Programme and details the latest updates of all programmes as presented to the 4 August and 9 September Investment Boards.

2 Recommendation
• The Board is recommended to ratify and confirm the decision of the Investment Board to invest £425,000 of Local Growth Fund to the Tollbar House project in Ilkeston.

• The Board is recommended to ratify and confirm the decision of the Investment Board to invest £650,000 of Local Growth Fund to the Revitalising the Heart of Chesterfield project.

• The Board is recommended to ratify and confirm the decision of the Investment Board to invest £2.2m of Local Growth Fund to the YMCA Community and Activity Village in Newark.

• The Board is recommended to ratify and confirm the decision of the Investment to invest £160,000 of Local Growth Fund to the Mushroom Farm Project in Eastwood.

• The Board is recommended to ratify and confirm the decision of the Investment Board to invest £850,000 of Local Growth Fund to the Facility for OMICS Research in Metabolism project at the University of Derby

• The Board is recommended to ratify and confirm the decision of the Investment Board to invest £673,618 of Local Growth Fund to the Automation and Robotics Centre project at West Nottinghamshire College

• The Board is recommended to ratify and confirm the decision of the Investment Board to invest £800,000 of Local Growth Fund to the Smarter Wireless Innovation Facility project at NTU’s Clifton Campus.

• The Board is asked to note the progress of the capital programme and the new Getting Building Fund projects.
The Board is asked to delegate authority to the Investment Board to approve any projects that come to the October Investment Board to enable those projects to progress before the November Board meeting. Board Members will be provided a written report on the outcome of the Investment Board.

3 Local Growth Fund (LGF)

3.1 Performance Update

Coming into the last year of the Local Growth Fund programme the LEP has £40,086,356 of its £250.7m Local Growth Fund budget left to spend before the March 2021 deadline. Of the £40m allocated within this year, D2N2 have recorded £8,977,821 of actual spend in the first financial quarter of the year. LEP Officers are working closely with project sponsors for all projects that are 'live' and still 'awaiting approval' to monitor the ability to spend by the deadline, based on spend to date and forecast spend we are confident this figure can be met.

One significant change took place at the 9 September meeting with the withdrawal of the Heathcoat Immersive Incubator project by Nottingham City Council. The project originally had an allocation of £160,000 earmarked which will now return to the overall LGF budget reducing the level of overall underspend.

At this moment in time based on the current assessment of the programme and if all the projects are approved as set out, we believe we will be on track to deliver the full programme target by the end of this financial year. We have also overprofiled by £1.8M to provide a buffer against any underspends.

Should the five projects be ratified by the LEP Board within this paper there will only be two projects left to gain a Final Business Case approval in the Local Growth Fund programme. They are the phase 3 of the A46 Corridor project and the Becketwell project which will submit business cases to the Investment Board in November and January respectively.

At the time of writing a call for pipeline schemes has come to a close on 11 September – the purpose of the call is to ensure that we have a steady list of developed schemes that can be brought forward should any of the existing projects in the LGF or Getting Building Fund not proceed or further funding become. The full list of projects will be independently appraised and prioritised before being put forward to the October Investment Board for consideration.

3.2 Q1 Output returns

In return for £250m of Local Growth Fund contributions, D2N2 are expected to deliver outputs to contribute to the national economy as a result of the interventions it carries out in the economy. Over its three tranches of funding, the LEP are committed to deliver 29,000 jobs, 10,800 homes and 2,000 learners over the projects lifetime which runs up to 2035.

As of Quarter 1 2019/20 the LEP has delivered the following outputs to date

<table>
<thead>
<tr>
<th></th>
<th>Jobs</th>
<th>Homes</th>
<th>Learners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted Target to Q4 2019/20</td>
<td>10,198</td>
<td>4,061</td>
<td>1,709</td>
</tr>
<tr>
<td>Actual to Date (Up to and including Quarter 4 2019/20)</td>
<td>10,518</td>
<td>1,547</td>
<td>2,163</td>
</tr>
<tr>
<td>Percentage</td>
<td>103%</td>
<td>38%</td>
<td>127%</td>
</tr>
</tbody>
</table>
Overall the LEP is delivering well against job and learner targets as set by Government. However, the housing delivery numbers still remain low. This is largely down to the delay in delivery of the Newark Southern Link Road due to unresolved funding issue. D2N2 continue to work with partners to find a solution to the issue.

