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FOREWORD

Andrew Bacon
Chairman
1. **INTRODUCTION**

The Leicester & Leicestershire Enterprise Partnership (LLEP) was formed in May 2011 to lead economic growth across Leicester and Leicestershire. The partnership consists of public, private and third sector bodies and is formally recognised by Government. This Economic Growth Plan sets out the LLEP’s strategic objectives, priorities and actions and is in part an economic development plan, infrastructure investment plan and a labour market plan. It recognises the interconnected contribution of commerce, people and infrastructure to a successful and sustainable economy.

It is a plan which recognises the unique characteristics of different areas of the City and County and is built upon a new relationship and a new spirit of partnership. The LLEP will play a lead role in co-ordinating this plan and will rely on the full commitment and support of its constituent local and national partners for its successful delivery.

**Our Ambition**

By 2020 we will:

- **Create 25,000 private sector jobs**
- **Attract £2b private sector investment**
- **Increase GVA by £4b to £23b**

The ambition is bold and visionary whilst at the same time realistic and sustainable. This plan identifies opportunities to lever significant local and national public and private investment and resources and has been informed by engagement with key stakeholders from the LLEP’s nine priority sectors and through area based discussions led by the local authorities. This approach has enabled the partnership to gain political and the business community’s agreement and support for its ambition, strategic objectives, priorities and actions.
2. **LLEP OPERATING MODEL**

The Operating Model below sets out the LLEP’s role, strategic objectives and priority sectors.

**ENGAGE**
- Accelerate existing enterprise growth
  - Food & Drink Manufacturing
  - Distribution and Logistics
  - Tourism and Hospitality

**FACILITATE**
- Improve survival and productivity
  - Knowledge Based
  - High-Tech Engineering
  - Business & Financial Services

**INFLUENCE**
- Facilitate new sector development
  - Environmental Technologies
  - Space and Aerospace
  - Creative Design

**INVEST**

- Match skills supply with demand
- Increase availability of employment land and infrastructure
- Support enterprise growth and investment
- Match available capital to enterprise growth

**Role of LLEP**

It is important that the partnership as a collective adds value to the efforts of individual member organisations to support local economic growth. This plan sets out the actions that will be delivered by the LLEP and is not a synopsis of all that is being delivered by national and local partners. The LLEP’s role is to add value by:

- **Engaging** with business, local authorities, HE, FE and the voluntary sector
- **Influencing** national Government economic policy and spending
- **Facilitating** local partnership working and relations with national Government
- **Investing** LLEP funding and aligning partner resources

**Strategic Objectives**

This Economic Growth Plan has been informed by a comprehensive review of evidence. This is presented in the Leicester and Leicestershire Economic Assessment (EA) which can be accessed at [www.llep.org.uk](http://www.llep.org.uk). The EA highlighted the LLEP area’s many strengths and opportunities along with factors that could constrain future growth. The evidence suggests a need to improve productivity (as evidenced by GVA per head and workplace earnings being
below the national average), to improve skills (especially in Leicester City) and the opportunity to build on the strong performance exhibited by our businesses. From our review of evidence and consultation with partners and businesses, the following four strategic objectives have emerged as critically important to enable our economy to grow:

- **Match between skills supply and demand**
- **Increase the availability of employment land and infrastructure**
- **Support enterprise growth and investment**
- **Match available capital to enterprise growth**

