

Derby City Partnership

European Regional Development Fund 2007-2013

Priority Axis 2

Local Investment Plan – Refresh 2011-13

Derby



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<p>Derby City & Neighbourhood Partnerships has representatives of more than 250 organisations from across public, private and voluntary and community sectors, including:</p> <ul style="list-style-type: none"> • Community Action • Derby City Council • Derby Telegraph • Derbyshire Constabulary • Derbyshire Fire & Rescue Service • Derbyshire & Nottinghamshire Chamber • Government Office East Midlands • Jobcentre Plus • Jobs, Education and Training • Marketing Derby Ltd • NHS Hospital Foundation Trust • Oberoi Consulting • Rolls Royce plc • S&A Foods • University of Derby
Representing which District(s)?
Derby

Introduction

To support the submission of our revised Local Investment Plan in Derby we have taken a number of steps to ensure that the appropriate local partners have been involved in the preparation of the Plan and will have the opportunity to access funding.

The first decision made to ensure the right partners were involved in developing the plan, was to use the Local Strategic Partnership, Derby City & Neighbourhood Partnerships, DCNP. This organisation brings together public, private and third sector organisation and has representatives of over 250 organisations within its structure. The Partnership has published its new Sustainable Community Strategy – now known as the Derby Plan – in April 2011. This document sets out six high level outcomes that the partners and public want to see achieved in Derby over the next 15 years to 2026. The plan sets out the outcome for the economy that by 2026 ‘all people in Derby will enjoy a thriving, sustainable, economy’. Several indicators will be used to monitor progress in achieving this outcome:

- Number of business starts
- Employment Rate
- Numbers of hi-tech businesses
- Use of retail, leisure and tourism venues
- CO2 emissions from industry and transport
- Perceptions of the built environment
- Quantity, quality and affordability of housing.

Derby’s Economic Strategy was also launched in April 2011, and forms the economic ‘chapter’ of the Derby Plan, detailing how the outcome of a thriving, sustainable economy will be achieved.

As the Lisbon Jobs and Growth agenda is the key driver for the ERDF funding the relevant strategic group within the Partnership deemed best to deploy ERDF funding in the city is the Derby Renaissance Board (DRB). The DRB is responsible for driving economic development and regeneration, and has representatives from:

- Citi Bank
- Derby City Council
- Derby College
- Derbyshire and Nottinghamshire Chamber
- Eurostar
- Freeth Cartwright
- Geldards
- Jobcentre Plus
- Marketing Derby Ltd
- Pennine Healthcare
- PFA Security
- S&A Foods
- Smith of Derby
- University of Derby

DRB has three main sub group Boards Employment and Skills, Quality of Life and Enterprise Growth - and also a Performance and Commissioning Group which is responsible for strategic and operational decisions about external regeneration funding coming into the city.

These groups have representatives from an even broader range of partners from the public, private and third sectors agencies that are influential on jobs and growth for Derby.

Our allocated ERDF funding will be focused on support for our Economic Strategy, as this sets out the vision for economic development in Derby that will deliver the economic outcome of the Derby Plan.

Priorities for Investment and alignment with the East Midlands Operational Programme

In recent years Derby's economy has made positive progress and demonstrated strong economic performance in some sectors. Despite this there are pockets of deprivation across the city. According to the 2010 Index of Multiple Deprivation, Derby is ranked 88th out of 355 local authorities in the country, placing it within the 25% most deprived areas. Pockets of deprivation are mainly concentrated in three wards – Arboretum, Normanton, Sinfen and Alvaston - which are all in the top 10% most deprived areas nationally.

Derby is already a great place to live, to do business and to visit. However, it suffers from a number of headline challenges, all of which this Local Investment Plan hope to address. There is a relatively low rate of entrepreneurship – the city has lower than the East Midlands average of the working population who are self employed and is also ranked 32nd out of the 40 East Midlands authorities for VAT registrations per 10,000 head of population. We need to make the economy more dynamic and robust and also find ways of stimulating new business starts and supporting new businesses as they seek to grow. We need to engender greater aspirations amongst businesses within our target communities.

