

## APPENDIX A

### Economic Growth Strategy Action Plan 2021-2026

Intent (“the what”)	Implementation (“the how”)	Impact (“the targeted success”)	Role (“the who”) and the who in the team?	July 2021 UPDATE	Time
To support the Retail Sector	To measure Footfall by implementing a new footfall measurement programme	Establish baseline figure in 2021	NSDC Lead & Deliver (JH/SP/OS/Jill)	3 Cameras installed, 2 more within next 6 weeks	2021
	To lead on the Newark Heart Programme & deliver an increased events programme maximising our assets and USPs.	5% YOY Increased number of people using our Town Centre(s) & 10% Increased spend within Town	NSDC Lead & Commission with Private Sector (JH/NC/RH)	Scoping SMT with Welland TIP Business Case Spec Programme underway with Hatch.	2024
	Develop an Evening Economy Strategy for Towns in the District	Creation of a focused Strategy for evening economy	NSDC Lead & Deliver (NC/JH/SP/Jill)	Not started yet – conversations ongoing with industry and best practice strategy and specs elsewhere.	2022
	To implement a shopfront grant scheme as part of the HAZ Programme	Support 15 businesses with Grant Programme	NSDC Lead & Deliver with Historic England (JH/OS)	Meeting with OS, identifying possible shops that may be interested.	2021
	Allocate and deliver a High Street Diversification Fund to Newark, Southwell, Ollerton & Edwinstowe	Support 100 retail business to diversify on to on-line trade	NSDC Lead & Deliver (JH/SP/VD/Jill)	Delivered R1/2 ,R3 to complete by end of Aug. In conversation with parish clerks re. allocation of WBF – ongoing – awaiting final confirmation from clerks.	2021
	Convene Shop Local Taskforce and develop a ‘Shop Local’ Campaign	50 Business supported	NSDC Lead & Deliver (JH/SP/Jill)	Ollerton signed SLA, others still to do so. Also still awaiting quotes for requested projects to be covered by WBF funding. Reminders issued.	2021
	Work with Businesses to establish the ‘Good to Go’ Visit Britain Standard across Newark & Sherwood.	100 Business supported	NSDC Lead & Deliver (SP/JH/Jill)	Lifting Lockdown Campaign now live. Indie retailers featured in District Comms brochure/campaign – ongoing.  Updated Assurance posters in Lifting Lockdown design delivered to businesses. Supporting T & T and promoted via comms – ongoing	2021

To promote our District	To attract a new hotel operator to Newark	15% Increase of Visitor Numbers by 2026	Lead & commissioning (NC/JH/RC)	Land Parcel Newark Gateway – SMT Newark Gateway	2026
	To deliver the Castle Gatehouse Project	15% Increased Visitor Spend by 2026	Lead and Partner (CC/JH/OS)	Regular meetings in place, Business case being built with Hatch. HLF sequencing.	2024
	Collect and analyse data from STEAM Annual	Improved focus and understanding of our destinations to plan and deliver targeted interventions	Collaborate and Lead (RH/SP/BF)	2020 data received in June 2021 with report to EDC in September 2021	2022
	Localise Visit England Winter Campaign promoting visitor economy key assets	Development and roll out of the 'escape the everyday' campaign across Newark & Sherwood	Lead & Partner (RH/SP/BF)	'Doorstep Days Out' campaign extended to 19 <sup>th</sup> July. Summer-Autumn Staycation campaign launched 26 <sup>th</sup> July. Aligned to Visit England's 'Escape the Everyday'  Ensured strong representation in LNER's The Explorer's Road campaign launched 26 <sup>th</sup> July.	2021
To repurpose & regenerate our Town centres	To develop key sites such as 32 Stodman Street for residential, commercial or retail uses	3 new retail units & 30 new residential units creating increased footfall of 5% on Stodman Street	Lead & Partner (RC/NC/JH)	Letter sent to HE. Viability Assessment complete and being checked independently. FBC being developed by Hatch.	2023
	To encourage the repurposing of town centres sites for residential through engagement with housing operators	5 New repurposed town centre dwellings	Commission and Influence (NC/JH/CC)	Discussions with developers ongoing.	2026
	To redevelop the Cattlemarket site with a mixed use commercial, education and business use	New mixed use site creating 50 new residential units, 6 new businesses	Lead, Collaborate, Partner & Influence (ML/NC/RC/JH)	Demolition tenders concluded. Programme Team built and connection with IASTI programme underway.	2026
	To redevelop the Buttermarket to provide a new retail, education or community use	5 new jobs created and new retail and community space	Lead and Deliver (JH/PP/NC)	Agent engaged and marketing site underway, with negotiation with 3 tenants	2021
	To redevelop the York Drive Site	320 new residential units and 450sqm new floor space, and 480 Jobs created	Lead and Deliver (CC/JH/NC)	No update	2024
			Lead and Deliver (NC/JH)	No update	2023