Table 1: Headline Economic Data Updated from Economic Assessment

<table>
<thead>
<tr>
<th>Category</th>
<th>Measure</th>
<th>Date</th>
<th>LLEP Area</th>
<th>England</th>
<th>Leicester City</th>
<th>Leicestershire County</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GVA</strong></td>
<td>GVA per head*</td>
<td>2009</td>
<td>£19,000</td>
<td>£20,498</td>
<td>£19,620</td>
<td>£18,880</td>
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<tr>
<td></td>
<td>GVA per head (UK=100)**</td>
<td>2009</td>
<td>100</td>
<td>98.1</td>
<td>94.4</td>
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<tr>
<td><strong>Enterprise</strong></td>
<td>New Registered Enterprises 2010</td>
<td>2010</td>
<td>3,340</td>
<td>207,520</td>
<td>1,040</td>
<td>2,300</td>
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<tr>
<td></td>
<td>New Enterprises as % total Enterprises</td>
<td>2010</td>
<td>9.6</td>
<td>10.4</td>
<td>11.0</td>
<td>9.1</td>
</tr>
<tr>
<td></td>
<td>Business Survival Rates % (3 years)</td>
<td>2010</td>
<td>64.2</td>
<td>62.9</td>
<td>60.1</td>
<td>65.9</td>
</tr>
<tr>
<td></td>
<td>% Self Employment</td>
<td>Jun-11</td>
<td>8.9</td>
<td>9.3</td>
<td>6.6</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Business Performance from Business Survey</strong></td>
<td>% Businesses Reporting increased profits</td>
<td>Feb-12</td>
<td>34</td>
<td>33</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% Businesses Reporting increased turnover</td>
<td>Feb-12</td>
<td>41</td>
<td>34</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% Businesses Reporting skills shortages a serious problem</td>
<td>Feb-12</td>
<td>23</td>
<td>24</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of Recruiting Businesses reporting difficulties</td>
<td>Feb-12</td>
<td>27</td>
<td>25</td>
<td>28</td>
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<tr>
<td><strong>Employment</strong></td>
<td>Employment Rate</td>
<td>Jun-11</td>
<td>69.5</td>
<td>70.3</td>
<td>62.3</td>
<td>73.0</td>
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<tr>
<td></td>
<td>Unemployment Rate (JSA claimants)</td>
<td>Feb-12</td>
<td>3.8</td>
<td>4.1</td>
<td>6.3</td>
<td>2.6</td>
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<tr>
<td><strong>Skills</strong></td>
<td>% Working Age Qualified to level 2</td>
<td>Dec-10</td>
<td>65.8</td>
<td>67.0</td>
<td>54.6</td>
<td>71.3</td>
</tr>
<tr>
<td></td>
<td>% Working Age Qualified to level 4 and above</td>
<td>Dec-10</td>
<td>28.0</td>
<td>31.1</td>
<td>24.8</td>
<td>29.5</td>
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<tr>
<td></td>
<td>% Residents Employed in higher level occupations</td>
<td>Jun-11</td>
<td>39.0</td>
<td>43.7</td>
<td>28.4</td>
<td>43.4</td>
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<tr>
<td><strong>Earnings</strong></td>
<td>Median Weekly Earnings (Residence based F/T)</td>
<td>2011</td>
<td>£508</td>
<td>£402</td>
<td>£500</td>
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<tr>
<td></td>
<td>Median Weekly Earnings (Workplace based F/T)</td>
<td>2011</td>
<td>£507</td>
<td>£466</td>
<td>£472</td>
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</tbody>
</table>
3. **PRIORITY SECTORS**

Accelerate existing enterprise growth in sectors that are already growing and which the LLEP area has key strengths

1. **Food & drink manufacturing**

The food and drink manufacturing sector provides nearly 12,000 jobs in the LLEP area representing 2.7% of local employment, which is twice the national share of employment (1.3%). This is a well-established sector with some large employers, a significant presence in the snack food markets and signature speciality foods such as Red Leicester Cheese, Stilton Cheese and Melton Mowbray Pork pies. There is potential to accelerate growth in this sector through developments in food technology, speciality ethnic foods and through links with the tourism/hospitality sectors. This is an important sector for the rural economy and there are high concentrations of employment in Melton and Oadby & Wigston districts.

![Figure 1: Food & Drink Manufacturing Employment Share](image)

Source: BRES 2010, from nomis, extracted March 2012

2. **Distribution & logistics**

The distribution and logistics sector provides over 51,300 jobs in the LLEP area, accounting for 11.6% of local employment, which is significantly above the national proportion (8.9%). The LLEP area’s strategic location on the national road network, with 95% of the English population access in four hours and the presence of East Midlands airport, the 2nd largest freight handling airport in the UK, provide a competitive advantage over many other areas of the country. There are high concentrations of employment in North West Leicestershire (especially near the airport) and in Harborough District at Magna Park. This is a strong sector with opportunities for further growth.
3. Tourism & hospitality