There are challenges in terms of prevailing skills levels – Derby is the third worst performing city in the country with around 18% of the working age population having no formal qualifications - so there is a to improve skills and strengthen job opportunities, especially within the most deprived areas of the city. The City also has higher than average unemployment rates in males of working age population. We recognise the challenge facing the city to develop a broader range of skills aimed at the future needs of employers. The city centre has not been competitive with cities of a similar size in the UK so we must improve the public spaces and thoroughfares. Similarly the city does not have a high profile within the UK despite its great connectivity and quality of life. We must do more to foster pride in the city and an awareness of all that it has to offer.

There are seven indicators used to identify which Local Authorities should receive ERDF and to identify target groups. Where possible comparisons have been made between Derby and the East Midlands on these indicators, as set out below:

Supporting statistical information for targeting of ERDF

- In 2009, Derby was ranked 32nd out of the 40 East Midlands authorities with 47.4 VAT registrations per 10,000 head of working age population in comparison to an East Midlands average of 54.2 registrations (2009, ONS, *Business Demography and 2009, ONS Mid-year estimate of population*).
- In 2008/9, the unemployment rate in males of working age in Derby was 8.9% this was higher than that of the East Midlands 7.9% (ONS, *Annual Population Survey, Oct 2008-Sept 2009. Source: NOMIS*).

- In 2008/9, the percentage of the working age population that were self employed in Derby was below the East Midlands average for both males and females (*ONS, Annual Population Survey, Oct 2008-Sep 2009. Source: Nomis*)

East Midlands	Males 14.8%	Females 5.9%
Derby	Males 10.5%	Females 3.7%
- In 2010, the median gross weekly earnings in Derby were £508.10 compared to £470.30 for the East Midlands (*ONS, Annual Survey of Hours and Earnings, 2010 – Resident Analysis. Source: Nomis*).
- 18% of the working age population have no formal qualifications compared to 13% in the East Midlands and 12% nationally. The numbers of economically active people that did not have any qualifications in Derby was significantly higher than the East Midlands. This was the case for all age groups except 16-19 (*ONS, Annual Population Survey, Jan 2009 – Dec 2009. Source: Nomis*)

Variable	East Midlands		Derby City	
	number	percent	number	percent
% of economically active with no qualifications - working age	197,500	8.9	14,200	12.0
% of economically active with no qualifications - working age males	111,400	9.3	8,400	12.8
% of economically active with no qualifications - working age females	86,200	8.4	5,800	10.9

The evidence base for this Plan is Derby's Local Economic Assessment. This has been used to inform the economic outcome of the Derby Plan and Derby's Economic Strategy. Details of how this will be achieved are contained within the Indicative Activities section of this Plan, and shows alignment to the relevant ERDF PA2 strand.

Intended Outcomes

The Derby Renaissance Board (DRB) produced a new Economic Strategy in April 2011. This strategy will deliver the economic outcome of the Derby Plan which is that "In 2026, all people in Derby will enjoy a thriving sustainable economy". In order to achieve a sustained growth in net jobs the DRB has identified three drivers which are the focus of the Economic Strategy:

- Maximising the quality of life in Derby
- Create a culture where enterprise thrives
- Ensuring the future workforce matches businesses needs

This Local Investment Plan aims to tackle some of these drivers by creating jobs, meeting business workforce needs, and investing in infrastructure to ensure that the people of Derby are engaged in a successful economy. The DRB are committed to ensuring that the most deprived areas of the city benefit from economic growth.

We aim to achieve this by investing in key transformational projects that will have a lasting impact. We will know we have achieved our aims when:

- We have increased economic productivity, innovation and enterprise - measured by survival and growth of businesses, business turnover and profit, patents registered and net new jobs created

- We have retained successful business starts – measured by long term business survival
- We have developed a workforce that meets the needs of local business – measured by the unemployment gap between deprived wards, and the city average, and the number of businesses experiencing a skills deficit. This information is included for context setting, this activity isn't eligible for ERDF support.
- We have reduced disparities in worklessness between the most and least affluent areas of the city – measured by benefit claimant rates, off-flow rates, employment rates and NEET. Not all of this activity is eligible for ERDF support.
- We have raised confidence of residents and businesses in the sustainability of the local economy and we have created a positive external image of the city - both of which will be measured by qualitative survey data, the number of businesses and jobs attracted to Derby and rental growth in the city.

Route(s) to market

To ensure full commitment of the current ERDF PA2 programme the Partnership will use all three of the selection procedures set out in the guidance note for Priority Axis 2, to identify projects for ERDF support, if deemed necessary. The Economic Strategy is challenging, aiming to deliver a wide range of activity within an environment of diminishing resources for the city. It is therefore important that DRB has the flexibility to use the most appropriate project selection procedure for the activities and outcomes being delivered.