	To define options for the Bowbridge Car Park Site (hospital area)  Establishment of a landlord commission to understand how vacant or unused property can be repurposed	Delivery of 1 new Town Centre site for Car parking or commercial use  Reduction in empty commercial space in town centres	Lead & Deliver (JH/SP/EGO)	Agents forum to be started	2022
To provide the necessary infrastructure for growth	To develop the A1 overbridge	Delivery of new A1 overbridge	Partner (ML/NC)	Requires Update.	2026
	Provide cycling infrastructure through delivery of new hubs and docks throughout the town	1 New docking station and infrastructure	Lead & Deliver (JH/TD)	Hatch contract for FBC – 22/23 spend £0.2m – better business involvement for match funding	2021
	To support the Trans Midland Trade Corridor Programme	Engagement in Programme	Influence & Partner (TD//ML/NC)	Negotiation with Midlands Connect to include Newark/Lincoln as case study.  NC/JH to review	2026
	To review renewable energy programmes and assess suitability for development and infrastructure schemes	Economic Assessment of renewable energy options for development and infrastructure projects	Partner (NC/JH)		2026
To provide a strong digital offer throughout the District	To develop a Digital Strategy with local Providers	Delivery of new Digital Strategy with Action Plan	Lead & Collaborate (NC/NGO/TD)	DR driving this with NSDC corporate	2022
	To work with utility providers to improve Wi-fi capacity and capability across our towns	Secure 5G capacity for 90% of our area	Influence (NGO)	Not started	2026
	Seek funding to deliver a full fibre offer to commercial premises	Increase in business productivity locally	Influence (NGO)	Not Started	2025
To encourage Foreign Direct Investment (FDI)	Assess and develop the Invest Newark & Sherwood Campaign, further consider new ways or promotion and delivery	Increase in business and commercial enquiries	Lead (VD/SN/NC)	Working with partners to build brand;	2021+
	To work with the DIT & D2N2 regional leads to facilitate requests for sites and data	Increased demand and response for key Newark Sites, increase in enquiries	Partner (SN/NGO/NC)	Build this with DIT – received 5 enquiries to date. SN held online meeting with Innovate UK (EMC). Discussions ongoing	2021