The tourism and hospitality sector is diverse and includes accommodation, tourist attractions, tour operators, sports and recreation activities, bars and restaurants. It is estimated to account for 32,500 jobs locally (7.4% of LLEP employment, compared to 8.8% nationally). The value of tourism to the LLEP economy was estimated at £1.3 billion in 2010. The area has a culturally diverse city, vibrant market towns and an attractive rural environment. Key attractions include Twycross Zoo, Snibston Discovery Park, National Forest, Foxton Locks and the National Space Centre. There are opportunities to further develop this sector by encouraging more overnight stays, co-ordinating the promotion of attractions and making more of the potential offered by our high profile sporting teams and motorsport attractions.
Improve survival and productivity in high value sectors to increase the area’s Gross Value Added (GVA) performance.

4. Knowledge-based businesses

The knowledge-based sector includes businesses from a wide range of sub-sectors where economic activity relies upon the creation, evaluation and trading of knowledge. The graph below uses EU criteria to define the knowledge-based sector, which includes high and medium technology manufacturing, communications and information, financial and professional services, creative and cultural industries. The sector definition also includes employment in education and healthcare. Based on this broad definition, it is estimated that 31% of local employment falls into the knowledge-based category, slightly below the national figure (34.5% in England). The area is relatively strong in terms of manufacturing but under-represented in terms of the professional services sectors. Given the presence of three world-class universities and a strong further education sector, there is significant potential to grow this sector through knowledge-based start-ups and attracting investment to science parks and innovation centres. Growth in this sector will improve economic performance on a number of indicators, such as GVA, skills and earnings. Charnwood has a relatively high share of employment in the knowledge-based area. Whilst Leicester City’s share of employment is close to the England figure, the EA estimated that this is lower than many other cities, especially around employment in professional services.

![Figure 4: Knowledge Sector Employment Share](image_url)

Source: BRES 2010, from nomis, extracted March 2012
Note: figures include employment in health and education sectors

5. High-tech engineering

This sector includes manufacturing engineering, technical consultancy and associated scientific research and development. This sector is quite well developed locally, benefitting from significant expertise in local universities, some large employers and supply chain activity. The sector is estimated to provide 29,800 jobs in the LLEP area, representing 6.9% of local employment (compared to 5.8% nationally). This sector has the potential to boost the area’s GVA and productivity, especially through export growth.
In the recent business survey, the local engineering sector demonstrated strong performance. There are concentrations of employment in Hinckley & Bosworth and Charnwood districts.

6. Business & financial services

The business and financial services sector includes legal and accounting activities, head office activity, management consultancy, professional services and scientific/technical consultancy. The sector provides 35,300 jobs in the LLEP area, representing 8% local employment, which is below the national share of employment in this sector (10.9%). In particular, Leicester City’s share of employment in this sector is low for a major city. This sector is a key employer in Blaby District, linked to the location of Santander. The sector is generally associated with high skills, graduate employment, high earnings and making a strong contribution to an area’s GVA. For these reasons, it would be desirable to further develop this sector and increase employment opportunities.
Facilitate new sector development in sectors that are forecast to grow and in which the LLEP area has key strengths

7. Creative, design, media and performing arts

Local employment in this sector is estimated at 10,300 jobs, representing 2.4% of employment which is slightly below the national figure of 3.5%. This is a diverse sector which is characterised by a high proportion of freelance workers and micro businesses. The sector has significant potential to grow drawing on expertise in local universities and FE colleges. The proliferation of micro businesses could be encouraged to expand with the provision of appropriate infrastructure and support. Where dedicated workspace has been provided the sector, such as the LCB Depot in Leicester and the Atkins Centre in Hinckley, the take up of facilities has been good.

![Figure 7: Creative, Media & Performing Arts Employment Share](image)

Source: BRES 2010, from nomis, extracted March 2012

8. Space and aerospace

The University of Leicester houses one of the foremost academic space science and instrumentation centres in Europe. Locally built sensors and imaging devices are currently in active service on space missions. This is an emerging sector which requires specialist and high level skills. The LLEP area already has businesses involved in satellite technology and suppliers to the aerospace industry. With the expansion of space related technologies and applications at a national level, it is estimated that there could be 100,000 new jobs in this sector over the next five years. With our university expertise, the iconic National Space Centre attraction and an existing business base, our area is uniquely placed to capitalise on the expected national growth in this sector. Moreover, this could differentiate our economy from other areas of the country.