To ensure the impact of the ERDF programme on economic development in the City, projects will be supported which:

- have been prioritised by DRB Performance & Commissioning Group
- have match funding already in place
- can deliver the objectives of the ERDF Programme
- contribute to the priorities in the ERDF Local Investment Plan
- can deliver outputs, results and impacts and value for money
- can defray all project expenditure, contracted outputs and a final evaluation 30 June 2015

The Partnership's preference is to use limited and open bidding to select projects based on targeted calls for activity. DRB will develop detailed specifications around themed activities and project applicants will be invited to put forward proposals in response to these specifications, which will be aimed at supporting strategic projects for delivery across the City. This process will encourage partners to work jointly to deliver activities, which is consistent with emda's priority of supporting fewer, more strategic projects through the ERDF Programme. Limited and open bidding will enable DRB to maximise the impact of the ERDF funding opportunities to deliver the Economic Strategy.

Details of the assessment criteria will be clearly set out in the call for activity and will be in line with the selection criteria detailed in the guidance note for Priority Axis 2 Targeted Districts. Detailed below is the key information that the call for activity will include:

Key information to be included in the Calls for Activity

- **Background** – Details of the ERDF Priority Axis 2 Programme and the Derby ERDF Local Investment Plan
- **Strategic Context** – Links to the Derby Plan, Economic Strategy, D2N2 Local Enterprise Partnership Priorities and any relevant Government policy or initiatives.
- **Current Targets** - Details of the outputs, results and impacts the project will need to deliver. Could also include details on the longer term outcomes expected from the project.
- **The project / activity** - Details of the project and activities to be delivered.
- **Supporting information for applicants** – Details of match funding, applicant eligibility, eligible costs and cross cutting themes.
- **Application process** - Information on the requirements of the successful applicant.

An approved selection process will be used, based on good practice developed by the Partnership in the management of phase 1 of the current ERDF PA2 funding programme, and other successfully managed European funding programmes such as ESF, Urban II and Objective 2 programmes.

Publicity

The ERDF Local Investment Plan will be published using the established and effective communication channels within the Partnership which include;

- Briefing papers to key groups across the Partnership including the Board and Management Group.
- E-bulletins sent through the Partnership, which goes out to over 1,000 people.
- Information will be regularly posted and updated on both the Partnership, and ERDF East Midlands websites.

The Partnership understands the importance of good communication and this can be seen in our Communication Plan. This outlines how we communicate across the partnership, and externally in a way that is honest, clear, understandable, relevant and consistent, or to facilitate that communication.

We will ensure that the ERDF Investment Plan and our programme management of ERDF meets this commitment, in particular two of our stated key messages to Partnership funded projects and external funders are:

- We will support projects to meet the requirements of the external funding you have/may receive.
- We want funding to support the outcomes of the Derby Plan and priorities of the Partnership within the context of the requirements of external funders.

Events to launch calls for funding will be used when appropriate to the project selection process. Existing communication channels will also be used to publicise calls for funding, and the release of specifications to potential applicants and partners.

Consultation arrangements

Derby City and Neighbourhood Partnership is the lead body for the Derby ERDF Local Investment Plan, including entering into arrangements with emda/DCLG to manage and deliver this Plan. It is an alliance of organisations from the private, public and third sectors.

As the Local Strategic Partnership for Derby it has representatives from over 250 organisations across its structure. It has a central Board with an Executive and themed groups, which focus on six high level outcomes that the partners and public want to see achieved in Derby over the next 15 years to 2026 (The Derby Plan). The Derby Plan sets out the aim for the economy that by 2026 'all people in Derby will enjoy a thriving, sustainable, economy'. Partnership members, as well as local people, have been consulted on the high level economic outcome for The Derby Plan. This was done through a 3 wishes for Derby campaign in July 2010. Partners were also consulted through a number of targeted workshops with partnership groups.

The focus of this ERDF programme is around the Lisbon Jobs and Growth agenda, which means that the best fit within the Partnership is with the economic development themed group, Derby Renaissance Board or DRB. For this reason the Partnership has delegated the lead on this funding programme to DRB. DRB will be responsible for the successful delivery of the Local Investment Plan and will oversee it at the strategic level.