3.5 Project for Approval – Tollbar House

Erewash Borough Council presented a project to the August Investment Board requesting £450,000 of Local Growth Funding towards the delivery of newly renovated office space in Ilkeston Town Centre.

The Toll Bar House project will upgrade, redevelop and revitalise this iconic building set on a prominent location on the gateway to Ilkeston town. The building has recently become vacant after its long time public sector tenant vacated and has little prospect of finding a new occupier in its current form. The proposal is to futureproof the building with a programme of upgrades and redevelopment to make it into an energy and water efficient building to help combat climate change. The refurbishment will make accommodation suitable for small and growing companies where office space is constrained in Ilkeston.

The proposal for Toll Bar House is to update and refurbish this art deco landmark building to make it suitable for modern, high value office requirements. The project will include upgrading the heating and lighting systems, fitting more energy efficient windows, insulation and water systems. These will be more economical for the occupants to run, help limit climate change and improve the appeal of the letting offer.

The project aligns with the LEP’s strategic ambitions to develop our places and improve the economic prosperity of the town of Ilkeston. Alongside this ambition to improve the economy of the town, this project aligns to the clean growth ambition by repurposing this space to become an energy efficient building.

The project overall will deliver 92 new jobs and 1,106m² of refurbished floorspace with the potential to house 23 businesses.

The Board is recommended to approve the release of £450,000 of Local Growth Funding to Erewash Borough Council for the Tollbar House project.

3.4 Project for Approval – Revitalising the Heart of Chesterfield

Chesterfield Borough Council presented a project to the September Investment Board requesting £650,000 of Local Growth Funding towards the delivery of the two phased Revitalising the Heart of Chesterfield Project.

The Revitalising the Heart of Chesterfield project comprises of two elements; the reconfiguration of the town centre outdoor market to make it a more attractive proposition for both traders and shoppers; and the delivery of an enhanced public realm in the town’s Northern Quarter.

Changing patterns of retailer and consumer behaviour are combining to create challenging market conditions for Chesterfield town centre. In response to these challenges, the Council is seeking to strengthen the overall appeal of the town centre, to make it a place that more people want to visit and enjoy spending longer periods of time in. This scheme supports this aim by delivering a high-quality public realm and re-establishing the outdoor market as a key footfall attractor for the town centre.

The project will deliver 66 new jobs to the town centre and help to safeguard 80 existing jobs in the economy.
The Board is recommended to approve the release of £650,000 of Local Growth Funding to Chesterfield Borough Council for the Revitalising the Heart of Chesterfield Project.

3.5 Project for Approval – YMCA Community and Activity Village

The Nottinghamshire YMCA presented a project to the September Investment Board requesting £2.2m of Local Growth Funding towards the building and delivery of a new Community and Activity Village in Newark.

The project involves multiple phases of development and to date has involved the creation of new sporting facilities including two 3G Football pitches and a full-size athletics track. For this phase of the development seeking LGF funding the YMCA will look to create a new state of the art Community Learning and Wellbeing Centre. The centre will include flexible work space, training and education suites, a 92-space nursery, state of the art digital media and recording suites, an Olympic-sized climbing wall/destination bouldering centre, changing rooms, health & wellbeing suites, conference space for up to 300 people and a function suite.

By providing this infrastructure and the partnerships that have been developed between the YMCA and local institutions such as Nottingham Trent University and Lincoln College, the centre will enable young people to gain access to learning opportunities within their locality which may not have been previously available and raise aspirations and ambition in the surrounding areas.

The total project cost is £12.57m with the match funding contributions coming from the YMCA and their capital borrowing which will be repaid through revenues at the facility. Works mobilise on site in October and the building will be complete by November 2021 ready for an opening in December 2021.

The project will deliver 1,200 new learners, 38 apprentices and 137 new FTE jobs.

The Board is recommended to approve the release of £2.2m of Local Growth Funding to the Nottinghamshire YMCA for the Community and Activity Village project.

