

North West Leicestershire Local Growth Plan

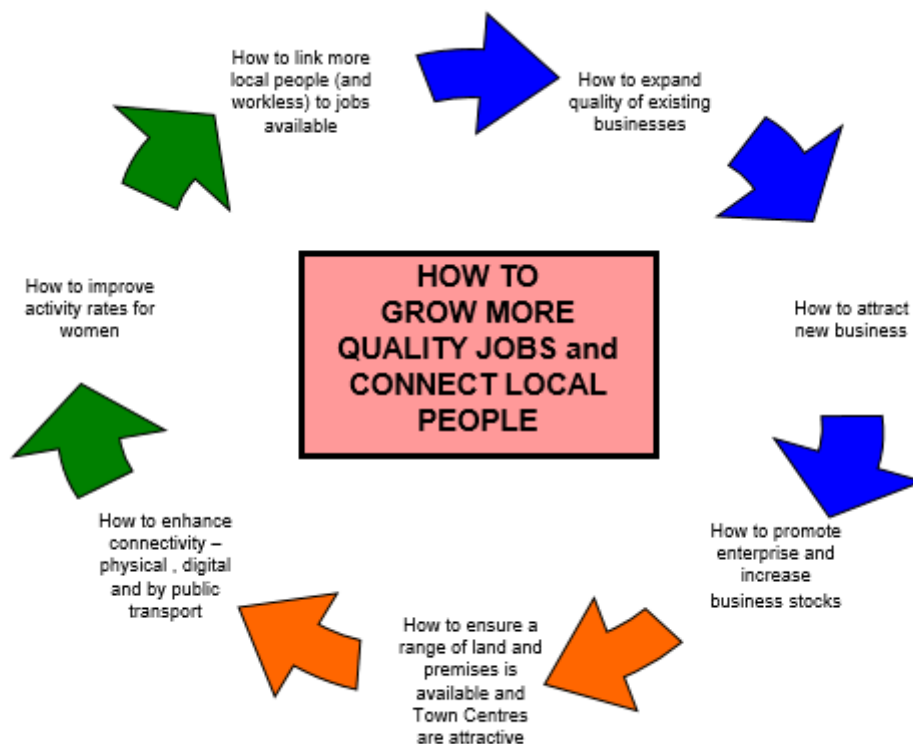
2014 - 2018

September 2014

1 North West Leicestershire

1.1 North West Leicestershire sits at the axis of the Midlands, strategically located 25 miles from Birmingham, Derby, Leicester and Nottingham. The District is at the fulcrum of the national transport network, hosting East Midlands’s airport and straddling the A42/M42 and M1 corridors and the A50 providing an important East/West connection and main line rail services provided by East Midlands Parkway. It is an area primed for rapid economic growth, particularly having development prospects that are of national and international significance. Our location has proved to be a major attraction to inward investors and developers and our indigenous businesses are growing strongly after the economic slowdown. We have an experienced workforce, excellent natural environment (including being at the heart of the National Forest) and have areas of attractive and accessible countryside.

1.2 Delivering economic growth is critical to the wellbeing and prosperity of the District’s population. As a result of recent public sector financial settlements – stimulating growth is also a stronger component of how vital local public services are funded. North West Leicestershire District Council is keen to ensure that opportunities are realised, so that our growth potential can be fully grasped. At the same time, we also recognise that a number of challenges need to be addressed, in particular access to areas of new opportunity, making sure that local residents have the skills that businesses need to be successful and maximising the economic impact of visitor spending on the area.



1.3 This Local Growth Plan sets out how North West Leicestershire District Council, working with partners, will work to stimulate growth within our local economy. We already have a strong track record of partnerships, internally within the District, across the wider County and region and nationally. It sets out our ambitions, but is also realistic as to where the public

sector can make a difference and where our limited resources will be best applied. The plan runs from 2014-2018, the likely point of major review within key strategic documents and funding streams that will be the main external source of investment into economic growth.

2 Background to the Local Growth Plan

- 2.1 This Local Economic Growth Plan sets out the growth priorities for North West Leicestershire to 2018. The Growth Plan has been facilitated by North West Leicestershire District Council, working with a range of partners active in supporting economic growth and inclusion. The development of our Growth Plan has run concurrently with the consultation process for economic strategies for Leicester and Leicestershire.
- 2.2 Our Local Economic Growth Plan is built upon consultation with:
- Leicester and Leicestershire Enterprise Partnership
 - Leicestershire County Council
 - North West Leicestershire Business Forum and the wider private sector
 - Other public sector bodies and partnerships
- 2.3 An initial Growth Plan was prepared in November 2013, alongside other Districts, to contribute to the preparation of the draft Strategic Economic Plan for Leicester and Leicestershire, the EU Structural and Investment Funds Strategy and the finalisation of the Leicester City Deal. After the shaping of these documents, a further draft of the Growth Plan has now been prepared in order to establish the priorities for future investments. In doing so, it assesses the likely drivers of future growth and sets out the issues that need to be addressed. The aim is that this will be a “live” document rather than simply a promotional one and our plan will be refreshed and updated on a regular basis.
- 2.4 The structure adopted within the Leicester and Leicestershire Strategic Economic Plan is based around making the most of the area’s strongest assets in terms of **place** (environment, infrastructure, quality of life) **people** (skills, employment, entrepreneurial spirit) and **businesses** and ensuring that these three key gears of the economy function effectively together and have positive inter-relationships. The overall aim is to deliver a drive for growth and prosperity through creating a better connected, more talented economic base, able to thrive in the global market place.
- 2.5 Through this Local Growth Plan we have identified a range of ambitious targets, including:
- the potential to create over 15,000 new jobs within the District,
 - halve youth unemployment by 2019; and
 - Increase female participation and wage rates to the regional average.

3 Strategic Context

- 3.1 Partners across Leicester and Leicestershire have been working with LLEP over the last year to develop a strategic framework that will identify collective priorities and provide a vehicle for directing a range of additional resources, including a Growth Deal with Government.
- 3.2 The overall **Leicester and Leicestershire Strategic Economic Plan** underpins Growth Deal negotiations with Government and was submitted at the end of March 2014. Negotiations on allocations from the Single Growth Fund are underway and new resources will be available from April 2015. The SEP seeks to deliver projects and investment that will:
- generate an additional 45,000 private sector jobs over and above what is forecast within the Office for Budget Responsibility (OBR) employment estimates and increase our share of knowledge intensive activity
 - Reduce levels of unemployment by 50%
 - Support 15,000 businesses to accelerated growth and stimulate over 1,000 start ups
- 3.3 The plan identifies and describes a small number of Growth Areas along with Transport Growth Corridors to develop a high quality transport infrastructure that will unlock development opportunities and reduce congestion to help accelerate business growth. It also identified four Transformational Priorities in specific localities along with two thematic Growth programmes that include Market Towns and rural areas. The significant potential of the District is recognised in its identification of two of five Growth Areas as being East Midlands Enterprise Gateway and Coalville Growth Corridor and one of four Transformational Priorities as East Midlands Gateway Strategic Rail Freight Interchange
- 3.4 The Strategic Economic Plan provides an overarching framework for a number of significant programmes, including the **Leicester and Leicestershire City Deal**, which over its lifetime will deliver improved co-ordination of business support services and a range of innovative business support programmes - along with a new employment scheme targeted at 16-24 year olds that will reduce youth unemployment and deliver additional apprenticeships, traineeships and work placements.
- 3.5 The **EU Structural and Investment Funds Strategy (EU-SIF)** has been developed alongside the Strategic Economic Plan and provides a framework for the allocation of €126M of EU funds from 2014 – 2020. The Strategy was submitted in January 2014 and focussed on a number of Thematic Objectives covering innovation, ICT, SME competitiveness, low carbon infrastructure, employment development, addressing social inclusion and enhancing skills.
- 3.6 The resources available through the above strategies and programmes provide an important opportunity to assist with implementation of the projects and themes identified in the North West Leicestershire Growth Plan. Careful consideration will need to be given to maximising the impact of the District's own investment given finite resources available.
- 3.7 Other key Strategies this Plan will support include the Key Priorities for Leicestershire Together, the County Council's forthcoming 'Enabling Growth Plan' and the Corporate Plan for North West Leicestershire District Council.