	<p>To promote exporting opportunities to local business and industry.</p> <p>To provide and advice and guidance utilising partners on patents, regulatory functions and rule changes for exporting and importing.</p> <p>To work with key FDI interested stakeholders such as the China British Business Council, UK India Business Council to promote business dialogue for export and import opportunities</p>	<p>Support 5 business to explore and develop exporting opportunities</p> <p>Support 10 businesses per annum with information, advice and guidance on exporting, importing and regulatory functions</p> <p>Increase in enquires from key sectors of FDI</p>	<p>Deliver &amp; Partner (VD/SN)</p> <p>Partner (SN/VD)</p> <p>Partner (VD/EGO/SN)</p>	<p>Procurement event – 11 June 2021 and Economic Growth Conference 15 October 2021</p> <p>13 May ‘Protecting Trademarks’ Event postponed due to lack of registrations (7). Senior Patent &amp; Trademark Attorney, informed difficult to get them enthused about IP Rights!’ DIT informed “suspect clients are getting virtual meeting fatigue now”. All 7 were offered 1-2-1 support from both speakers</p> <p>SN Invited DIT China British Business Council, UK India Business Council to present at Economic Growth Conference- 15 October 2021. See further down document for further information</p>	<p>2022</p> <p>2022</p> <p>2021+</p>
<p>To encourage Regional Direct Investment (RDI)</p>	<p>Work with the Chamber of Commerce to encourage regional growth to Newark and Sherwood</p> <p>To promote local supply chains to business</p>	<p>Increase in RDI enquires</p> <p>Increase in enquiries from identified key sectors</p>	<p>Partner (SN/VD/NC)</p> <p>Partner (SN/VD/EGO/)</p>	<p>Ongoing quarterly meetings with CEX of EMC - ongoing</p> <p>Public procurement event 11 June 2021 – taken place - 35 attended - completed</p>	<p>2021+</p> <p>2021</p>
<p>To upskill and reskill our residents creating a culture of lifelong learning</p>	<p>To create &amp; maintain a Local Employment &amp; Skills Board</p> <p>To develop a new Construction College with Lincoln College Group in Newark</p>	<p>Creation of a strategic voice for the skills and employment programmes in Newark &amp; Sherwood</p> <p>New Construction College providing 688 training opportunities and new jobs</p>	<p>Lead &amp; Partner (VD)</p> <p>Partner (NC/VD/JH)</p>	<p>Started September 2020, meetings six weekly in addition to Members workshop</p> <p>Project underway due to open in September 2021 – opening event went ahead June 2021</p> <p>Agreed with College and underway. NSDC place -Asset management/Tech</p>	<p>2020+</p> <p>2022</p> <p>2021</p>

	Delivery of the Kick Start Programme throughout the District	To support the Kickstart Programme with Newark College, Chamber of Commerce, Futures delivering 150 placements in the District. Further to engage with the programme and directly deliver 5 placements at NSDC	Collaborator and Delivery Agent (VD/NC)	Support (2 of 7 places) Interview took place with Kickstart applicant for EG/Tourism department but was not successful. Monthly meetings with DWP	
	Working with Nottinghamshire Partners to deliver a joint Youth Futures Bid for enhanced skills and employment activities within Newark & Sherwood	Submission of a bid for financial resources for Newark and Sherwood	Partner (VD)	Unsuccessful – not being progressed	2021
	Support the new YMCA Newark & Sherwood Community Activity Village	Successful completion of new facility	Partner (ML/NC/VD)	FBC near complete TIP Project Business case assurance with Quod. 50% funding secured from British Cycling for 'Places To Ride' scheme	2022
	To influence local colleges and ITPs to provide courses needed by our local employers and local labour force	2 New Courses developed for business	Influence & Partner (VD/NC)	Part of ESB – part of workshop with partners and ED committee – Meetings took place 28 Aug and 8 July for awareness purposes - ongoing	2023
	To influence local colleges and ITPs to promote and operate the training courses	Enhanced Marketing Campaign	Influence & Partner (VD/NC)	Not started yet	2021
	To promote and work with colleges and providers to deliver apprenticeships, T levels and further education offers	Increased participation in apprenticeships and new T level offer	Influence (VD)	Improve understanding on this locally; covered with members workshop. Provision of new adult education centre at Newark College opened in April 2021 Underway, representative in NTU	2023
	To work with University partners to promote Higher Education & provide localised accessibility	Increased participation in HE, increasing the number of people securing a Level 4 qualification	Influence (VD/NC/JH)	Commencing discussions for the Newark Town Deal - Skills Summit on Aug 24	2026
	Provide the Future First Careers Expo Annually	Support, advice and guidance to over 50 people per year for career development	Lead & Partner (VD/SN/ALL TEAM)	Schools and partners agreed working towards 3 November 2021 event. 26 Exhibitors agreed to attend to date – 50 minimum required in order to run event	2021+

