

# Enabling Growth Plan

## Context and Vision

### **Background and Purpose**

The County Council will use its resources, assets, intelligence, market insight and influence to support and promote economic growth and sustainable employment in Leicestershire. It will work closely with the Leicester and Leicestershire Enterprise Partnership (LLEP) and partners to deliver the Strategic Economic Plan (SEP), Growth Deal, City Deal and European Structural and Investment Funds (ESIF) Strategy. To achieve this it will lead and support the delivery of critical infrastructure, initiatives to help people into employment and training, and the provision of support and advice to businesses. This Enabling Growth Plan sets out what the Council will do, and what it will invest, to improve the economic prosperity of the county and the economic wellbeing of its communities, residents and workers.

The Plan has a number of related and complementary purposes:

- To set out in one document the priority activities the Council will pursue, and the investments it will make, in support of economic growth and sustainable employment;
- To ensure the Council makes appropriate financial provision to support commitments in the Growth Deal and other plans;
- To facilitate the prioritisation of county projects for inclusion in future Growth Deal bids and bids to other funds;
- To set out the preparatory work and investment needed to maximise the prospects of funding being secured through future Growth Deal processes and from other funding sources;
- To identify funding gaps and shortfalls; and
- To facilitate the alignment of relevant County Council strategies with the Council's economic priorities.

### **Investing in Place, People and Business**

The Council's Strategic Plan 2014-18, agreed in May 2014, sets out the Council's economic priorities. These are grouped within three main themes, 'Place', 'People' and 'Business', in line with the approach taken in the LLEP's Strategic Economic Plan.

'Place' focuses on capital investments to improve infrastructure and bring forward land and premises, and includes improvements to strategic transport and broadband. 'People' focuses on supporting people, including those furthest from the labour market, into sustainable employment, including through the provision of apprenticeships and training. 'Business' focuses on providing support and advice to businesses which will help them survive and prosper, and activities to stimulate innovation.

The Strategic Plan identifies the following as priority areas of activity for the Council in relation to economic development:

### **Investment in Place**

- Making the most effective use of our land and property assets and using market intelligence and wider evidence and insight to inform investment and other key decisions
- Investing in key economic development opportunities and the infrastructure needed to facilitate them
- Working with partners, investors and developers to unlock and bring forward employment land and development sites
- Building on the county's locational advantages by supporting development of the logistics and distribution sector
- Supporting development of market towns and service centres for employment and to act as centres for local rural communities
- Encouraging active travel and sustainable transport thereby helping to reduce carbon emissions and congestion
- Providing good levels of highways and winter gritting/maintenance
- Implementing strategic transport improvements and reducing congestion
- Planning for economic growth through development, with partners, of a longer term 'Growth Strategy' which will set a context for Local Plans and future SEPs and Growth Deals.
- Promoting the county and its development internationally and nationally to potential investors
- Increasing superfast broadband connectivity across the county with the aim of securing 100% coverage

### **Investment in People**

- Working with partners to support people into training and/or employment.
- Developing practical solutions and supporting interventions to address those barriers and disconnects which prevent people from securing and sustaining employment
- Working with schools, academies, colleges, individually and through the Leicestershire Educational Excellence Partnership (LEEP), and local businesses to ensure young people are prepared for the world of work, have access to a broad range of high quality work experiences with local businesses, and have the right skills, knowledge, attitudes and behaviours to succeed in the workplace.
- Ensuring the provision of high quality Information, Advice and Guidance (IAG) for young people and adults
- Working closely with local businesses and training providers to upskill and develop those already in employment to meet the county's future employment needs
- Focusing on those labour market challenges which impact on the delivery of key services, for example difficulties in recruiting personal care staff
- Improving the employment prospects of Leicestershire residents through the Council's own employment and procurement practices
- Helping people to access jobs and training through a range of travel options

### **Investment in Business**

- Raising awareness of and promoting opportunities for businesses to work with the Council
- Improving and supporting provision of business advice and guidance
- Enabling business growth and development by improving access to finance, including through the provision of loans and grants
- Providing targeted support for the growth and expansion of the visitor economy.

The following table identifies how delivery of the three themes is supported by the funding and powers included in the Growth Deal, ESIF Strategy, City Deal, Regional Growth Fund and Growing Places Fund (recyclable loans). This shows that the Growth Deal focuses on capital investment in 'Place', whereas both ESIF and the City Deal provide the bulk of funding for 'People' and 'Business' interventions. All figures shown relate to Leicester and Leicestershire.

<b>STRATEGIC ECONOMIC PLAN</b>			
	<b>Growth Deal (Local Growth Fund) £100m - 2015/21</b>	<b>European Structural &amp; Investment Funds £111m - 2014/20</b>	<b>Regional Growth Fund £17.3m - by 2015  City Deal £16m - 2014/18  Growing Places Fund £13.4m</b>
<b>Investment in Place</b>	<ul style="list-style-type: none"> <li>• Unlock key development opportunities &amp; sites</li> <li>• Improve connectivity to help transport of people and goods</li> <li>• Faster broadband</li> </ul> <p style="text-align: center;"><b>£88M</b></p>	<ul style="list-style-type: none"> <li>• Support infrastructure growth and development in rural towns and surrounding areas</li> <li>• Invest in a low carbon economy</li> </ul> <p style="text-align: center;"><b>£18m</b></p>	<ul style="list-style-type: none"> <li>• Infrastructure to support Loughborough University Science and Enterprise Parks expansion</li> <li>• Local and national public sector investment programme</li> </ul> <p style="text-align: center;"><b>£2m (City Deal)</b> <b>£13m (GPF)</b></p>
<b>Investment in People</b>	<ul style="list-style-type: none"> <li>• Capital investment in Further Education and other skills training provision</li> </ul> <p style="text-align: center;"><b>£12m</b></p>	<ul style="list-style-type: none"> <li>• Provide skills development and employability support to drive growth</li> </ul> <p style="text-align: center;"><b>£54m</b></p>	<ul style="list-style-type: none"> <li>• Employment schemes for under 25's and those 'furthest from the labour market'</li> <li>• Apprenticeships, traineeships and work placements to support people into jobs</li> </ul> <p style="text-align: center;"><b>£4m (City Deal)</b></p>
<b>Investment in Business</b>		<ul style="list-style-type: none"> <li>• Stimulate innovation and enhanced use of ICT</li> <li>• Support business start-up and survival rates, including heritage promotion &amp; tourism development</li> </ul> <p style="text-align: center;"><b>£39m</b></p>	<ul style="list-style-type: none"> <li>• Co-ordination of business support services</li> <li>• Provide a range of innovative business support programmes</li> </ul> <p style="text-align: center;"><b>£10m (City Deal)</b> <b>£17.3m (RGF)</b></p>