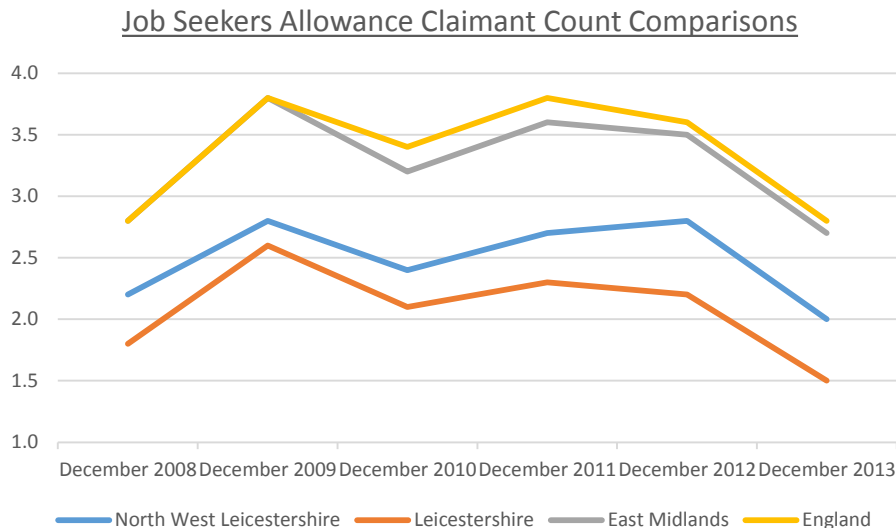
4 People

Demographics

- 4.1 Since 2000 the population of North West Leicestershire has increased by over 10% and now stands at 94,000, with just under two thirds being of working age¹. Almost half of the population lives in the two main towns in the District, Coalville (32,987) and Ashby-de-la Zouch (13,049)². Other key settlements include Measham, Castle Donington, Kegworth and Ibstock.

Economic Activity Rates

- 4.2 Economic activity rates for men (at 85%) are higher than both the national, regional and county average, but they are considerably lower for women (67.6%). To increase female participation to the regional average, it would involve supporting an additional 2,600 women of working age population entering the labour market or becoming self-employed³. There is clearly a latent economic potential to expand the female labour force within the area, with a strong link to the District's economic structure as identified in section 6. Increasing the employment rate for women will also have an impact on median/mean household earnings within the District.
- 4.3 Unemployment within North West Leicestershire has generally been slightly higher than the rate across Leicestershire and currently 2% of the working age population are on Job Seekers Allowance. However the claimant rate is significantly lower than the regional and national average.



- 4.4 There remain pockets of much higher claimant rates and economic activity across the District, especially in the Coalville and Greenhill wards which have much higher than the national average claimant rates⁴.

¹ ONS (2012) Mid-Year Population Estimates

² Leicestershire County Council Population Estimates from 2001 Census

³ Based on ONS Annual Population Survey (Sept 2013)

⁴ NOMIS (2014) December 2013 Claimant Counts, ONS (2014) 2011 Census Working Age population in North West Leicestershire wards

Young People

- 4.5 The Youth claimant count across North West Leicestershire aged 18-24 is 4.3%, which is lower than both the regional and national averages, but considerably higher than the rate for Leicestershire, which is 2.7%. Youth unemployment has fallen sharply across the District and as of June 2012 was actually higher than regional and national rates and stood at 7.6%⁵.
- 4.6 However, longer term unemployment (12 months plus) remains at about the regional average (1% of the total age cohort) and there remains a high rate of NEET, especially in Coalville. Identifying and supporting this cohort to engage with the Employment Gateway and other services will be a key priority for the District (most notably Talent Match and Supporting Leicestershire Families).

Skills and Qualifications

- 4.7 A major challenge for North West Leicestershire is the level of skills and qualifications within the local workforce and the ability of local labour to compete. Process manufacturing is in a cycle of continually shedding lower skilled labour and there is more competition for higher order technical jobs from a wider travel to work catchment.
- 4.8 As of December 2012, only 22% of the working age population had NVQ Level 4 or above. Despite some strong fluctuations, the NVQ is no different to the rate in 2004. Indeed the level of NVQ level 4 qualifications in the workforce has fallen by almost a third over the past two years alone. The rate is lower than both the East Midlands (29%) and Leicestershire (30.4%).
- 4.9 The picture is better for NVQ Level 2, with 70.1% of the workforce being qualified to this level, which is higher than the regional average at 70%, but lower than the Leicestershire rate at 72.4%.

Earnings

- 4.10 Workplace average hourly pay in North West Leicestershire is above the Leicestershire and regional average, but is lower than the County for residence based earnings. Resident based hourly pay for women is lower than the County and region, although it has increased sharply over the past two years, whereas average gross hourly pay for men has fallen (whilst increasing in Leicestershire). It is important to support activity that allows residents to access some of the higher paid employment the District is clearly generating coming out of the economic slowdown.

Table 4.1 Median Hourly Pay by Workplace and Residence

	Workplace (2013)			Residence (2013)		
	Men £	Women £	Total £	Men £	Women £	Total £
North West Leicestershire	11.73	9.26	10.9	12.52	9.41	11.16
Leicestershire	12	8.99	10.36	13.19	9.7	11.45
East Midlands	11.84	9.25	10.5	12.14	9.52	10.78
England	13.13	10.38	11.75	13.14	10.41	11.76

Source: Nomis (2013) Annual Survey of Hours and Earnings

⁵ NOMIS (2014) Monthly claimant counts

Key Priorities

A number of important initiatives have been identified, but key actions are;

Develop and/or engage with programmes to support more women enter the labour market through employment and self-employment and promote positive local role models through local media and networks

Attract resources and capacity through EUSIF/SEP to promote social inclusion and get people back into employment (particularly young people unemployed for over 12 months) – including increasing the number of apprenticeships/work placements on offer within the District

Extend and develop the successful Talent Match programme to support young people to work and reduce NEET rates

Supporting and referring into the Supporting Leicestershire Families initiative

Increase the learning infrastructure within North West Leicestershire – including supporting aspirations to access the FE Capital Fund