To support business & industry to grow	To develop the International Air & Space Training Institute	Delivery of a new training facility, ancillary functions and residential for 250 new students. Creating new jobs and 428 new training opportunities	Partner & Collaborator (ML/NC/JH)	Underway and connected to Gateway Project.	2024
	To create a SMART Innovation Zone	To implement a new innovation zone creating new jobs and new training opportunities	Partner & Collaborator (ML/NC)	SISLog Study complete with Focus, part of gateway programme – UoL reviewing with new contract manager. Business case being built with Hatch.	2025
	Provide 3 Business Events per annum supporting businesses to adapt or grow	Supporting over 60 business per annum with information, advice and guidance for growth, adaption or resilience	Lead & Deliver (SN)	5 events taken place, supporting 48 businesses to date. A further 1 event is being organised.	2021+
	To facilitate and host an annual growth conference with key partners	To engage and support 50 businesses per annum with information and brokerage	Lead & Deliver (SN/All Team)	15 October 21 - Economic Growth Conference in partnership with MP, FSB and EMC. To date 57 businesses registered to attend	2021+
	To maintain an understanding of the state of business and industry providing 6 monthly reports on state of local economy	Completion of 2 reports per annum on state of economy, providing information, advice and guidance to industry on key issues	Lead & Deliver (SN/EGO/Will)	Next report due for November	2021+
	Continue Strategic dialogue to understand and inform policy and action by engagement with business networks and clubs	Present and attend at least 50% of invited to groups per annum to inform and update	Lead & Deliver (VD/SN/All team)	Attendance at Business Club and other events underway and continuing – ongoing	2021+
	To support start-up businesses through managed workspace, incubators, IAG and Training/Mentoring	To directly support at least 50 business per annum through managed workspace, incubators, IAG, training & mentoring	Lead & Deliver (VD/EGO/SN)	Promoting EG Service to local business in centre (Beacon). Clinics with businesses in centre: Action to review – end of September	2021+
	To develop business productivity	To develop and promote the Councils Procurement approach to acquiring good and services locally	Increase in use of local supplier and businesses for council contracts	Lead & Deliver (SN)	Procurement event with Welland and EMC took place on 11 <sup>th</sup> June 2021 – 35 attended
To support the local supply chain			Partner (VD/EGO/SN)		2021+

		Provision of training and awareness with Welland Procurement for local suppliers		Welland presented at above event – leading in future to direct training with SMEs	
To support industry clusters within the District	To maintain a Key Account Management with local industry leads	Improved understanding of large employer needs in Newark & Sherwood	Lead & Deliver (EGO/VD/SN)	100 Business database consultation with businesses to confirm info about to go out.	2021+
	To develop and maintain a commercial property register	Increase in commercial property enquiries	Lead & Deliver (SN/WP)	Underway and ongoing.	2021
	To identify high growth businesses and support with bespoke workshops on finance, mentoring, advice and guidance	Support provided via information, advice and guidance to 12 high growth businesses per annum	Partner & Deliver (SN/EGO/VD)	Business Doctors have invited the 12 businesses that participated in the Programme to attend a 100 day meeting with them and SN to gain ongoing feedback and return on investment for NSDC. As at end of June 2021 - 8 new jobs have been created and the expectation was 12 by January 2022. One of the businesses has opened a new clinic during June 2021 in Newark and they have planned to start looking for staff in July 2021. One business has stated that they would have closed without this support and 8 businesses have indicated that they are already more profitable than pre the course. Due to success investigating a further programme	2021+
To provide business space throughout the District	To maintain the Beacon Managed Office Space and review options for adaption. Further consider development of exit policy to encourage turnover.	Occupancy maintained above 75%, with 10 business supported annually	Lead & Deliver (RC/NC/VD)	Not started yet – SN/VD offering support to existing businesses - Action after end of September	2021
	To provide more small and medium sized industrial and commercial units in the town utilising our estates and assets team and financing options available	Development of new commercial units within Newark & Sherwood by NSDC	Lead & Deliver & Influence (RC/NC/JH/VD)	Commercial data being collected and analysed with assets and estates team	2026
		Assessment of estates and assets of NSDC and potential reuse	Lead & Deliver & Influence (EGO/NC/JH)	Commercial data being collected and analysed with assets and estates team	2023

	To explore potential for further business incubators, flexi use space within town centres for commercial uses instigated by NSDC				
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Newark Town Board Commissioning & Procurement

Newark Town Board Governance & Assurance

Newark Town Board Communications & Marketing

Newark Town Board Contract & Programme Management – HoT, Contracts, Monitoring & Evaluation

Business Resilience Programme

Community Renewal Fund Programme x 37 bids and appraisal

Welcome Back Fund – GAP / SLA

Commercial Agents Property Database, updated monthly

Retailer database

Business E-Newsletter (3 published, 4<sup>th</sup> due in September)