The DRB Performance and Commissioning Group will be responsible for the implementation of the ERDF Local Investment Plan on behalf of the DRB, this group is chaired by the DRB Strategic Lead. The Performance and Commissioning Group comprises members from the public, private and third sector.

The Partnership will manage the processes and effective running of the ERDF Local Investment Plan. The Partnership team in conjunction with the DRB Strategic Lead and his team, will advise the DRB, Performance and Commissioning Group and other local groups and partners involved in the ERDF Local Investment Plan. They will also manage the process to ensure successful achievement of the plan. The Strategic Lead and his team will ensure strategic fit of activity related to the Local Investment Plan and advice on all issues related to the Economic Strategy and economic development and regeneration.

Process

After the process for the selected routes to market has been approved, providers will be required to submit the Expression of Interest Form, EOI, for Priority Axis 2 projects to the Partnership.

The EOI will be assessed for eligibility, strategic fit and other appropriate criteria as agreed by emda, a quality threshold of 50% has been established. The Partnership will ensure all EOIs submitted are properly and systematically assessed by people who have received the necessary guidance and support to carry out assessments. Assessment and scoring will be in line with the Expression of Interest Assessment Framework as advised in the updated Guidance Notes for Priority Axis 2 Target Districts May 2011. To include:

- contribution towards the strategic objectives of the ERDF Operational Programme
- contribution to the priorities outlined in the Local Investment Plan, including the cross cutting themes of environmental sustainability and equalities
- outputs to be achieved
- value for money of the project
- added value

The selection process will be transparent and circulated to all partners submitting an EOI for ERDF funding under the Local Investment Plan.

All scored projects will be passed to the three DRB Sub Group Boards; Employment and Skills, Enterprise Growth and Quality of Life. Members of these groups will not include anyone who appraises the EOIs. The Partnership will ensure that the sub groups have access to all relevant information and any documents relating to the projects, including all that is available to the appraisers. The sub groups will prioritise those projects that have achieved over the quality threshold and agree a recommendation of projects and funding allocation for DRB Performance and Commissioning Group to approve. The Partnership will support the Group in this process.

DRB Performance and Commissioning Group will consider the recommendation and in particular consider the strategic fit with the Economic Strategy and priorities and give the final approval of projects to go forward to the next stage of full application. The Partnership will ensure that DRB has access, where required, to all relevant information and documents relating to the projects, including all that is available to the appraisers. The decision making process and corresponding support flow chart is set out in Appendix 1.

Funding and Outputs

Derby's ERDF PA2 allocation for 2011-13 is shown below, together with apportioned outputs relating to this funding. These figures may change due to fluctuations in exchange rates.

Total Funding for Lead Body/Partnership				
ERDF Intervention Rate (%)	ERDF (£)	Public Sector (£)	Private Sector (£)	Total Cost (£)
62.72	6,626,292	3,544,728	393,858	10,564,878
Proposed Outputs				
No of businesses assisted to improve performance				217
Public / private sector investment leveraged				£7,581,389
Sq metres of new or upgraded floor space				1,117
No. of people assisted to start a new business				159
Brownfield land reclaimed or redeveloped (ha)				0.999
Proposed Results				
No. of jobs created				364
No. of businesses improving performance				194
GVA (Gross Value Added) resulting from businesses improving performance				€6,934,914
No. of new businesses created and new businesses attracted to the region.				94

Alignment with Strategies

This Local Investment Plan will support, and align to the requirements in the East Midlands ERDF PA2 Competitiveness Operational Programme, which states it will support the following indicative actions:

- Enterprise Support – Priority Strand 2a
- Access to Finance – Priority Strand 2b
- Access to Resources & Support - Priority Strand 2c
- Reviving Local Infrastructure & Environments – Priority Strand 2d

This Local Plan is based on the delivery of the city's Economic Strategy. The evidence base for this strategy is Derby's Local Economic Assessment, which highlighted a number of economic issues that need to be tackled in Derby.

This Plan also contributes to the priorities of the Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership, known as "D2N2", which are to deliver economic growth through the following themes:

- Enterprise, innovation and sector support
- Inward investment and trade
- Promotion and Tourism
- Employment and skills
- Infrastructure and planning, including housing

The priorities for the LEP clearly align with our local Economic Strategy aims to:

- Create a culture where enterprise thrives
- Ensure the skills of the workforce match the needs of Derby businesses
- Maximise the quality of life in Derby

The Economic Strategy is the economic chapter of the Derby Plan (formerly the Sustainable Communities Strategy) and therefore offers further strategic alignment and partner endorsement at the local level – see Appendix 2.