5 Place

- 5.1 Our location and environment has been a considerable driver for the economy of North West Leicestershire, be that in terms of natural resources, natural assets and the location of strategic national and international transport links.
- 5.2 Much of the District remains rural in character with some attractive countryside in places. The principal town is Coalville and smaller settlements are found at Ashby de la Zouch, Castle Donington, Ibstock, Kegworth and Measham. The population is just over 90,000 and is expected to rise by around 20% by 2031 through planned housing growth. It is the most deprived District in Leicestershire with an ageing population. Coalville is the main retail centre although many people have indicated they would like a much better range of facilities. The District lies at the heart of the National Forest which is rapidly developing as a tourist destination. It contains a number of leisure and visitor attractions and facilities such as Donington Race Circuit, Snibston Discovery Centre, the National Forest with Conkers Visitor Centre, Ashby Castle and the National Forest Youth Hostel.
- 5.3 North West Leicestershire is located in the centre of England, on the western boundary of the East Midlands within relatively close proximity to the major cities of Birmingham, Leicester, Derby and Nottingham. It has excellent strategic Motorway links but no rail passenger services. The location of regional and nationally significant activities at East Midlands Airport and Castle Donington inevitably means that more people commute into the District than leave it to find work. EMA handles over 4 million passengers a year, it is a significant UK passenger airport serving over 100 international and domestic destinations. Conversely some 60% of residents that commute out of the District do so to seek better paid managerial and professional work.
- 5.4 The economic, physical and social profile of an area is the result of generations of activity and can have differing imprints in different communities. Whilst the profile may change rapidly as industries decline and new activities come in, the sense of place can be more resistant to change. For Ashby, with an ancient castle and a home in the history books it is rather different to Coalville, as the name implies, Coalville developed rapidly in response to

massive industrialisation and lacks the distinctiveness of a historic market town. The present legacy is therefore a complex patchwork and in planning for growth, place matters.

- 5.5 New development relies on the timely provision of infrastructure and investment – this includes essential utility services, as well as a host of other factors including access to transport, schools, open space, community, health and leisure services. Preserving the best of the past and addressing deficiencies to develop new amenities will be an important element in successfully planning for growth. The North West Leicestershire Local Plan which is currently being prepared, which will provide the local planning framework to coordinate future investment.
- 5.6 Of major significance to North West Leicestershire are plans for the East Midlands Gateway by Roxhill Developments – a Strategic Rail Freight Interchange (SRFI), providing nationally significant new rail and road connected large-scale distribution and storage facilities, which will further enhance the Districts profile. This sits alongside a proposed expansion around East Midlands Airport. These projects, if implemented, will likely pull in employees from a very wide catchment and ensuring opportunities are available to local people will be a major challenge. Based on current proposals, both these projects will be affected by proposals for the HS2 rail line.
- 5.7 Our Growth Plan also recognises the porous boundaries we have and the importance of working with neighbouring areas to support growth that can be mutually beneficial. There are six key strands to our work on “Place”

Employment Land and Premises

- 5.8 Ensuring an adequate range of choice of land and premises in areas where the market wishes to invest is a fundamental requirement of any plan to promote growth. The district benefits from a wide range of existing provision from older industrial estates to new employment parks. These include modern mixed premises at Westminster Industrial Estate at Measham where occupiers include Plastic Omnium Automotives, employing over 400 people and Donington Hall, recently acquired by Norton Motorcycle Company as their corporate HQ and production base. Bardon 22 is a large employment park adjacent to the M1 and there are other industrial estates closer to the main settlements. Alongside all this are specialist facilities such as air freight depot at East Midlands Airport and the nearby proposed rail freight interchange at the East Midlands Gateway.
- 5.9 The LLEP Strategic Economic Plan identifies five core Growth Areas to accelerate infrastructure projects and programmes in order to achieve benefits of economic agglomeration. These sites are critically linked to investment in developing key transportation corridors. Within the District, the Coalville Growth Corridor and the cluster of freight and logistics related activity at the East Midlands Enterprise Gateway represent major opportunities. The East Midlands Gateway Strategic Rail freight Interchange is one of only four LLEP Transformational priorities. It is important we work with LLEP to secure the required public and private investment to develop and accelerate such schemes.
- 5.10 Local planning policies also recognise the need for additional employment land to provide for a wider urban extension focussed around Coalville with additional modest allocations in smaller settlements. Land, sites and premises attractive for service sector activities will provide opportunities to boost economic activity rates.

- 5.11 As the Growth Plan is implemented, the need for specialist provision such as Incubation Centres and other managed workspace will be explored as part of a review of the Council's Asset Management Strategy and this can be linked with Asset Management reviews from other partners such as Leicestershire County Council. This approach will encourage more knowledge intensive activity and build greater diversity and resilience in the economy. This could potentially involve partnerships with HE/FE to enhance their footprint within the District and linking with efforts to develop LLEP growth sectors not presently well represented in the area.

Housing

- 5.12 Significant housing growth is planned over the next 15 years and this can be a stimulus to growth through the construction jobs provided and the increase in local purchasing power from new residents. This provides a considerable opportunity to transform our town centres and creates an opportunity to make the critical infrastructure investment to pave the way for additional employment sites.
- 5.13 Through the former Regional Spatial Strategy the Housing Market Area (HMA) identified sufficient land within the area to accommodate the necessary housing requirements. Housing growth will be accommodated by Sustainable Urban Extensions (SUE's) one of which is planned for South East Coalville.
- 5.14 This may accommodate up to 4,000 additional dwellings and this increase in local purchasing power can provide a catalyst for investment in town centre regeneration. The recession has exacerbated issues of viability, caused a sharp fall in development values and led to a dramatic reduction in the level of development activity. Reductions in public spending have reduced the ability of public investment to bridge the investment gap in the provision of housing, employment land and infrastructure.
- 5.15 The development of the South East Coalville SUE has presently stalled. Overall the acceleration of development of all Leicestershire's SUEs is of key importance to the Strategic Economic Plan (notably as SUEs are mixed sites with employment land and primary infrastructure). LLEP intend to develop an Infrastructure Development Fund to stimulate additional housing completions within SUEs and Strategic Regeneration Areas. Given local circumstances, accessing this resource is likely to be highly significant in implementing a comprehensive Local Growth Plan.

Low Carbon

- 5.16 'Greening' housing infrastructure and infrastructure generally is a major priority across the wider county given resilience issues in energy supplies and with the high unit cost of energy removing disposable household income from the local economy. Through EU Structural Funds, LLEP wish to develop a partnership with the National Housing Federation/European Investment Bank to retrofit 5,000 social housing units to tackle one of the major components of fuel poverty (and wider poverty). North West Leicestershire could potentially play a major part in this programme as well as with parallel plans to invest in older industrial properties to improve their energy efficiency. The District has a total stock of 5,970 social houses.
- 5.17 There is also scope to further advance proposals for the development of biomass across the National Forest.