### **Supporting Transformation**

The Council's Strategic Plan also sets out how it will help transform public services, to make them more efficient and effective and to find new and innovative ways to manage increasing demands on services given the significant reductions needed in spending. Economic interventions and investments by the Council will support transformation and the plan illustrates activities that can support and be supported by the T24 projects and Corporate Enablers. In addition, as the further detailed requirements of the Transformation programme emerge over the coming months, the linkages between the Programme and this Plan will be considered.

### **Planning for the longer term**

Whilst there is a focus within this Plan on supporting delivery of the SEP, Growth Deal, City Deal and ESIF Strategy the Council acknowledges that these take a short to medium term view, looking forward to 2020. Equally, perhaps more, important for future prosperity of the County will be how we plan for the longer term. Major infrastructure investments and decisions about future strategic patterns of development have long lead in times. Failure to prepare now will compromise the County's ability to take advantage of economic opportunities and ride out future challenges. The Council is, therefore, committed to working with partners to develop a long term growth strategy which will set a longer term economic ambition for the area and provide a strategic context for local plans and future economic investment in the area.

### **The Rural Economy**

Although many of the county's major economic opportunities are in or close to urban areas and alongside major transport routes, the rural economy is also a major asset and the Council is committed to support rural economic growth. The Council will continue to support deployment of superfast broadband, develop and promote other infrastructure improvements in rural areas, and influence the enhanced provision of employment and training interventions and support to ensure businesses and residents get the help they need.

The Council will work with the Leicestershire Rural Partnership and the LLEP to support growth within the rural economy, including through developing and delivering the following priorities identified in our European funded East Leicestershire LEADER programme:

- Well connected and innovative land-based businesses supported to improve their productivity and exploit diversification opportunities
- A growing local food and drink sector producing and promoting high quality local foods
- Networked home-based businesses and micro enterprises with confidence to grow
- A thriving short-stay destination for people interested in: fine food and drink, culture and heritage, field and outdoor pursuits
- Active and inclusive communities that are able to help provide local services
- Vibrant rural towns underpinning a thriving economic hinterland

The Council will also support the establishment of a pathfinder food and farming focussed Local Development Order and Food Enterprise Zone in Melton Mowbray to build on the county's strengths in that sector.

### **Building on Past Delivery**

This Plan builds on the delivery of the Council's Economic Growth Priorities which were agreed in 2012, and which have led to:

- establishment of a loans fund for small and medium sized businesses and provision of grants to rural businesses and social enterprises;
- investment in expansion of Loughborough University Science and Enterprise Parks, in particular the development of an Advanced Technology Innovation Centre and supporting infrastructure;
- investment in a 'Wheels to Work' scheme enabling people to access training and employment opportunities;
- support for young people not yet work ready through volunteering programmes and developing pre-employment training opportunities, including traineeships apprenticeships support;
- establishment of Enterprise Hubs and Work Clubs through the Libraries Service
- running a series of sector-based and locality focussed 'Jobs and Skills Fairs' in conjunction with public sector partners and local employers; and
- jointly leading with Job Centre Plus the Leicestershire Work and Skills Board which develops practical solutions, shares intelligence and supports interventions to help people secure and sustain employment.

### **Keeping the Enabling Growth Plan Up To Date.**

To keep it relevant in the context of national and sub-regional economic funding arrangements the Plan will need to be a live document, regularly updated. The 'People' section will require refreshing when the LLEP's ESIF Strategy is approved by the Government in 2015. The 'Business' section will need to align with the growth hub delivered via the Leicester and Leicestershire 'Business Gateway' and development of a collaborative approach to inward investment into the city and county. It is anticipated that there will be an annual Growth Deal negotiation process with the Government which in all likelihood will require the Council to review its priorities, and contribute to the review of LLEP funding priorities and refresh of the Strategic Economic Plan, including the development of 8 key Sector Growth Plans. It is therefore proposed that the Plan be reviewed as required to respond to updates of the LLEP's Strategic Economic Plan and to inform Council input to Growth Deal and other opportunities.

## Projects/Programmes

### A. PLACE

This section focuses on capital investments to improve strategic transport infrastructure, employment land and premises provision, and superfast broadband.

Particular emphasis is placed on supporting implementation of economic projects which will support the delivery of the Growth Areas and Growth Programmes set out in the LLEP's Strategic Economic Plan. The Growth Areas are the Leicester Urban Area, East Midlands Enterprise Gateway, Coalville Growth Corridor, Loughborough and South West Leicestershire. There are three 'transformational priorities' in the county which sit within three of the Growth areas; East Midlands Gateway Strategic Rail Freight Interchange, Loughborough University Science and Enterprise Parks and MIRA Technology Park Enterprise Zone. These are economic projects which have the potential to make a major contribution to the sub-regional economy and beyond.