3.6 Project for Approval – Mushroom Farm

Broxtowe Borough Council presented a project to the September Investment Board requesting £160,000 of Local Growth Funding towards the building of 3 new industrial units at the Mushroom Farm site in Eastwood.

Broxtowe Borough Council are looking to create the delivery of 3 new small industrial units on the existing Mushroom Farm Industrial site in Eastwood. The project will provide new B2 industrial floorspace for new and existing businesses to utilise where there is an existing shortage of this commercial stock available to the market.

Broxtowe Borough Council are looking to utilise £160,000 of Local Growth funding to construct the new units in response to an existing shortage and demand for this type of premises in the area. The current stock owned by the Council sits at 100% occupancy and market failure is taking place in the area as the private sector does not have the commercial appetite to build this stock due to viability issues.

The project supports various strategic priorities for the local area including the Local Industrial Strategy Guiding Principle one which relates to the aspiration to allow our businesses to prosper, by intervening in the construction of these units the development will allow new or existing businesses to develop in the region. Secondly, the project helps to
deliver Guiding Principle 3, proposition 3 which aims to support the growth of our Towns and Economic Corridors by creating new economic development opportunities for the LEP area.

The project will deliver 7.5 new FTE Jobs and £1.75m of GVA to the economy.

**The Board is recommended to approve the release of £160,000 of Local Growth Funding to Broxtowe Borough Council for the Mushroom Farm Project.**

### 3.7 Project for Approval – Facility for OMICs Research in Metabolism

The University of Derby presented a project to the September Investment Board requesting £850,000 of Local Growth Funding towards the delivery of the new facility for OMICs research in metabolism.

This facility will support the launch of new, high-level programmes of study in Biomedical Sciences to increase the pipeline of STEM skills in D2N2. The vision is to establish Derby as a centre of excellence in bio-analytics. Derby is a city of advanced technologies that is built on a heritage of world-class innovators. By bringing new capabilities and technologies to Derby, The project will support the recovery of the City from the impact of the Coronavirus Pandemic as it seeks to diversify its economy and stimulate new, high skill industries. Thus, mitigating its over-reliance on employment in advanced manufacturing.

Space will be refurbished to create a new, high tech analytical facility. The funding will go towards the cost of the capital equipment and technology. This investment will enable the launch of new undergraduate and postgraduate specialist programmes to increase local access to STEM (Science, Technology, Engineering and Maths) opportunities for D2N2 learners and also the supply of STEM skills.

The project will deliver 893 learners and 27 new jobs to the area.

**The Board is recommended to approve the release of £850,000 of Local Growth Funding to the University of Derby for the delivery of the Facility for OMICs research project.**

### 3.8 Project for Approval – Automation and Robotics Centre

West Nottinghamshire College presented a project to the September Investment Board requesting £673,618 of Local Growth Funding towards the delivery of the new Automation and Robotics Centre.

This project is to create an Automation and Robotics training facility at West Nottinghamshire College in Mansfield by refurbishing 100m² of learning space and purchasing automation and robotics equipment and associated IT. The investment allows a proactive response to development of skills which will support employers and individuals to raise the level of higher skills within their future workforce in the areas of Engineering, Manufacturing and Distribution.

At a local level, Mansfield and Ashfield have a strong engineering and manufacturing base; the provision of enhanced skills will support the current and future workforce. The local sector needs to respond to the increased use of automation and robotics, which require a shift in the skills base towards level 3, 4 and 5 to support the technology, securing jobs.

The existing facilities based on the Engineering campus have no training equipment associated with Industry Standard 4, which is the underpinning technology behind what has been described as the next industrial revolution. The Project seeks to build Automation and
Robotics training in as additionality to the standard Apprenticeship and curriculum offer. The Project focuses on securing this type of equipment and enhanced IT resources to allow the use of virtual environments.

The project will deliver 1,180 learners over its lifetime and 3 jobs.

**The Board is recommended to approve the release of £673,618 of Local Growth Funding to West Nottinghamshire College for the Automation and Robotics Centre project.**

### 3.9 Project for Approval – Smarter Wireless Innovation Facility

Nottingham Trent University presented a project to the September Investment Board requesting £2.2m of Local Growth Funding towards the delivery of the Smarter Wireless Innovation Facility.