Connectivity

- 5.18 Despite its excellent location, and the external connectivity opportunities regionally, nationally and globally, there remain a number of challenges to be tackled in relation to connectivity. Businesses with major transportation and logistics requirements are drawn to areas with excellent transport connections to major urban areas, a locally available and competitive labour force and low land values for the scale of developments required. In order to maintain this advantage in light of the extension of the core logistics and advanced manufacturing corridor northwards along the M1 (where rent and labour are cheaper) it will be important to extend the supply of development sites and take advantage of a reduction in journey times through Highways Agency investment along the spine of the M1.
- 5.19 The opportunities for multi-modal freight around East Midlands Airport on the Roxhill site, which would be more competitive with increased road/rail/air interchanges and links. This will mean developing a co-ordinated programme between the Highways Agency, the Local Transport Board, the local highways authority, the District Council and Developers/Landowners to open up new sites. Other significant issues are;
- Congestion on Motorway/Trunk routes needs to be reduced, notably at key junctions
 - Whilst the proposed HS2 line delivers no benefit to the District, we are keen to explore wider opportunities for rail transport in the area. There are no passenger rail services in North West Leicestershire although a freight-only rail line currently connects Leicester with Burton-on-Trent via Coalville and Ashby.
 - The area is heavily reliant on car borne transport as a means of getting to work. Public transport and other sustainable modes (cycling, walking, car share etc) needs to be improved to allow more local residents to connect to job opportunities within and outside the district boundaries.
- 5.20 After phase one of the Ivanhoe Line was completed in the mid-1990s it had been planned that phase two would extend the line to Burton-on-Trent, often referred to as the National Forest Line. However, the scale of capital cost and an annual operating subsidy have meant that this has not been viewed as a feasible option in the near future but the introduction of new rail passenger services remains a long-term ambition. Indeed, viability is expected to be significantly improved as a result of planned employment and housing expansions.
- 5.21 Developing High Speed Broadband connectivity is also a major priority for the District and we continue to work closely with Leicestershire County Council to ensure investment is made in the area, notably in rural areas. Much of our more rural areas are missing out on connectivity to High Speed Broadband and the business opportunities that this brings

Town and Local Centres

- 5.22 Investment in our town and local centres is a major component in improving their attractiveness both for local people wishing to live there and investors committing resources to economic growth. Local "Place Planning" will help to coordinate investment and make the greatest impact which will include investment in town centre regeneration in Coalville, with the aim to improve retail and leisure amenities and develop a more distinctive identity. It will also support public realm investment. Coalville town centre has also recently been

designated as a conservation area with the aim of regenerating the town through conservation.

Visitor Attractions

- 5.23 North West Leicestershire has a range of attractions aimed at those attending specific events or day visits. These include Donington Race Circuit which has been selected as the HQ and testing centre for a new programme of international races involving electric vehicles; the development of Formula E also creates the potential to develop satellite industries and hi-tech development hubs around Donington Park; Snibston Discovery Centre; Conkers Visitor Centre at the heart of the expanding National Forest and Ashby Castle. The National Forest Charitable Trust and their subsidiary the Forest Experience Board are developing exciting plans for further investment within the District which will significantly advance the profile of the National Forest as a tourist destination; encourage the development of overnight visitor accommodation; secure a step change in visitor spending in the District and act as a catalyst to private investment in tourist and leisure facilities.
- 5.24 The Visitor Economy is one that LLEP wishes to develop further. Leicester and Leicestershire is currently ranked 33rd out of 39 LEP areas for total number of overnight stays between 2010 and 2012 and 32nd for total visitor spend. LLEP wish to develop and enhance the quality of the overall tourism offer, including culture and sports, supported by focussed place marketing. It is also important to recognise that there is a significant element of business travel to the local visitor economy with many of the hotels in the north of the district catering for both leisure and business travellers. The LLEP also wishes to stimulate additional investment by the private sector in ancillary services directly associated with tourism, including hotels and restaurants. There is clear potential for NWL to link with these wider efforts and develop mutually supportive packages with other attractions such as Twycross Zoo and Calke Abbey that can extend the length of time spent in the area and with this increase expenditure by visitors. There is the opportunity to invest in customer service skills as part of business development throughout the National Forest.
- 5.25 The European Agricultural Fund for Rural Development will be a key resource for investing in the development of our rural visitor economy.

Key Priorities

A number of important initiatives have been identified, but key actions are;

Facilitating development of the East Midlands Airport and growth of passenger and freight services/Gateway Growth Node

Lobbying to protect the District's economic interests in relation to HS2 proposals

Support the development of the Roxhill Strategic Rail Freight Hub and associated development site

Ensure the forthcoming Asset Management Strategy for the District (and those of relevant partners) identifies opportunities to support economic growth in the District including developing/upgrading managed workspace and infrastructure to grow the service sector – with an emphasis on Coalville

Deliver the Coalville Sustainable Urban Extension to ensure more employment land is made available and facilitate the climate for Town Centre regeneration

Engage with Leicester and Leicestershire Enterprise Partnership and the Highways Agency and Leicestershire County Council to promote action to relieve congestion on key Motorway corridors and junctions

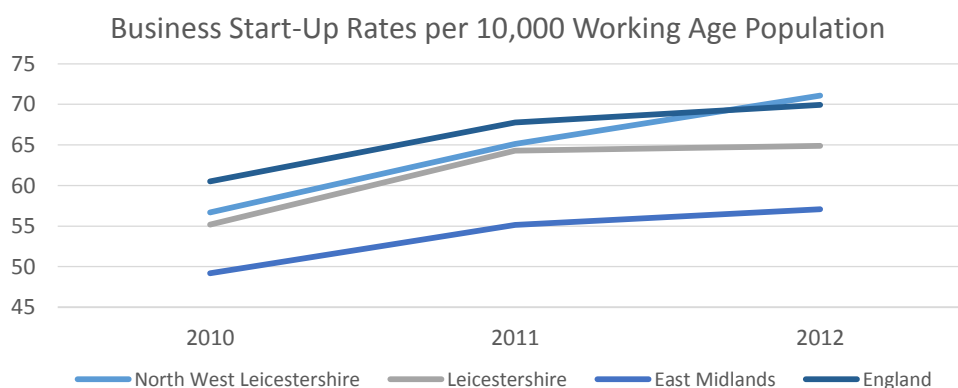
Explore opportunities to provide better public transport connections to major employment areas, including key rail links

Work to secure investment through Leicester and Leicestershire Enterprise Partnership to retrofit a high quantity of Social Housing in the District to be more environmentally efficient

Developing proposals for increased investment within the National Forest to extend the visitor experience including expanding the recreational economy

6 Business

6.1 North West Leicestershire is home to some major national and multi-national businesses including David Wilson (construction) DHL (logistics) Norton (motor vehicles) Pall Ex (logistics) Davidson Homes (construction) East Midlands Airport (transportation) and Bloor Homes (construction). We have a dynamic and growing small and micro business sector. Business start-up rates within the District have accelerated coming out of the slowdown. They now stand at 71 per 10,000 population and have recently overtaken the England average. Business Start Up rates have exceeded failure rates since 2011, indicating growth in the business base. By contrast, Leicestershire start up and failure rates are still in relative equilibrium with only limited growth in business stock. Business stock per 10,000 population in the District is higher than the national average as are 5 year business survival rates.