Investment in place (including strategic transport and workspace) projects is increasingly being channelled through the LLEP, via Growth Deals, and this Plan sets out where the Council will match this funding, and how it will invest to ensure there is a pipeline of projects which are ready to be delivered and able to take advantage of future funding opportunities.

The Place section supports other County Council priorities such as making Leicestershire a better place to live and managing public sector resources effectively and key Transformation Unit priorities. There are links to the activity set out in this section to many of the 'T24' projects and 'Corporate Enablers'. These include; Looking after Leicestershire's Highways (T4) and Support to Voluntary organisations and Communities (T19) and the Effective Commissioning and Data and Business Intelligence Enablers

## A1 Countywide/Strategic Interventions

A1	We will:	Outcome:
A1 (a)	Work with the LLEP and partners to develop business cases and carry out other preparatory work	A pipeline of shovel ready projects are identified that will support the delivery of infrastructure development.  Transformation Enabler: Effective Commissioning.
A1 (b)	Lead and support work to develop and agree a long term growth strategy	Achieves planned strategic growth, including in relation to; housing provision, strategic employment land allocations (including logistics) and infrastructure provision.
A1 (c)	Provide appropriate transport modelling information and intelligence, including through maintenance of the L&L Integrated Transport Model.	Evidence-based decisions will be made about the scale and distribution of future growth.  Transformation Project: T4 and Enabler Data and Business Intelligence.
A1 (d)	Work with partners to develop a Rail Strategy to explore and exploit opportunities arising out of High Speed 2 (HS2) in the county, including mitigation of any negative impacts	Maximise any economic benefits and potential job growth
A1 (e)	Support development of workspace for small and medium sized enterprises, including incubator units	Address identified areas of market failure drawing in external funding where appropriate.
A1 (f)	Work with LeicesterShire Promotions Ltd and others to influence development of and deliver support to the visitor economy	Tourism spend, jobs and the county's leisure and hospitality offer are enhanced
A1 (g)	Promote investment and development opportunities, including through participation in the MIPIM trade fairs	Secures additional/new inward investment and development growth

A1	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A1 (a)	Project Pipeline Development and Forward Funding of Schemes	£0.3m		£0.7m		£1.0m	This funding will support the development of schemes including A2(i) £0.05m, A2(j) £0.05m and A7(c) £0.1m below. [Source: MTFS Capital Programme and Earmarked Reserves]
A1 (b)	Growth Strategy	£0.007m	£0.063m	£0.028m	£0.252m	£0.35m	Jointly funded post (LLEP, City and District Councils) [Source: MTFS Revenue Budget]
A1 (c)	Transport modelling	£0.005m	£0.045m			£0.05m	Joint work with city, district councils and LLEP. [Source: MTFS Revenue Budget]
A1 (d)	Rail Strategy	£0.05m	£0.06m	£0.25m		£0.36m	Estimate of staffing and consultancy costs. [Source: MTFS Revenue Budget]
A1 (e)	Workspace for SMEs – business case development and other preparatory work	£0.02m		£0.06m		£0.08m	[Source: MTFS Revenue Budget. Costs may be recoverable from other sources]
A1 (f)	Visitor economy	£0.17m		£0.34m		£0.51m	[Source: MTFS Revenue Budget]
A1 (g)	Promoting the county to inward investors and developers (MIPIM)	£0.025m	£0.075m	£0.025m	£0.075m	£0.2m	Match funded with City Council & Private Sector contributions. [Source: Economic Growth Earmarked Reserves]
<b>Total</b>		<b>£0.577m</b>	£0.243m	<b>£1.403m</b>	£0.327m	£2.55m	

**Investment 2015/20: County Council £1.98m + Other £0.57m = Total £2.55m**



A1	We will explore/consider:	Outcome:
<b>A1 (h)</b>	The utilisation of surplus land and publicly owned assets (e.g. health, libraries and schools) in collaboration with partners	Provision of land and premises to support economic development, housing provision and to generate a return to the Council
<b>A1 (i)</b>	Innovative and alternative funding and financing mechanisms for economic development initiatives working with the LLEP's Resources Group	Increased investment in the county's economy
<b>A1 (j)</b>	Ways to secure funding to enable the ongoing maintenance and updating of the L&L Integrated Transport Model	A robust and up to date model able to provide the evidence required to justify decisions about the scale and location of future growth.