9. Environmental technologies

The environmental technology sector has been identified as an emerging sector that is likely to show substantial growth, at a national level, over the next decade. The LLEP area
has pockets of expertise in local universities and FE colleges and the area is home to pioneering organisations such as CENEX, Intelligent Energy (Loughborough) and MIRA in Hinckley & Bosworth. In addition, the area is home to the National Forest, a national exemplar of environmental-led regeneration.

Key opportunities include the Government’s Green Deal, which aims to radically overhaul the energy efficiency of homes and small businesses and could support 250,000 new jobs over the next 20 years. There is significant local potential to stimulate and develop the ‘Green Deal’ market as well as to respond to national conditions. It will be important to ensure that our local businesses and workforce have the right skills to proactively benefit from opportunities.

Additional opportunities include green transport technology around the MIRA Technology Park and Loughborough Science Park, sustainable construction to support new housing developments in our area and agricultural diversification in the rural economy.
4. **MATCH SKILLS SUPPLY WITH DEMAND**

The government has identified that the UK as a whole is falling behind competitor nations in terms of educational attainment and that the country needs to improve its performance to remain globally competitive. In this context, it is a concern to see that our area performs below the national level on qualifications indicators. For example, a lower proportion of our area’s workforce is qualified to degree level (NVQ4 equivalent) than is the case nationally (see figure 8 below). This is in spite of the fact that our area is home to three world-class universities and has a strong further education sector. Workforce qualifications are linked to the sector and occupational structure in the local economy. The current situation in the LLEP area, to some extent, reflects a lack of graduate level opportunities in the labour market. This could be addressed through a growth in knowledge-based employment resulting in increased demand for high level skills.

![Figure 8: Workforce Qualifications, 2010](image)

Source: ONS Annual Population Survey, Jan to Dec 2010, extracted from nomis March 2012

In addition, 18% of Leicester City residents have no recognised qualifications, which is significantly higher than the England average of 11%. For individuals, this lack of qualifications acts as a significant barrier to labour market entry. In terms of implications for the wider economy, this situation could hamper economic growth, especially our ability to attract investors in knowledge-based sectors.

From our recent business survey, 23% of employers consider that skills shortages are having a serious impact on their business and 27% of recruiting businesses have experienced difficulties in filling their vacancies in the last 12 months. These recruitment difficulties were experienced in positions at all skill levels. In many instances, the difficulties were due to a lack of applicants with the appropriate skills. Furthermore, many employers have commented on a lack of applicants that are ‘job ready’, especially young people, suggesting a need to improve ‘employability skills’. Overall, the evidence indicates some mismatch between the supply of skills and the needs of businesses.
There have been substantial changes to the infrastructure supporting the funding of skills development and careers advice. The LLEP considers it important to help fill some of the gaps created through these changes. In particular, the need to co-ordinate evidence to develop a skills demand plan to influence the deployment of funding and the need to support the provision of good quality careers advice. The latter should not only seek to raise aspirations, but also communicate the full spectrum of opportunities including the promotion of enterprise.

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>ACTION</th>
</tr>
</thead>
</table>
| 1. Improve engagement between employers and training providers | 1. Develop a Skills Demand Plan to influence future skills and training delivery  
2. Facilitate collaboration between employers and providers  
3. Prepare and implement the EZ Employment & Skills Plan with MIRA  
4. Establish relationships with key employers and develop an ‘engagement kitemark’ |
| 2. Increase number and flexibility of work placements, apprenticeships and internships | 5. Support sector-based higher level apprenticeships through the Higher Apprenticeship Fund (HAF)  
6. Embed training and apprenticeship opportunities into key physical developments  
7. Increase work experience placements for young people by working with the Leicestershire Education Business Company (LEBC)  
8. Support the delivery of a local authority internship scheme |
| 3. Improve careers advice from schools through to FE and HE | 9. Deliver the ‘Life Beyond School’ programme  
10. Deliver sector based careers events in partnership with the LEBC  
11. Promote enterprise in schools, colleges and universities, including Young Enterprise and Young Chamber Programmes |
| 4. Address worklessness by raising ambition and employability skills | 12. Encourage local employers to support the implementation of the Work Programme  
13. Support the ‘Leicester to Work’ Initiative  
14. Explore the feasibility of a ‘Exhibition of Work’  
15. Commission a bespoke Employability Skills Programme |
5. **INCREASE AVAILABILITY OF EMPLOYMENT LAND & INFRASTRUCTURE**