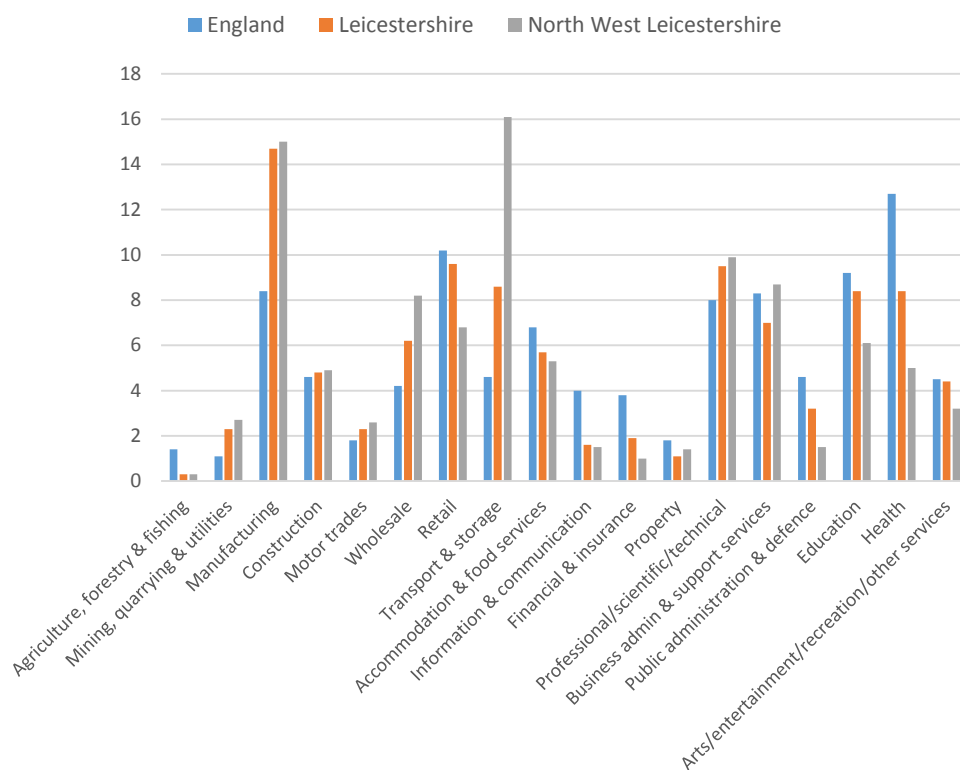


Employment Structure within North West Leicestershire

6.2 The economic structure of North West Leicestershire is in many ways distinct from that of the rest of Leicestershire. The chart below compares the employment structure (workplace based) of the District against that of Leicestershire and England. It shows the clear dominance of the manufacturing and logistics sector in employment within the District, accounting for almost a third of all employment. Business administration is also a major employment sector (supported by Pegasus Business Park) and professional, scientific and technical. Retail and the arts/leisure/recreation sectors are both under-performing against

the Leicestershire and England. The public sector is also a very low proportion of work-based employment in North West Leicestershire.

Comparisons of Economic Structure (2012)

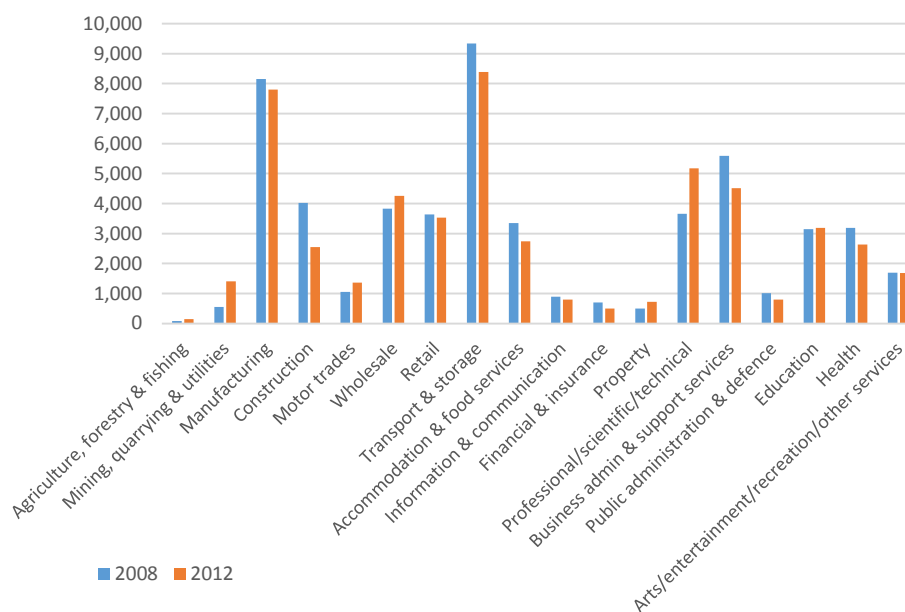


Source: BRES (2013) Broad Industry Group Classification

- 6.3 At the end of 2012 there were over 2,000 fewer jobs in the North West Leicestershire than the 2008 peak, down to just over 52,000. However, the economy had turned a corner in terms of employment growth and is expected to have continued growing strongly since⁶.
- 6.4 The BRES data from 2013 identifies some clear trends and opportunities for the District – and also some structural weaknesses in the local economy. Employment in the construction sector within the District has fallen by over a third since 2008 and was still falling in 2012. Clearly since then there has been a resurgence in construction activity, which may generate opportunities.

⁶ BRES (2013) Broad Industry Classification

Changes in employment structure in North West Leicestershire 2008 and 2012



Key Growth Sectors

6.5 Based on the analysis of BRES data and a range of other sources considered in the development of this Local Growth Plan, there are five key sectors that will be prioritised for growth within the District (which are in line with key sectors identified by LLEP). These sectors are:

- Business and Professional Services (linked to town centre regeneration)
- Construction
- Creative/Cultural/Tourism Sector
- Manufacturing
- Logistics and Distribution

6.6 Linked to section 4, the emphasis on supporting and developing the SME sector is supporting the growth of businesses that have the capacity to generate higher earnings capacity for the resident population. This would mean identifying relevant businesses and using an Investor Developer approach to link those businesses to support and opportunities (such as Regional Growth Fund 4, national and local business support, planning and property issues and training, development and recruitment). This approach is slightly different from the proposed Business Growth Hub under City Deal and could add significant value locally.

Key Priorities

A number of important initiatives have been identified, but key actions are;

Supporting more women to start a business/consider self-employment

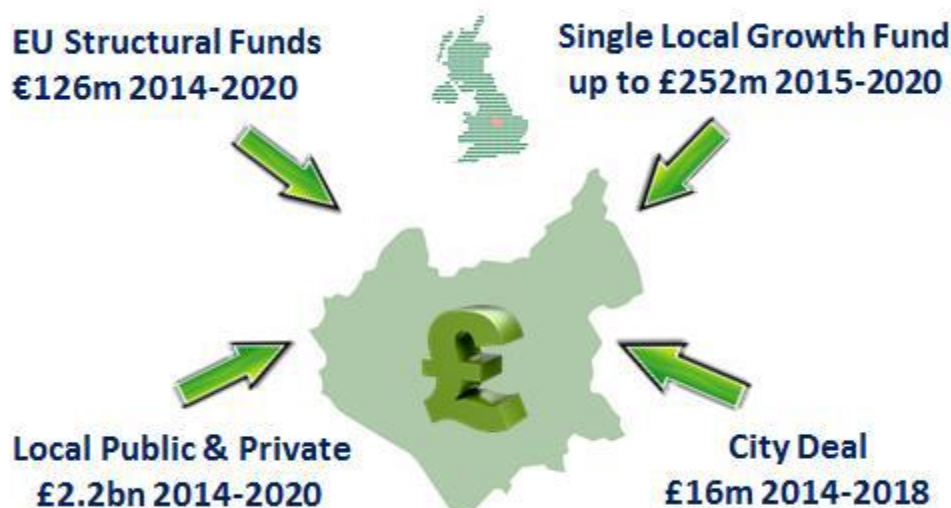
Develop an Investor Development approach to businesses in the District to ensure their needs are being met to facilitate growth

Facilitate growth in the five identified key sectors, working with partners involved in supporting sector growth in LLEP

Provide information to businesses in North West Leicestershire about the forthcoming Business Gateway with an aim of achieving the highest take-up in the County

7 Resources and Implementation

7.1 Collectively the following resource is potentially available for Leicester and Leicestershire from the programmes outlined in the Strategic Context section, which the LLEP will advise on how it is allocated, up to 2020.