## A2 Market Towns & Rural Leicestershire

A2	We will:	Outcome:
A2 (a)	<p>Work with the LRP to deliver the Leicestershire Rural Framework priority: enterprising and sustainable rural economies</p> <p>Work with the LRP to deliver the Leicestershire Rural Framework priority: more affordable homes in rural areas</p>	<p>Coordinated partnership approach to maximise job creation and growth in rural areas.</p> <p>Coordinated partnership approach to deliver more affordable rural homes.</p> <p>Transformation Project T19 and Enabler Customers and Communities.</p>
A2 (b)	<p>Coordinate strategic development of the EAFRD (£3m) programme working with the LLEP, LRP and local partners.</p> <p>Build local capacity to develop a county-wide response to rural economic inclusion as outlined in the ESIF. (£2m ESF, £2m Big Lottery) – working with the LLEP, LRP and local partners.</p>	<p>Job creation and growth in small and micro enterprises including farm diversification, tourism and food and drink; enhanced rural workspace.</p> <p>Targeted support to help those living in rural areas that are furthest from the labour market move towards and into employment</p>
A2 (c)	<p>Lead delivery of the East Leicestershire LEADER programme and support delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme</p>	<p>Dedicated programme of support to land-based businesses, small and micro enterprises and rural tourism.</p> <p>Dedicated programme of support to land-based businesses, small and micro enterprises and rural tourism</p>
A2 (d)	<p>Deliver the Council's Rural Capital Grant Programme and Village Shop Support Scheme</p>	<p>Business development and employment growth</p>
A2 (e)	<p>Deliver Superfast Broadband across Leicestershire and implement the (ERDF funded) demand stimulation programme to encourage businesses to take up the faster broadband services</p>	<p>100% superfast broadband coverage achieved by 2018 and at least half of businesses signing up to superfast broadband services..</p>
A2 (f)	<p>Seek opportunities and funding/finance options to restore/revive redundant buildings within the Council's farms portfolio</p>	<p>Delivery of managed workspace, including starter units, light industrial and offices created within the existing agricultural portfolio</p>
A2 (g)	<p>Seek opportunities and funding/finance options to develop the Council's former operational sites.</p>	<p>Retain/develop site(s) for local employment use in rural locations</p>
A2 (h)	<p>Seek opportunities and funding/finance options to develop land within the Council's investment portfolio</p>	<p>Provision of managed workspace secured to increase economic benefits</p>
A2 (i)	<p>Work with Harborough DC to plan future growth of Market Harborough, including transport issues in the town</p>	<p>Options identified to address key issues and mitigate the impacts of growth on the town and its economy</p>
A2 (j)	<p>Work with Melton BC to plan future growth of Melton Mowbray, including transport issues in the town</p>	<p>Options identified to address key issues and mitigate the impacts of growth on the town and its economy</p>
A2 (k)	<p>Support the implementation of a food and farming focussed Local Development Order and Food Enterprise Zone in Melton</p>	<p>Enhanced growth and job creation in the food and drink sector</p>

A2	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A2 (a)	Leicestershire Rural Framework - Rural Affordable Housing	£0.01m	£0.04m	£0.02m	£0.08m	£0.15m	[Source: MTFs Revenue Budget]
A2 (d)	Rural Grant Programmes	£0.07m		£0.3m		£0.37m	[Source: MTFs Capital Programme]
A2 (e)	Superfast Broadband delivery and demand stimulation amongst businesses.	£3.78m	ERDF (£1.2m) LGF (£1.0m) BDUK (£4.75m) District Council (£0.55m) Private Sector (£6.0m)	£2.52m	LGF (£1.0m) BDUK (£2.35m) District Councils (£0.55m) Private Sector (£6.0m)	£29.7m	Some delivery has taken place in 2014-15. Will be further private sector investment, and additional district council funding requested. Total funding package subject to awarding of contract.  [£1.325m of the LGF funding has been underwritten by the Council pending confirmation of 16/17 funds]  [Source: MTFs Capital Programme]
A2 (f)	Redundant farm buildings	£0.5m		£2.4m		£2.9m	[Source: MTFs Capital Programme]
A2 (g)	Former operational council site(s)	£0.2m		£1.5m		£1.7m	
A2 (h)	Industrial portfolio land development	£0.3m		£1.6 m		£1.9m	
A2 (i)	Market Harborough Town Centre Transport Study						£0.05m County Council funding provided in 2015/16 in A1(a) above and support from Harborough DC t.b.c. [Source: MTFs Capital Programme and Earmarked Reserves]
A2 (j)	Melton Mowbray Integrated Transport Strategy						£0.05m County Council funding provided in 2015/16 in A1(a) above and support from Melton BC t.b.c. [Source: MTFs Capital Programme and Earmarked Reserves]
<b>Total</b>		<b>£4.86m</b>	£13.54m	<b>£8.34m</b>	£9.98m	£36.72m	

**Investment 2015/20: County Council £13.2m + Other £23.52m = Total £36.72m**

<b>A2</b>	<b>We will explore/consider:</b>	<b>Outcome:</b>
<b>A2 (l)</b>	Delivering specific outcomes from the Melton Mowbray transport study work	Outcomes and timescales to be confirmed following completion of the study
<b>A2 (m)</b>	Delivering specific outcomes from the Market Harborough transport study work	Outcomes and timescales to be confirmed following completion of the study
<b>A2 (n)</b>	Working with partners to deliver specific schemes to support the regeneration and improvement of our Market Towns/Town Centres	Delivery of schemes in Melton Mowbray, Shepshed, Loughborough, Coalville and Hinckley.
<b>A2 (o)</b>	Twycross Zoo's potential development as a Life Sciences Centre of Excellence	Achieve national/international recognition and attract greater inward investment
<b>A2 (p)</b>	Work with the National Forest to further develop the areas contribution to the local economy.	Maximise opportunities for tourism and woodland related economic benefits

### A3 Leicester Urban Area

A3	We will:	Outcome:
A3 (a)	Deliver Local Transport Board commitments to improve the A50 and A6(N)	Main route highway improvements delivered Transformation Project: T4
A3 (b)	Support delivery of Lubbethorpe SUE and Lubbethorpe Strategic Employment Site (SES)	Access improvements made
A3 (c)	Identify and secure funding for transport infrastructure to support SUEs In Charnwood Borough	Support to key local developments, including NE Leicester SUE and Broadnook SUE
A3 (d)	Work with Leicester City Council to explore potential policy interventions intended to mitigate the impacts of growth on PUA's transport system and economy	Stage 2 of the Principal Urban Area (PUA) Transport Study undertaken