The Smart Wireless Innovation Facility (SWIFT) project, through the introduction of innovation technology will create a Smart and sustainable campus at Nottingham Trent University’s (NTU) Clifton Campus. It is intended to become a ‘living laboratory’ for businesses, academics and policy makers in D2N2 and beyond to explore the application of 5G and other smart technologies in industry, logistics, agriculture etc. and explore to create Smart Places for the future.

SWIFT will establish a facility at NTU's Clifton Campus that will support entrepreneurs and commercial enterprises to develop the software applications, devices, systems and skills that will bring 5G, LPWAN and other mobile technologies to life and enable Smart Campus technologies to become implemented and connected.

There are two major elements to this project:

- The installation of a secondary optical fibre network on the Clifton campus that could be used securely by businesses and researchers for testing applications, devices and systems on a plug-and-play basis
- Creative of the SWIFT Lab on Clifton Campus including installation of a 5G and LPWAN system that can be used securely by businesses and researchers for mobile application and device development and testing. Other network technologies will be added as they emerge.

The project will deliver 50 jobs and multiple industry based partnerships to further develop technologies for innovative, local SME’s.

**The Board is recommended to approve the release of £800,000 of Local Growth Funding to Nottingham Trent University to deliver the Smarter Wireless Innovation Facility project.**

### 4.0 Getting Building Fund Projects

Following on from the process undertaken for a call for projects in June and July the 10 projects below have been given an in principal allocation of funding as part of D2N2’s £44.4m Getting Building Fund allocation from Government. The call for projects from Government was largely based around deliverability and project sponsors ability to act quickly in response to economic recovery and therefore we are working with projects to deliver at the earliest date possible.

As part of the assurance of deliverability, D2N2 officers are currently working with project sponsors to reconfirm the milestones and cashflows for all projects that were presented through the submission phase to Government. Pace of delivery is essential to this
programme and Government have stated that D2N2 will be given a 50/50 split of funding allocation between the 2020/21 and 2021/22 financial years. Government have also confirmed that any funding that is not spent by the March 2022 deadline will be clawed back centrally therefore it is imperative that projects are held to account over their milestones for delivery before they submit their Final Business Cases for consideration and approval.

Based on initial discussions there is a potential that both the 5G Digital Turbine and Berry Hill projects may come forward for approval at the October Investment Board. Given the tight timelines for delivery, board are asked to delegate approval to the Chair and Investment Board for approval and seek approval for the board through written procedures rather than waiting to formally approve the projects at the November Board and thereby delay the start on site for both schemes.

**Recommendation:** Board to delegate authority to the Investment Board for the consideration and approval of projects considered at the October Investment Board and seek board approval through written procedures.
Table 1 – Getting Building Fund Project List

The following table outlines the projects which have been confirmed as D2N2’s Getting Building Fund projects.