Source: LLEP EU Structural and Investments Funds Strategy, January 2014

7.2 These are likely to be implemented in a number of ways

- LLEP wide contacts or arrangements with national partners (the Opt in process) where the ability to influence delivery is likely to be limited beyond raising awareness and demand locally
- LLEP wide programmes such as addressing social inclusion, where there will be an opportunity to contribute ideas and help to design the end product
- Opportunities to secure funding for individual projects and programmes which fit into the overall strategic framework and to take responsibility for delivery

7.3 Partnerships will be critical to the success of the Local Growth Plan, notably with Leicestershire County Council and Leicester and Leicestershire Enterprise Partnership. North West Leicestershire has a key role to play in designing interventions that will have the maximum impact on the District. There will also be opportunities to collaborate formally and informally with other Districts (within Leicestershire and outside) and across other counties and LEPs for example the Derby and Nottingham LEP. This will be particularly relevant to Charnwood, who share many of the same economic characteristics and have the core urban/industrial populations of the County area.

8 Performance Management

8.1 The Local Growth Plan has set three key strategic outcomes to deliver as a result of its interventions. These are:

- Support the potential to create over 15,000 new jobs within the District,
- Halve youth unemployment by 2019; and
- Increase resident based female participation and wage rates to the regional average.

8.2 These outcomes are key cross cutting themes for the District and will be expected to form a major component of any interventions designed to support growth (and other projects where appropriate). Our decision making process in offering support to projects within the District (including financial where possible) will centre upon these cross cutting themes being at the core of any business case, preferably all three simultaneously.

8.3 Some of the anticipated 15,000 new jobs may be delivered after the period of this plan – but this plan highlights the framework and infrastructure required for long term employment creation and direct and indirect job creation needs to be part of our monitoring process and also part of our contribution to the Strategic Economic Plan.

8.4 Despite a sharp reduction in youth unemployment, we are committed to halving the claimant rate from its September 2013 baseline by 2019. We would measure success through Claimant Count rates, but also would look to hold to account any delivery of services within the District to ensure that projects and programmes are making measured contributions to accelerating this downward trend.

8.5 The gap between resident based wage rates for women is only slightly below the regional average, but has been fluctuating widely over the past 5 years. Participation rates are much lower and based on September 2013 data, there would need to be an additional 2,600 women in employment by 2018 (or 8.7% of the female working age population).

8.6 We are keen to develop interventions that are evidence based, well thought out and measurable. We would look for projects to have a clear process for identifying any added value and demonstrate a clear understanding of any positive and negative economic impact on the District – and where there may be negative economic impacts how these could be mitigated.

8.7 North West Leicestershire District Council will monitor progress against the Local Growth Plan – working with LLEP and Leicestershire County Council to disaggregate performance information for activities as they impact and to provide analysis of key economic indicators.

9 North West Leicestershire Growth Plan – Action Plan

- 9.1 Delivering economic growth is critical to the wellbeing and prosperity of the North West Leicestershire District’s population. The significant potential of the District is recognised in the Leicester and Leicestershire Local Enterprise Partnership Strategic Economic Plan where it identifies two of five Growth Areas (East Midlands Enterprise Gateway and Coalville Growth Corridor) and one of four Transformational Priorities (East Midlands Gateway Strategic Rail Freight Interchange) as being located in the District. The implementation of these initiatives alongside the investment in wider programmes across the District could deliver in the 15,000 jobs over the period up to 2020, halve youth unemployment by 2019 and bring female participation and wage rates in line with the regional average.
- 9.2 The District Council is keen to ensure that opportunities are realised, so that this considerable growth potential can be fully grasped. At the same time, it recognises that a number of challenges need to be addressed, in particular accessibility to areas of new opportunity and also making sure that local residents have the skills that businesses need to be successful.
- 9.3 In March 2014, the North West Leicestershire District Council Cabinet agreed a Local Economic Growth Plan that assesses the likely drivers of future growth and sets out the issues that need to be addressed. The aim is that this will be a “live” document rather than simply a promotional one and that the plan will be refreshed in 2016, led by the District Council and subsequently updated every two years. This Action Plan begins the process of turning the potential for growth into reality.
- 9.4 Set out below is an overarching framework for how the District Council can seek to influence the design and delivery of programmes and projects that access the resources identified earlier in order to stimulate growth in the local economy.

Building capacity through Partnerships

- Supporting and influencing LLEP Strategy and Policy
- Facilitating local business networks, developing joint solutions to common problems and connecting them to wider opportunities
- Identifying local champions to promote expansion in the identified Key sectors of, construction, manufacturing, retail, creative, leisure and tourism
- Working with neighbouring Districts within and outside the County to develop joint approaches to common issues
- Working with the County Council in its capacities as local highways authority, education authority and land/property owner
- Working with Town and Parish councils to support their roles for the benefit of local economies

Strategic enabler and lobbying

- Finalising Planning policies to provide a clear framework for future investment

- Influencing/Lobbying Government/Agencies to ensure awareness of local priorities and assistance to implement particularly by engaging the local MP
- Securing External Funding and also making available match funding opportunities when available
- Enabling development of key employment and mixed use housing sites

Driving demand for LLEP wide activities

- Acting as an effective and vital part for the local delivery of the Business Hub for a range of services including Business Start Up, access to finance, access to new markets, business management skills, promoting innovation linked to growth sectors
- The local delivery model for the Employment Gateway services
- Supporting Inward Investment and Business Growth programmes (including working with previous investors) to ensure their needs are being met
- Addressing Broadband gaps in relation to businesses and coordinating local access to ICT training
- Developing new approaches to public transport including new rail provision
- Support improvements in educational attainment and post 16 qualification levels

Delivery body

- Review the Asset Management Strategy to ensure it will facilitate future growth
- Developing key local centres in Coalville, Ashby, Measham, Castle Donington and Kegworth
- Developing Incubation Centres/other workspace provision for growth sectors
- Developing further procurement opportunities for SME's and smarter Business Regulation (eg Better Business For All)

It is important to note that there are a number of constraints in relation to the availability of potential resources outside of the District area

- Discussions are still continuing between the UK Government and EU on the operations of the EU Structural and Investment Funds and it is now likely that calls for projects will not commence until December 2014 at the earliest. In addition legal challenges from other LEP areas may have an impact on the overall allocations.
- Elements of the City Deal programme addressing worklessness will now only be funded within the City Council area and County wide activity will now need to use EU-SIF resources

9.5 The outcome of the Growth Deal negotiations based on submissions from Strategic Economic Plan will be known later in 2014 but it is known that the funds available are oversubscribed by a factor of 3 at least. The Growth Deal process is a competitive one and LEP's are being asked to prioritise schemes likely to start in 2015. No revenue funding is available for the foreseeable future.