A3	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A3 (a)	Improvements to A50 & A6 (N)	£0.5m	£3.5m LGF £0.5m City Council	£0.95m	£12.6m LGF £0.95m City Council	£19.0m	Funding likely to re-profiled from originally intended, bringing forward more spending into 2015/16. This will be recouped by reducing spending in subsequent years. [Source: MTFS Capital programme]
A3 (b)	Lubbesthorpe SUE and Strategic Employment Site			£1.8m	£3.3m	£5.1m	Funding likely to re-profiled from originally intended, bringing forward more spending into 2015/16. This will be recouped by reducing spending in subsequent years. [Source: MTFS Capital programme]
A3 (c)	Charnwood SUEs Transport Infrastructure Requirements	£0.045m		£0.045m		£0.09m	[Source: MTFS Revenue Budget]
<b>Total</b>		<b>£0.545m</b>	£4.0m	<b>£2.795m</b>	£16.85m	£24.19m	

**Investment 2015/20: County Council £3.34m + Other £20.85m = Total £24.19m**

A3	We will explore/consider:	Outcome:
A3 (e)	Reviewing the authority's long term transport strategy (LTP3)	Linked to outcomes of the PUA Study  Transformation Project: Enabler: Data and Business Intelligence.
A3 (f)	Transport conditions on key corridors	Link areas of growth into the PUA and develop scheme proposals as necessary (jointly with Leicester City Council).  Transformation Project: T4
A3 (g)	Opportunities to secure funding	Deliver Northern access for North East of Leicester SUE to unlock growth  Transformation Project: T4

## A4 East Midlands Enterprise Gateway

A4	We will:	Outcome:
A4 (a)	Work in partnership through the East Midlands Enterprise Gateway Board to support appropriate development at the Gateway, including at East Midlands Airport, Donington Park/ Formula E, East Midlands Strategic Rail Freight Interchange, and East Midlands Distribution Centre.)	Enhanced business growth and job creation in the locality

No investment proposed.

A4	We will explore/consider:	Outcome:
A4 (b)	Undertaking an East Midlands Enterprise Gateway transport study.	Inform what further transport measures that might be required in this area to support greater growth aspirations.



## A5 Coalville Growth Corridor

A5	We will:	Outcome:
A5 (a)	Work with the Highways Agency to deliver improvements to M1 J22 - A42 J13	Housing and employment growth along the Coalville Growth corridor enabled. Transformation Project: T4
A5 (b)	Identify and secure funding for key local transport improvements to support planned housing growth for Coalville and Ashby.	Housing growth supported by appropriate infrastructure. Transformation Project: T4
A5 (c)	Identify and secure funding for key local transport improvements to support housing growth in SE Coalville with good connectivity to the town.	Housing growth supported by appropriate infrastructure. Transformation Project: T4
A5 (d)	Subject to the outcomes of public consultation, develop a business case for establishing a scheme and funding for the improvement of Hugglescote Crossroads	Improvements made to Hugglescote Crossroads Transformation Project: T4
A5 (e)	Seek opportunities and funding/finance options to develop/replace/enhance managed workspace within Coalville and North West Leicestershire	Managed workspace including provision for businesses to progress within the Coalville and North West Leicestershire area provided
A5 (f)	Seek opportunities and funding/finance options to restructure the Council's industrial portfolio to provided improved premises for 'fledgling' businesses in Coalville and North West Leicestershire	Increase in overall provision of starter units within Coalville and North West Leicestershire area
A5 (g)	Seek opportunities and funding/finance options to develop/replace local workspace/units on other county council owned land	Grow on units and a suitable mix of employment space within the Coalville and North West Leicestershire area delivered

A5	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A5 (a)	Improvements to M1 J22 – A42 J13	£1.08m	£2.5m LGF	£0.9m	£2.1m LGF	£6.58m	Funding likely to re-profiled from originally intended, bringing forward more spending into 2015/16. This will be recouped by reducing spending in subsequent years. [Source: MTFS Capital programme]
A5 (e)	Managed Workspace	£0.45m		£2.8m	£1.8m LGF + £0.7m Other	£5.75m	Match funding secured through GD2. Subject to suitable formal business case approval from Asset Investment Fund [Source MTFS Capital Programme]
A5 (f)	Starter Units	£0.5m		£1.75m	£1.35m LGF + £0.65m Other	£4.25m	Match funding secured through GD2. Subject to suitable formal business case approval from Asset Investment Fund [Source MTFS Capital Programme]
A5 (g)	Grow-on Units	£0.3m		£0.96m	£0.52m LGF	£1.78m	Match funding secured through GD2. Subject to suitable formal business case approval from Asset Investment Fund [Source MTFS Capital Programme]
<b>Total</b>		<b>£2.33m</b>	£2.5m	<b>£6.41m</b>	£7.12m	£18.36m	

**Investment 2015/20: County Council £8.74m + Other £9.62m = Total £18.36m**

<b>A5</b>	<b>We will explore/consider:</b>	<b>Outcome:</b>
<b>A5 (h)</b>	Other potential transport interventions along A511 corridor (including links to neighbouring counties)	A511 Corridor Studies undertaken Transformation Project: T4
<b>A5 (i)</b>	Completion of the cycle network in and around the Coalville area including Ellistown, Ibstock, Hugglescote etc.	Enhanced delivery of the Council's Local Sustainable Transport Fund project
<b>A5 (j)</b>	Findings of studies to identify other transport measures within the Coalville Growth Corridor	Linked to outcomes of the study
<b>A5 (k)</b>	Regeneration of the Springboard site in Coalville	Work with NWL District Council to deliver local growth

## A6 Loughborough

A6	We will:	Outcome:
A6 (a)	Invest in the delivery of an Advanced Technology Innovation Centre and associated infrastructure at Loughborough University Science and Enterprise Parks (LUSEP)	Provision of units for advanced technology SMEs.
A6 (b)	Invest in further development of Loughborough University Science and Enterprise Parks (LUSEP)	Further provision of employment premises for high technology companies, including grow-on space.
A6 (c)	Ensure bridge stock at the Great Central Railway that is the responsibility of the Highways Authority, is maintained to a sufficient standard	Great Central Railway line can operate safely and effectively
A6 (d)	Identify requirements and seek to secure funding for transport measures to support local growth west of Loughborough and at Shepshed.	Housing and employment growth supported by appropriate infrastructure.
A6 (e)	Identify requirements and seek to secure funding for key junction improvements to support the regeneration of Loughborough.	Growth is enabled and movement in the town centre is maintained/ enhanced.