**Employment Land**
A balanced supply of employment land and premises is a prerequisite for an area to be able to maximise its economic performance. The EA noted that a lack of ‘fit for purpose’ employment land and premises had acted as a constraint for growth in the past and that a limited supply of Grade A office accommodation had restricted growth in Leicester City. Our analysis has identified a need to further develop knowledge-based sectors, building on some of the opportunities that already exist in the sub-region. This will require investment in a number of locations throughout the sub-region. Working with partners, the LLEP has a key role to play by investing in key infrastructure to unlock and accelerate the development of new employment sites across the sub-region.

**Transport**
The LLEP area enjoys a strategic location in relation to the national road network with 95% of the English population accessible in four hours by road. East Midlands Airport is the second largest freight handling airport in the UK. These two factors have contributed to the presence of a strong transport and logistics sector in the area. In order to maintain and develop our competitive advantage in the transport/logistics sector, it will be important for the area to invest in rail freight infrastructure, including a strategic rail freight terminal near the airport.

Transport plans will need to enable people to access employment, training and skills development opportunities throughout the sub-region. They will need to cater for the additional transport demand likely to emanate from housing growth without having a significant impact on traffic congestion. The desire to develop the knowledge economy, especially in Leicester City, also has transport implications. For example, although the rail links to London (& Europe) are good, rail services to major economic centres such as Manchester, Birmingham and Leeds are relatively slow.

**Digital Infrastructure**
Results from the recent business survey indicate that one in ten businesses experience problems around broadband speeds. This is especially marked in the more rural areas. It will be important to address problem locations, as the rural economy is an important contributor to the area’s GVA and a lack of superfast Broadband could act as a constraint to growth. Also, if we wish to encourage new enterprises in rural areas and promote home-working to alleviate transport pressures, it will be essential that people are supported by suitable digital infrastructure.

**Housing**
Providing the right type and quality of housing in the appropriate locations at an affordable price will be important to attract and retain people with the necessary skills for a prosperous and sustainable economy. There is a need for a balance between the delivery of employment land/premises and housing. In the future, the two need to be considered together, along with wider infrastructure implications. Land availability will be a critical issue.

The EA concluded that there is a mismatch between what developers will provide and evidenced need, which has a negative impact on viability and the ability to deliver affordable homes. Other issues highlighted include the requirement for affordable housing throughout the sub-region and the considerable polarisation in the housing market at present.
### Increase availability of employment land and infrastructure

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase the availability of ‘fit for purpose’ high quality employment land and premises</td>
<td>1. Support the delivery of key employment zones and sites, particularly those with a priority sector focus.</td>
</tr>
</tbody>
</table>

**Potential Priority Sector Employment Sites**
- Office developments in the city centre
- Office and IT centres at Blaby Business Parks
- Creative workspace in Leicester’s Cultural Quarter
- Strategic Rail Freight Terminal near East Midlands Airport
- Rural Growth Hubs in Melton and Harborough
- Cattle Market redevelopment in Melton
- Everards Food Park in Blaby
- City Food Park
- Enterprise Zone at MIRA Technology Park
- Bruntingthorpe Technology Park in Harborough
- Loughborough Science Park
- Leicester Technology & Innovation Park
- Sports Technology cluster in Loughborough
- Great Central Railway in Charnwood
- North West Leicestershire Environmental Technology Enterprise Zone