Action Plan Schedules

- 9.6 Attached is a schedule that outlines the action contained with the Local Growth Plan by theme and that identifies key partners, potential funding streams, broad timescales and the overall outcome. It provides a basis for the District Council to discuss with partners and funders and agree priorities. It identifies possible lead officers from within North West Leicestershire and as such, it creates a framework for the Council to determine its own work programme so that the greatest impact can be achieved with the resources available.
- 9.7 The Action Plan will be overseen through the NWL Business and People Group. The membership of this group includes, various business representatives from North West Leicestershire, East Midlands Airport, Leicestershire County Council, LLEP, and the National Forest. The group is chaired by the Council's Chief Executive. The Group will oversee the implementation of the action plan and identify opportunities and any 'barriers' then find final solutions locally. The action plan will be reviewed annually by this group.

North West Leicestershire Growth Plan – Draft Action Plan

People					
Activity	Lead Partners	Actions	Timescale	Funding/Resources	Outcomes
Develop and/or engage with programmes to support more women entering the labour market through employment and self-employment and promote positive local role models through local media and networks	North West Leicestershire District Council – working with Enterprise Agencies, Leicestershire County Council, neighbouring Authorities and the Third Sector	<p>Research other successful activity and design a series of projects/interventions based on best practice and local need – which may include reviewing existing return to work/enterprise projects within the District</p> <p>Identify female role models from the District and develop a female ambassador programme</p> <p>If additional resources are required, develop a new project or enhance existing provision</p>	<p>2014-15</p> <p>2014-</p> <p>2015-</p>	<p>Explore opportunities around EU Structural Funds</p> <p>Co-ordination and Leadership from North West Leicestershire District Council – Business Focus team</p>	Increase female activity rates/hourly wages towards regional average (based on ASHE)
Attract resources and capacity to promote social inclusion and get people back into employment (particularly young people aged 18-24 unemployed for over 12 months)	LLEP working with North West Leicestershire District Council and Leicestershire County Council. Job Centre Plus, Skills Funding Agency and other delivery partners	<p>Review opportunities to expand the City Deal “Leicester and Leicestershire to Work” programme into District and funding opportunities via EU Structural Funds</p> <p>Signpost young people and those furthest from the labour market to careers and back to work provision (including Supporting Leicestershire Families and Talent Match).</p>	<p>2014-</p> <p>2014-</p>	<p>Explore opportunities around EU Structural Funds/City Deal</p> <p>Co-ordination/ Lobbying from North West Leicestershire District Council. Signposting role from a range of services inc. Benefits Advice, Housing/ Libraries</p>	Halve youth unemployment (based on Sept 2013 Claimant Count as a baseline) by 2019
Extend and develop the successful Talent Match programme to	Prince’s Trust or other provider(s), LLEP and	Provide support for an additional Talent Match programme in the	2014/15-	EU-Structural Funds or Local Growth Fund	Reduced youth unemployment and

support young people to work	Leicestershire County Council with support and signposting from North West Leicestershire District Council	District. Refer young people into Talent Match as they engage with Local Authority services	2014/15-	Co-ordination and Lobbying from North West Leicestershire District Council Community Focus	NEET rates. Increased apprenticeship/work placements on offer within the District
Engage with local/regional HE/FE providers to identify opportunities to increase the learning infrastructure and capacity within North West Leicestershire	North West Leicestershire District Council working with Leicestershire County Council and HE/FE providers with aspirations to grow within the District	Audit HE/FE assets within North West Leicestershire District and assess opportunities/buildings that establishments can expand into.	2014- As part of Local Plan	Support aspirations to access the FE Capital Fund via LLEP SEP North West Leicestershire District Council to provide Co-ordination and a review of opportunities through the Asset Management Strategy.	Enhanced local access to HE/FE provision leading to improved participation and NVQ Level 2/4 Qualification rates

Place

Activity	Lead Partners	Actions	Timescale	Funding/Resources	Outcomes
Finalising Planning policies to provide a clear framework for future investment	North West Leicestershire District Council	Complete the Local Development Plan Document (DPD) and submit for adoption processes.	From 2014- 2016	North West Leicestershire District Council to provide Leadership and Co-ordination – Planning Policy	The vision, strategic objectives and spatial strategy for future developments within North West Leicestershire established up to 2031 and key future employment sites identified
Facilitating development of the East Midlands Enterprise Gateway uniting air, road and rail freight in a central location as one of LLEPs five strategic Growth Areas	East Midlands Airport, Donington Park Race Circuit, Marks and Spencer, DHL and Clowes Developments working with Highways Agency, County Council and North west Leicestershire District Council	An integrated programme to improve infrastructure including Highways and Broadband, improve local access from within the District through public transport and address skill needs	From 2014- 2016	Single Local Growth Fund	The development of an international, national and regionally significant growth area that drives ongoing investment within the District
Facilitating development of East Midlands Airport through local planning process and wider infrastructure investment	East Midlands Airport, supported by LLEP and North West Leicestershire District Council	Work with East Midland’s Airport to deliver relevant aspirations in the 2014 Sustainable Development Plan Balancing the needs of local communities against the need for development in planning policy	Ongoing	Private Sector and Single Local Growth Fund if relevant. – Planning Policy and Chief Executive	Realise potential of EMA to be a focal point for growth opportunities for economic, employment, passenger and cargo services.

Lobbying to protect the District’s economic interests in relation to	North West Leicestershire District	Consult, gather evidence and prepare detailed	2014-	Lobbying directly to Government and	HS2 implementation enhances wider
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HS2 proposals to ensure development sites are not detrimentally affected and that enhancement to the local rail infrastructure are also considered	Council , Local MPs, LLEP and Leicestershire County Council	responses to ongoing consultation processes Monitoring and lobbying to explore longer term opportunities to expand the Ivanhoe line through the District in line with population change, development sites and changing travel to work patterns		engaging partners to support an agreed North West Leicestershire position Director	accessibility without detriment to local growth plans
Support the development of the Roxhill Strategic Rail Freight Interchange and associated development site to initially secure planning consent	Roxhill Developments , North West Leicestershire District Council, Leicestershire County Council and LLEP	Influencing role within LLEP to secure resources to facilitate the development Investor Development Role to work with the Developers and identify potential end users Promote the opportunities of the site to potential businesses and in national and regional forums	Ongoing	Act as planning authority - Director Lobbying Government in relation to HS2 issues	Strategic Rail Freight Hub developed, up to 7,000 jobs created

Ensure the review of the Asset Management Strategy for the	North West Leicestershire District	Asset Management Strategy completed	2014/15	Identification of a £19m Workspace Fund	Additional high quality small business space
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<p>District (and those of relevant partners) identifies opportunities to support economic growth in the District including developing/upgrading managed workspace and infrastructure to grow the service sector – with an emphasis on Coalville</p>	<p>Council and other public bodies including Leicestershire County Council, working to secure investment from LLEP</p>	<p>identifying key assets to support economic growth</p> <p>Developing feasibility options around investment in assets to generate economic returns and outcomes</p> <p>Developing projects/ applying for resources</p>	<p>2014/15</p> <p>2015 onwards</p>	<p>within the Strategic Economic Plan and resources through EU Structural Funds</p> <p>North West Leicestershire to lead and identify Local Authority (and other partner) assets in the District that can be used to support economic development</p> <p>Chief Executive/Head of Finance/ Head of Planning</p>	<p>within North West Leicestershire, with an emphasis on Coalville</p>
<p>Deliver the Coalville Sustainable Urban Extension to ensure more housing and employment land is made available</p>	<p>Private developers, facilitated by North West Leicestershire District Council/ Leicestershire County Council (if appropriate) by investment from Single Local Growth Fund</p>	<p>Assess investment opportunities within the Strategic Economic Plan/Growing Places Fund</p> <p>Act as planning authority for the scheme – ensuring residential and commercial needs are balanced</p>	<p>2014/15-</p>	<p>Private Investment and Single Local Growth Fund Director</p>	<p>South East Coalville Sustainable Urban Extension delivered with at least 3,500 new dwellings and 6ha of additional employment land</p>