A6	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A6 (a)	LUSEP Advanced Technology Innovation Centre and associated infrastructure.	£0.45m	CBC (£0.15m ) LU (£2.95m) City Deal (£2m) ERDF (£1.97m)			£7.52m	Some delivery has taken place in 2014/15. [Source: MTFS Capital Programme]
A6 (b)	Further Expansion of LUSEP			£1.05m	CBC(£0.35m) LU (£tbc) Others (£tbc)	£1.4m	[Source: MTFS Capital Programme]
<b>Total</b>		<b>£0.45m</b>	£7.07m	<b>£1.05m</b>	£0.35m	£8.92m	

**Investment 2015/20: County Council £1.5m + Other £7.42m = Total £8.92m**

## A7 South West Leicestershire

A7	We will:	Outcome:
A7 (a)	Support the development and expansion of the MIRA Technology Park Enterprise Zone	MIRA continues to grow as a key transformational priority providing high quality jobs and establishing itself as a global centre of excellence.
A7 (b)	Deliver specific transport measures to support the economy of the Hinckley area	Tackle congestion, improve access to jobs and training for those without a car and support access to shops  Transformation Project: T4
A7 (c)	Develop a business case for phase 4 of Hinckley Integrated Transport Strategy	Submit a robust bid for future Local growth Fund support
A7 (d)	Identify requirements and seek to secure funding for transport measures in Barwell and Earl Shilton SUE	Housing and employment growth supported by appropriate infrastructure.
A7 (e)	Work with the Highways Agency to ensure satisfactory completion of M1 J19	M1 J19 work completed
A7 (f)	Identify requirements and seek to secure funding for future transport improvements to Desford Crossroads	Improvements to safety and journey time and increased connectivity for businesses  Transformation Project: T4
A7 (g)	Identify requirements and seek to secure funding for future transport improvements arising out of the B582 study	Identified options for improving B582 route, traffic distribution in and around the M1 Junction 21 area and connectivity to business and address traffic impact on settlements  Transformation Project: T4
A7 (h)	Identify requirements and seek to secure funding for future accessibility improvements to the M1 and M69	Measures agreed with the Highways Agency arising from the South West Leicestershire Transport Study  Transformation Project: T4

A7	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
A7 (b)	Hinckley Area Project (Tackling Congestion and Improving Access to Jobs in Hinckley area)	£0.76m	£1.54m LGF	£1.1m	£2.1m	£5.5m	Funding likely to re-profiled from originally intended, bringing forward more spending into 2015/16. This will be recouped by reducing spending in subsequent years. (total scheme cost includes allowance for scheme design) [Source: MTFs Capital Programme]
A7 (c)	Hinckley Area Project (Phase 4)						£0.10m County Council funding provided in 2015/16 in A1(a) above [Source: MTFs Capital Programme]
<b>Total</b>		<b>£0.76m</b>	<b>£1.54m</b>	<b>£1.1m</b>	<b>£2.1m</b>	<b>£5.5m</b>	

**Investment 2015/20: County Council £1.86m + Other £3.64m = Total £5.5m**

A7	We will explore/consider:	Outcome:
A7 (i)	Working with the local planning authorities and the LLEP to deliver outcomes of the logistics study	Relevant findings of the study are implemented
A7 (j)	Future transport improvements on the A5	Work undertaken to identify and secure funding for measures to address safety and journey time reliability issues

## **B**     **PEOPLE**

In order to prosper and grow, our businesses require people who have the right skills, experience and qualifications both now and in the future. Our economy also needs people who are enterprising and creative. Sustainable employment also enables people to lead prosperous lives and reduces demands on public services. At present we have evidence both of opportunities and disconnects related to three key areas: skills mismatches, unemployment and the retention of higher level skills.

This section focuses on how the Council will work with the LLEP and other partners to support people into sustainable employment and help businesses recruit local people with the right skills so that they can grow. The major sources of funding for delivering People interventions are the City Deal and the European Structural Investment Funds Strategy (ESIF), in particular the European Social Fund (ESF). Both focus particularly on vulnerable individuals often furthest from the labour market (carers, care leavers, ex-offenders, and individuals with learning difficulties and/or disabilities) by providing intensive support to access and/or sustain employment or training. The County Council will work with the LLEP to develop commissioning plans for these people-based interventions. There will be opportunities for Council services to tender to deliver some of the proposed activity and interventions.

Commissioning by the LLEP will begin in 2015 following approval of the UK Operational Programme by the European Commission and agreement of 'opt-in' arrangements with the Skills Funding Agency, Department for Work and Pensions and the Big Lottery, so the detail and financial contributions around the People section will need re-visiting during 2015.

The People section supports other County Council priorities such as Supporting Leicestershire Families, Public Health activity and the Transformation Unit priorities. There are links to the activity set out in this section to many of the 'T24' projects and 'Corporate Enablers'. These include; Social Care and Health Information and Advice (T10), Unified Prevention (T12), Support to Voluntary Organisations and Communities (T19), Education Programme (T20) and 'Enablers'; Customer and Communities and Effective Commissioning.