We also strongly believe that the Local Investment Plan demonstrates an appreciation of other important national agendas such as Backing Better Business and the Growth White Paper, which seek to encourage entrepreneurialism. We will also ensure that all activity undertaken will complement any relevant / new government initiatives.

Partners in Derby are committed to working closely alongside agencies such as Business Link, Homes and Communities Agency, Jobcentre Plus and others to ensure that the projects conceived and implemented through Priority Axis 2 are robust, sustainable and fully reflect national and local agendas. The Economic Strategy also incorporates the recent Enterprise Growth Strategy for Derby, which had excellent buy in from all partners in the city.

This Local Investment Plan will complement the current ERDF PA1 programme which prioritises activity that will "Increase productivity through innovation and sustainable business practice". Given the close links between these two priority axes it will be important to ensure activity is complementary and that there is no duplication.

The Coalition Government has committed to "create a fairer and more balanced economy, where we are not so dependant on a narrow range of economic sectors, and where businesses and economic opportunities are more evenly shared between regions and industries". To help deliver this vision the government created the new Regional Growth Challenge Fund, to encourage private sector enterprise to create opportunities for people and places to adjust to reductions in public spending "to create sustainable employment and infrastructure provision". It is envisaged that this fund will be suitable for match funding of the current ERDF PA2 programme. Given the opportunity to align these two funding programmes within projects, it is important to ensure that added value is achieved creating additional outcomes to ensure most gain to the city.

This Local Investment Plan will complement the ESF Co-financing Programme 2011-13 which prioritises activity for ESF support that will "Help people into jobs". An ESF Co-

financing Prospectus has been developed to commission activity to deliver this priority. Given the close links between the two Programmes it will be important to ensure that activity is complementary and there is no duplication.

Partnership working

Derby will work closely with partnership members to maximise funding into this area. Further cross boundary work will be pursued wherever necessary in order to access further funding opportunities. Through the Derby Plan we will identify funding opportunities and priorities with internal and external partners, we will also identify where complementary proposals can add value to the strategic objectives of the ERDF Operational Programme. Where this is the case, we will utilise existing arrangements and governance as the basis for our existing operation, approved and successfully used in the first phase of this programme, with particular reference to those agreed in the D2N2 proposal, see Appendix 3.

Cross Cutting Themes

The cross cutting themes of Equalities, and Environmental Sustainability are not considered in isolation, but form part of a holistic approach to delivering the strategic objectives. Our identified activities are based on relevant strategies and these documents have both these values at their core.

The detailed specifications developed around the activities will also set out the requirement for providers to demonstrate how their project aligns with the principles of equality of opportunity, and environmental sustainability. The Partnership will then assess and score this as part of the appraisal process.

Indicative Activities

The indicative activities highlighted below are guided by the Delivery Plans for the Economic Strategy. They also include two strategic, transformational programmes that, if successful in securing Regional Growth Fund money, will maximise the resource available in Derby to deliver on our business support and infrastructure aspirations. All supported activity must aim to reduce economic disadvantage in Derby city's targeted communities.

We are looking to develop a co-ordinated programme of activity across PA2 districts of the Local Enterprise Partnership area of Derby, Derbyshire, Nottingham and Nottinghamshire. This will use up to 20% of districts' ERDF allocations, matched with the Regional Growth Fund (RGF). If successful, the programme will offer a menu of business support measures for providers to tender to deliver. This will be ring-fenced until the result of an application to the RGF is known. If unsuccessful with RGF, the ERDF element will revert to districts' individual programmes and the remaining prioritised activity.