<p>Facilitate the climate for Town Centre regeneration within the</p>	<p>North West Leicestershire District</p>	<p>Develop a detailed action plan to support public</p>	<p>2014/15-</p>	<p>Town Centre Development Fund if</p>	<p>Increased investment in Coalville Town Centre,</p>
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Coalville Growth Corridor	Council , with a range of local stakeholders and partners (including Leicestershire County Council)	realm, conservation priorities, premises improvements, marketing, tourism and development opportunities.		secured through the Strategic Economic Plan Heritage Lottery Fund to support Conservation work North West Leicestershire District Council to co-ordinate a programme of public realm and premises improvements – potential for small scale investment Director/Head of Planning	reduction in retail vacancy rates and a more vibrant town centre.
Engage with Leicester and Leicestershire Enterprise Partnership and the Highways Agency to promote action to relieve congestion on key Motorway corridors and junctions as part of the Coalville Growth Corridor	Leicestershire County Council , LLEP and Highways Agency	Deliver a series of planned improvements within the Coalville Growth Corridor	2015-	North West Leicestershire to play a supportive and co-ordination role Director	Investment to relieve congestion encouraging further investment from businesses

Explore opportunities to provide better public transport connections to major employment areas,	North West Leicestershire District Council working with	Monitoring and lobbying to explore long term opportunities to expand	2014	Attract resources through Single Local Growth Fund to	More NWL residents being able to access new and existing
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including key rail links and cycling/walking, with a focus on north south links	Leicestershire County Council, Transport Providers and Network Rail	Ivanhoe line through the District as population changes, major sites develop and travel to work patterns change Lobby to secure enhanced public transport services, notably links to employment sites and ensuring developments are considered in transport planning		promote and develop sustainable transport Director	employment opportunities
Work to secure investment through Leicester and Leicestershire Enterprise Partnership to retrofit a high quantity of Social Housing in the District	LLEP , North West Leicestershire District Council and local Registered Social Landlords	Engage within the proposals for Retrofitting social housing and develop an investment plan based on local needs and priorities	2014/15-	EU Structural Funds and European Investment Bank Role for North West Leicestershire in identifying properties locally, lobbying for investment and co-ordinating local activity Director	Increased proportion of stock to be more environmentally efficient
Developing proposals for Bio Fuel within the National Forest	National Forest Company with support from North West Leicestershire District Council and other National Forest Local Authorities/Partners	Explore new local markets for surplus wood from the National Forest and how new technologies might be developed to promote environmentally sustainable applications	2014/15-	EU Structural Funds Support National Forest Company in developing their plans Director	National Forest as an exemplar of Bio Fuel applications
Develop the local tourism and cultural offer in North West Leicestershire	North West Leicestershire District Council working with LLEP, Leicestershire County Council and	Support Donington Race Circuit to take advantage of the Formula E offer Support local tourism	2015-	EU Structural Funds and EAFRD Single Local Growth Fund	Increased visitor numbers into the District leading to increased visitor spend; more overnight stays; a

	major attractions within and close to the District such as National Forest Charitable Trust, Twycross Zoo and Calke Abbey and the Destination Management Partnership	attractions to secure investment through the Single Local Growth Fund Support the planned investments by the National Forest Charitable Trust and their subsidiary the Forest Experience Board		North West Leicestershire District Council to co-ordinate activity and lobby for investment Head of Community Services	growing recognition of the National Forest as a tourist destination and increased private investment and employment opportunities in visitor related facilities.
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Business					
Activity	Lead Partners	Actions	Timescale	Funding/Resources	Outcomes
Supporting more women to start a business/consider self-employment	North West Leicestershire District	Research other successful activity and design a series	2014-15	Explore opportunities around EU Structural	Female self-employment rates

	Council – working with LLEP Growth Hub, Enterprise Agencies, Leicestershire County Council, neighbouring Authorities and the Third Sector	<p>of projects/interventions based best practice and local need – which may include reviewing existing return to work/enterprise projects within the District</p> <p>Identify female role models from the District and develop a female ambassador programme</p> <p>If additional resources are required, develop a project submission to develop a new project or enhance existing provision</p>	<p>2014-</p> <p>2015-</p>	<p>Funds</p> <p>Co-ordination and Leadership from North West Leicestershire District Council – potentially contract managing supplier(s) to deliver on the Local Authority’s behalf</p> <p>Chief Executive Business Focus</p>	<p>increase towards the regional average (Annual Population Survey)</p>
Develop an Investor Development approach to businesses in the District to facilitate growth via a structured process of engagement that addresses business barriers and enhances opportunities	North West Leicestershire District Council , working with the LLEP Growth Hub and other partners	<p>Ongoing review of the outreach provision and penetration into District of the LLEP Growth Hub</p> <p>Signpost businesses to support available through the Growth Hub</p> <p>Assist businesses overcome any non-support orientated barriers to growth where the Local Authority or partners can do so.</p>	<p>2014-</p> <p>2015-</p> <p>2015-</p>	<p>LLEP Regional Growth Fund/ Business Growth Hub</p> <p>North West Leicestershire District Council to provide an additional role/ capacity if there is insufficient penetration into the District from the Growth Hub Business Focus</p>	<p>More local businesses encouraged to expand and invest.</p> <p>More businesses referred to the Business Growth Hub</p> <p>Increases in local employment</p>
Facilitate growth in the five identified key sectors, working with partners involved in supporting sector growth in LLEP, identifying	North West Leicestershire District Council , Leicestershire County Council, LLEP	Develop an Investor Development model to work with growth businesses and major	2014-	EU Structural Funds and LLEP Regional Growth Fund	Increased investment and job opportunities within key sectors

<p>local champions to establish task and finish groups to identify challenges and opportunities. The aim will be to tackle one sector each quarter.</p>	<p>Growth Hub, LLEP,</p>	<p>employers in key sectors</p> <p>Work with local skills and training providers to ensure businesses can meet any needs</p>	<p>2014-</p>	<p>North West Leicestershire District Council to provide an additional role/ capacity if there is insufficient penetration into the District from the Growth Hub Director /Business focus</p>	<p>Increased local people into local jobs</p>
<p>Provide information to businesses in North West Leicestershire, acting as an effective spoke for Business Hub for a range of services including Business Start Up, access to finance, access to new markets, business management skills, promoting innovation linked to growth sectors</p>	<p>North West Leicestershire District Council, LLEP Growth Hub</p>	<p>Work with existing local business networks to raise awareness of available business support</p> <p>Provide better links to business support from the North West Leicestershire District Council website</p>	<p>2014-</p> <p>2014-</p>	<p>LLEP Regional Growth Fund Business Focus</p>	<p>Greater take up of support from NWL businesses</p>