## B1 Strategic Activities

B1	We will:	Outcome:
B1 (a)	Work with the LLEP and other partners to influence the delivery of the City Deal/ESIF funded projects and programmes, including where appropriate through tendering to deliver activity.	Programmes and projects that meet county priorities.
B1 (b)	Support the development by the LLEP of skills plans for the major growth areas and transformation priorities.	Employers in growth areas able to recruit people with the right skills to meet their needs.
B1 (c)	Support sector based work academies e.g. East Midlands Airport Academy, Logistics Academy, MIRA Academy.	Employers in key sectors able to recruit people with right skills to meet their needs.
B1 (d)	Work closely with schools and colleges individually and through the Leicestershire Educational Excellence Partnership (LEEP) to ensure the best learning experience for all children and young people in Leicestershire.	Children and young people provided with learning and skills that will support them into sustainable employment.

No investment proposed.

## B2 Training and Employment

This section focuses on providing training and employment opportunities in the County, including through preparing school pupils for the transition from school to employment, offering training relevant to the local labour market, and providing re-training opportunities for people that have not been engaging with employment or have been made redundant.

B2	We will:	Outcome:
B2 (a)	Encourage schools to fulfil their duty to provide high quality impartial information, advice and guidance (IAG) careers advice, and work with the education sector to further develop opportunities for training, apprenticeships, work placements, volunteering and entrepreneurialism. We will also promote and encourage attendance at the Leicestershire skills experience day and World Skills Show.	Young people provided with an impartial view of their future careers/training options have awareness of labour market opportunities. Transformation Project: T20
B2 (b)	Work with Leicestershire schools and colleges to provide employability skills as part of their regular timetable and make links with local employers to champion this activity.	Young people employable when they leave full time education and enter employment. Transformation Project: T20
B2 (c)	Influence plans to enhance IAG services to those furthest from the labour market that are not in full time education.	A coordinated approach between current providers when providing advice.
B2 (d)	Take a leading role in developing a Rural Inclusion programme to provide training and volunteering, capacity building, self-employment, work experience and apprenticeships.	Rural businesses and residents supported to provide/ secure sustainable work and training. . Transformation project: T19
B2 (e)	Deliver 6 weekly Work Clubs /Enterprise Hubs in 6 locations across the county, and support this to become a self-sustaining activity by 2017.	Face to face support offered to individuals looking for employment or advice on starting their own business.
B2 (f)	Expand the Wheels to Work scheme	People supported to access employment and training opportunities particularly those without private transport.
B2 (g)	Seek designation to become a 'Carer Friendly Employer'	Carers supported to stay in employment. Transformation project: T10
B2 (h)	Influence the design and delivery of a County Apprenticeship Hub	Under 24s placed into appropriate apprenticeships and provided with appropriate advice and guidance.
B2 (i)	Influence the design and delivery of the LLEP's Employment and Skills hub, which will co-ordinate all employment and skills interventions outlined in the City Deal and ESIF strategy.	Employment and skills interventions co-ordinated efficiently to respond to and meet changing labour market requirements.
B2 (j)	Commission 'Healthy Workplaces' programme, which engages with SMEs and identifies where businesses need to prioritise action to maximise productivity through improving employee's health & wellbeing	Improved productivity through having a fit and healthy workforce. Enabler: Effective Commissioning.
B2 (k)	Support the 'Platform for Health and Wellbeing'. The platform is a network of private, public and third sector organisations working together to improve health and wellbeing.	Action on improving health at work.

B2	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
B2 (a) + (b)	IAG Employability Skills in schools	£1.4m		£2.8m		£4.2m	[Source: MTFs Revenue Budget]
B2 (e)	Work Clubs/ Enterprise Hub	£0.1m		£0.05m		£0.15m	[Source: Economic Growth Earmarked Reserves]
B2 (f)	Wheels to Work	£0.031m	£0.135m			£0.166m	[Source: Economic Growth Earmarked Reserves]
<b>Total</b>		<b>£1.531m</b>	£0.135m	<b>£2.85m</b>		£4.516m	

**Investment 2015/20: County Council £4.38m + Other £0.135m = Total £4.515m**

B2	We will explore/consider:	Outcome:
B2 (l)	Undertaking a study to identify domiciliary care workforce.	Evidence to understand how recruitment to this sector can be improved. Transformation Project: T12
B2 (m)	Supporting the improvement of skills in the Health & Social Care workforce.	Become a proactive career path rather than reactive career path.

### B3 Employability Skills and NEET

This section focuses on preparing people to become employable through working with schools, colleges, universities, the Adult Learning Service and businesses. 2.8% of young people aged 18 in Leicestershire are NEET (not in employment, education or training).

B3	We will:	Outcome:
B3 (a)	Support the extension of the Talent Match programme (currently being delivered in Coalville) to provide additional support to 18 – 24 year olds who require targeted support to access employment and training.	Improved employment opportunities for young people in targeted communities.
B3 (b)	Help shape the development of a programme to support currently unemployed ex-offenders serving community sentences find employment.	Complex barriers faced by young offenders seeking employment overcome.
B3 (c)	Support the development of a financial and digital inclusion programme for those furthest away from the labour market.	Those furthest from the labour market supported to access employment opportunities using digital services.  Transformation Enabler: Customer and Communities which includes focus on 'Digital by Default.'
B3 (d)	Work with Melton BC, Blaby DC and Job Centre Plus to deliver the Transformation Challenge Project aimed at supporting people into sustainable employment.	Disadvantaged groups provided with a single point of contact to access key employment support services.
B3 (e)	Unified prevention, a new model of early intervention and prevention support. Project aims to deliver specific benefits to organisations working with vulnerable individuals and communities.	Integration and joint working to help partners gain a common understanding of need and demand, make joint commissioning decisions and identify duplicated services. Improve presence of voluntary groups and identify fairer and easier access to services.  Transformation Project: T12
B3 (f)	Support the provision of a further 60 Work Placements for 16-25 year olds at the County Council through the Get Set project.	Young people provided with work experience to improve future employment prospects.