A further £1m of Derby's district allocation has been ring fenced to support other projects seeking eligible Regional Growth Fund, RGF. Activity supported must demonstrate fit with the priorities set out in this Local Investment Plan and the Invitation to Submit Expressions of Interest document. The deadline for full RGF applications is 1 July 2011 – further information on the Regional Growth Fund is available on the following website

www.bis.gov.uk/policies/regional-economic-development/regional-growth-fund

Enterprise Support – ERDF PA2 Strand 2a

Derby City Council has completed an Enterprise Growth Strategy for Derby, which is an integral part of the Economic Strategy and informs the activities required to support enterprise in the city. Activities highlighted by the Enterprise Growth Strategy to be delivered under this priority will fit within the following themes:

- Helping businesses to help themselves e.g.
 - Developing a programme of support to business networks
 - Working with managing workspace/business centres to encourage collaboration, peer to peer learning and trade
- Strengthening supply chain linkages e.g.
 - Understanding the supply chains of major local employers and attracting companies into the area to meet local gaps, with particular emphasis on securing jobs for disadvantaged communities and enabling businesses in these communities to enter supply chains where possible
 - Supporting key suppliers to diversify their customer base
- Improving business creation and enterprise e.g.
 - Creating a web portal and Derby helpdesk to inform Derby people and enterprise of national and local support available
 - Providing appropriate advice and support to encourage business start-ups, that compliments the national offer
- Nurturing key sub-sectors e.g.
 - Researching, defining and supporting niche sub-sectors for which Derby has a strong or unique presence or offer (e.g. gaming, low carbon economy)
 - Stimulating the start up and growth of enterprise in the most disadvantaged communities in Derby within these sub-sectors, ensuring that residents in these communities are supported to gain the resultant employment opportunities
- Deliver support programmes to increase entrepreneurial activity and generate new businesses in the city with a particular focus on young people aged between 16-25
- Business creation and infrastructure improvements within the key development sites in the city highlighted in the Local Infrastructure and Environments theme

Activity delivered by the ERDF programme under these themes will focus on job creation.

Intended outcome	
Increase economic productivity, innovation and enterprise	✓
Raise achievement in education and training	
Reduce disparities in worklessness	
Raise confidence in the local economy and positive external image	✓

Access to Finance – ERDF PA2 Strand 2b

The Partnership will work with local partners to understand the opportunities relating to community finance offers and identify activity to:

- enable maximum access of local financial support by Derby businesses and social enterprises
- scoping and developing opportunities for additional local microfinance initiatives
- help businesses increase energy efficiency through advice and grants programmes

Intended outcome	
Increase economic productivity, innovation and enterprise	✓
Raise achievement in education and training	
Reduce disparities in worklessness	

Raise confidence in the local economy and positive external image	✓
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Access to Resources and Support – ERDF PA2 Strand 2c

The Derby Employment and Skills Board is the strategic Local Employment Partnership for Derby. Raising the employment rate in Derby is a key priority and to make a difference, the Partnership needs to maintain a focus on the most deprived wards. Activity under this theme should;

- Improve connectivity between areas of high unemployment and employment sites to help people in Derby access employment opportunities.
- Improve ICT connectivity to help SME's
- Enterprise coaching programmes to enable individuals to develop new enterprise activity in Derby

Strategic links will be made between the Partnership and other existing delivery groups to scope the opportunities offered by the Local Transport Plan and Housing Renewal Programme.

Intended outcome	
Increase economic productivity, innovation and enterprise	✓
Raise achievement in education and training	
Reduce disparities in worklessness	✓
Raise confidence in the local economy and positive external image	✓

Local Infrastructure and Environments – ERDF PA2 Strand 2d

Maximising the Quality of Life strategic driver of the Economic Strategy brings together the requirements for physical infrastructure development across the city. We are seeking to support activity that demonstrates a contribution to the strategic master planning activities currently being undertaken for locations in the city. These include:

- The City Centre - with the City Centre Regeneration Framework, the Public Realm and Art Strategy, Castleward Urban Village, the emerging Leisure Strategy and the Business Improvement District Business Plans guiding investment decisions
- Locations in the World Heritage Site – including the Silk Mill in the City Centre, Darley Abbey Mills and Darley Abbey Stables
- Osmaston Regeneration Area
- Strategic Employment sites including : Chellaston Business Park, Derby Innovation Campus, Raynesway, Pride Park, Wyvern and Rail Technology Business Park
- Regeneration Infrastructure Fund

Activity to be supported under this theme will contribute to the following:

- Maximise the potential of the city's assets to develop new sustainable economic uses by improvements to the local environment to attract investment
- Pursue opportunities related to the low carbon economy based on Derby's relative strengths
- Supporting inward investment and trade

Intended outcome	
Increase economic productivity, innovation and enterprise	
Raise achievement in education and training	

Reduce disparities in worklessness	
Raise confidence in the local economy and positive external image	✓