<table>
<thead>
<tr>
<th>Project Name and Location</th>
<th>Description</th>
<th>GBF Funding</th>
<th>Project Outputs</th>
<th>Final Business Case Submission Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berry Hill, Mansfield</td>
<td>The Berry Hill site forms an urban extension to the Mansfield district. Work is well underway on phase 1. To accelerate phase 2, funds are requested towards the spine road, which will unlock the site to create new homes, school, shops, Green Infrastructure and Employment Land.</td>
<td>£3million</td>
<td>220 Jobs 475 Homes</td>
<td>December 2020</td>
</tr>
<tr>
<td>Digital Advanced Manufacturing and Engineering Centre, Chesterfield</td>
<td>The project will fund the development of a centre of excellence at Chesterfield College to support learners to develop much needed digital skills and the practical skills for modern construction techniques. The new centre will deliver higher-level skills within the industry and meet the demands of the local area.</td>
<td>£0.5million</td>
<td>3 Jobs</td>
<td>November 2020</td>
</tr>
<tr>
<td>UK Electrification of Aerospace Propulsion Facility, Nottingham University</td>
<td>Part of a £1bn+ vision for the East Midlands to regain its pre-eminence as the world’s foremost location for aerospace innovation - protecting the 40,000-aerospace supply-chain jobs in the region. This national facility will support a green recovery for the UK aerospace industry through the development of sustainable and competitive electrified propulsion systems.</td>
<td>£7.6million</td>
<td>300 Jobs 150 Learners</td>
<td>February 2021</td>
</tr>
<tr>
<td>Project Name and Location</td>
<td>Description</td>
<td>GBF Funding</td>
<td>Project Outputs</td>
<td>Final Business Case Submission Date</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-------------</td>
<td>----------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td><strong>Bridge Court Campus, Worksop</strong></td>
<td>The regeneration of Bridge Court will facilitate the delivery of a state-of-the-art University campus in Worksop town centre in partnership with the University of Derby and Doncaster &amp; Bassetlaw Hospitals Trust. This Campus will address a training need in the health sector, enable the upskilling of young people and carers, and increase the engagement of local people in higher education.</td>
<td>£3.5million</td>
<td>40 Jobs 300 Learners</td>
<td>November 2020</td>
</tr>
<tr>
<td><strong>Digital Turbine Centre, Worksop</strong></td>
<td>This project will establish a 5G Innovation Hub in the Turbine Centre in Worksop, providing enhanced digital connectivity throughout the centre. It will also enable the prototyping and launching of the world’s first 5G devices from the Hub and the delivery of certified business engagement and digital training on 5G &amp; related technologies.</td>
<td>£0.5million</td>
<td>8 Jobs 100 Learners</td>
<td>October 2020</td>
</tr>
<tr>
<td><strong>Glossop Town Hall, Glossop</strong></td>
<td>The renovation and repurposing of Glossop Town Hall, Market Hall and Municipal Buildings for use as business start-up space, with a focus on creative industries, and modern multi-use event space accommodating food and drink businesses, general and specialist retail.</td>
<td>£2million</td>
<td>105 Jobs</td>
<td>November 2020</td>
</tr>
<tr>
<td>Project Name and Location</td>
<td>Description</td>
<td>GBF Funding</td>
<td>Project Outputs</td>
<td>Final Business Case Submission Date</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-----------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Drakelow Park, South Derbyshire</td>
<td>Infrastructure project on the road network to support a larger bridge/bypass scheme including bypass bridge to Burton and better road traffic links between South Derbyshire, East Staffordshire and the wider West Midlands. This is linked to the regeneration of the former Drakelow Power Station site enabling 2239 homes (193 built) and up to 30 acres of industrial and commercial use land.</td>
<td>£2.6million</td>
<td>1,100 Jobs 2,046 Homes</td>
<td>December 2020</td>
</tr>
<tr>
<td>MRC Midlands, Derby</td>
<td>The MRC Midlands will be the first project of its kind in the region. It will spearhead innovation-led advanced manufacturing to boost the resilience of Derby’s economy. Through providing access to cutting edge research and development facilities, the project will create jobs, transform supply chains and enable business growth.</td>
<td>£6.85million</td>
<td>70 Jobs 50 Learners</td>
<td>March 2021</td>
</tr>
<tr>
<td>Transforming Nottingham's Southside, Nottingham</td>
<td>Demolition and rebuilding of the former Intu site, and enabling infrastructure which will bring forward new additional job creation on the site and surrounding areas as well as new homes in the City Centre.</td>
<td>£7.99 Million</td>
<td>733 Jobs 868 Homes</td>
<td>May 2021</td>
</tr>
<tr>
<td>Smartparc, Derby</td>
<td>The Food Innovation Park will be a food manufacturing and distribution centre. 2,500 jobs will be secured from a major inward investment with this bid supporting the first</td>
<td>£12 Million</td>
<td>2,300 Jobs</td>
<td>October 2021</td>
</tr>
<tr>
<td>Project Name and Location</td>
<td>Description</td>
<td>GBF Funding</td>
<td>Project Outputs</td>
<td>Final Business Case Submission Date</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------</td>
<td>-------------</td>
<td>----------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>phase, with a potential for an additional 2,000 in subsequent phases. The project will facilitate a food innovation centre and a new skills facility with the latter run in conjunction with the University of Derby.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>