B3	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
B3 (f)	Get Set	£0.07m	£0.16m ESIF tbc	£0.11m	£0.16m ESIF tbc	£0.5m	[Source: Economic Growth Earmarked Reserves]

**Investment 2015/20: County Council £0.18m + Other £0.32m = Total £0.5m**

## C BUSINESS

Investing in the county's businesses by providing a comprehensive business support service for our SMEs will support growth in priority sectors and across the wider economy. Through the City Deal a flagship Business Growth Hub - the 'Business Gateway' - will be established and will offer extensive support to businesses including economic intelligence, business advice and support (including sector-based and in relation to innovation) and a low carbon programme.

This section focuses on the provision of support and advice to businesses so that they can prosper and grow. The Council will contribute to the design and delivery of these services to ensure the needs of county businesses are met, and will supplement the support available including through the provision of loans and grants where appropriate.

### C1 Business Growth and Development

C1	We will:	Outcome:
C1 (a)	Provide loans to local businesses through the operation and delivery of the Leicestershire Local Enterprise Fund (in conjunction with 'Funding Circle')	Improved access to finance and funding for county SMEs, and a return on investment for the Council
C1 (b)	Provide grants and other support to social enterprises and community organisations to reduce demand for services and build capacity to deliver services	Communities Strategy priorities are supported , including building community capacity and supporting commitments to develop alternative models of effective service provision
C1 (c)	Work with the new Business Growth Hub to support a programme of targeted seminars, workshops, networking and showcasing events on opportunities to do business with the Council and signpost these via the Council's website	Local businesses are aware of and supported to take up opportunities to do business with the Council
C1 (d)	Work with the LLEP to ensure that the Business Growth Hub supports businesses in key county growth sectors	Key growth sectors receive the support they require
C1 (e)	Publish and promote a pipeline of potential County Council contracts via dedicated portals, trade fairs and meet the buyer events	SMEs and social enterprises facilitated to do business with the Council
C1 (f)	Deliver the council's commitment to the 'Federation of Small Businesses Procurement Charter' which seeks to <ul style="list-style-type: none"> <li>- Promote collaboration between partners and across sectors for contracts and encourage contactors to advertise 2<sup>nd</sup> or 3<sup>rd</sup> tier sub contracts via Source Leicestershire</li> <li>- Enable faster payment of invoices/supporting cash flows,</li> <li>- Simplify procurement /contractual processes and procedures and</li> <li>- Link contracts to employment and skills planning (inc professional development; apprenticeships)</li> </ul>	SMEs are better supported to develop and grow their business

C1	We will invest: Project/ Programme	LCC 2015/16	Other 2015/16	LCC 2016/20	Other 2016/20	Total 2015/20	Comment
C1 (a)	Leicestershire Local Enterprise Fund (Loans)	£0.3m	£1.2m	£0.7m	£2.8m	£5.0m	This is a revolving loans fund that attracts private sector leverage [Source: Economic Growth Earmarked Reserves]
C1 (b)	Shire Community Solutions Grant	£0.26m		£0.745m		£1.005m	Grant funding can be used to support Social Enterprise solutions and projects/programmes to help deliver economic growth and development [Source: MTFs Capital Programme and Revenue Budget]
	Your Shire Community Grant	£0.16m		£0.445m		£0.605m	
<b>Total</b>		<b>£0.72m</b>	£1.2m	<b>£1.89m</b>	£2.8m	<b>£6.61m</b>	

**Investment 2015/20: County Council £2.61m + Other £4.0m = Total £6.61m**

C1	We will/explore/consider:	Outcome:
C1 (g)	Developing the Council's role in civil registrations for wedding ceremonies, working with Leicestershire Promotions Limited.	Number of ceremonies held in Leicestershire venues maximised in support of the visitor and hospitality economy

## C2 Business Advice, Guidance and Regulation

C2	We will:	Outcome:
C2 (a)	Reduce the burden of red tape on local businesses and increase business awareness of regulation through continued delivery of the Better Business for All scheme and build on the 'Red Tape' Challenge (currently under review with partners)	Businesses better understand and less burdened by regulation. Targeted support provided to rural tourism, rural retail and land-based businesses and rural SMEs
C2 (b)	Work with the Leicester Energy Agency and others to promote/improve energy efficiency and carbon reduction advice in business support	The Business Energy Efficiency Programme (including energy audits) is supported and alternative energy production options developed (e.g. biomass; anaerobic digestion)
C2 (c)	Deliver training programmes and workshops that provide advice and guidance on rules and regulations (including environmental regulations) and support on 'Running your own Business'	Improved contract compliance and legal support to local businesses
C2 (d)	Provide advice to businesses on travel plans and grants to support 'green' travel	Sustainable travel is encouraged and congestion minimised.

No investment proposed.

C2	We will/explore/consider:	Outcome:
C2 (e)	Providing information and advice to SMEs on meeting business continuity requirements	Improved business resilience
C2 (f)	Working with others to develop and support establishment of a 'Single Point of Contact' for co-ordination and delivery of planning services, advice and support	Improved service delivery