**Potential Key employment Sites**
- Astra Zeneca – Charnwood
- Watermead (Raynsway) – Charnwood
- Dishley Grange – Charnwood
- Glenfield Park – Blaby
- Strategic Employment Site, Lubbesthorpe – Blaby
- Logix Phase 2 – Hinckley
- Sketchley Brook - Hinckley
- Strategic Employment sites (Barwell and Earl Shilton)
- Ashby Park, North West Leicestershire
- Lounge Site, North West Leicestershire
- Asfordby, Melton
- Melton Office Park, Leicester Road
- Airfield Farm, Harborough
- GE Site - Leicester
- Abbey Meadows – Leicester
2. **Invest in key infrastructure to unlock and accelerate the development of employment sites**
3. **Invest in direct developments, business incubation centres and land assembly schemes**
4. **Engage with the commercial property developers to encourage investment and accelerate development**
5. **Redevelop and upgrade redundant buildings to meet local business demand**
6. **Develop a memorandum of understanding for ‘business friendly planning’**

| 2. Ensure transport infrastructure supports future economic growth |
|---|---|
| 7. Ensure alignment of the City and County Council Local Transport Plans to support economic growth |
| 8. Secure major transport scheme funding into the LLEP area |
| 9. Lobby for the improvement and electrification of the Midland Mainline and improved East/West rail connections |
| 10. Support the Network Rail investment in rail freight infrastructure |

| 3. Promote need for high quality digital infrastructure |
|---|---|
| 11. Increase the business demand for superfast broadband across Leicester & Leicestershire |
| 12. Support the delivery of the Leicestershire Broadband Plan |
| 13. Support the delivery of the superfast broadband and ethernet connection to existing and new employment areas |

| 4. Increase provision of quality housing to support economic growth |
|---|---|
| 14. Co-ordinate the implementation of the Leicester and Leicestershire Local Investment Plan (LIP), including delivery of the Growth Transition Fund (GTF) programme |
| 15. Invest in key infrastructure to unlock and accelerate housing development sites |
6. **SUPPORT ENTERPRISE GROWTH AND INVESTMENT**

The area has a diverse economy which is not overly dependent on any one sector or a single large employer. This is considered a strength and desirable to maintain, as it protects the economy from vulnerability to economic shocks. Nevertheless, the EA identified the need to create more private sector jobs in the economy to reduce dependency on public sector related employment and stimulate further economic growth. The EA also highlighted opportunities to further develop knowledge-based employment, especially in the professional services sectors, creative industries and in areas of new technology, building on the research strengths in our local universities.

There have been substantial changes to the funding and provision of business support services over the last year. This has led to gaps in terms of face-to-face support for start-up businesses, locally focussed investor developer activity and sector-based initiatives to support existing businesses to help them grow.

The ability to retain our large employers in the sub-region is vital to the future economy, as this will maintain diversity and stability. However, to grow the knowledge economy, we must also encourage new foreign and domestic inward investment to the area, capitalising on the many advantages our area can offer. In addition, there are opportunities to retain investment in our local economy by helping local SMEs to secure contracts with the large public and private sector organisations located in our area.

Only 30% of our businesses are investing in Research & Development, and about a third of these businesses intend to access external support in the next 12-18 months. This suggests that more could be done to promote innovation and investment in R&D to maintain a competitive advantage.

Our local economy has a relatively high enterprise creation rate in Leicester City and high levels of self-employment in Leicestershire (often the first step into business creation activity). It will be important to continue to encourage new enterprise creation especially in knowledge-based sectors. Given the reduction in funding for business support nationally and the fact that only two in three business start-ups survive more than three years, it will be beneficial to provide local bespoke support to businesses in these early stages.

For many years, businesses have complained about bureaucracy and red-tape, with a third of local businesses rating this as a significant concern in the most recent business survey. There is now an opportunity to address this through the Better Business for All pilot.

<table>
<thead>
<tr>
<th>Support enterprise growth and investment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRIORITY</strong></td>
</tr>
<tr>
<td>1. Provide effective business support</td>
</tr>
<tr>
<td>to assist enterprises to start and grow</td>
</tr>
<tr>
<td>2. Support innovation and technologies for new processes and product development</td>
</tr>
<tr>
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</tr>
<tr>
<td>3. Attract foreign and domestic inward investment</td>
</tr>
<tr>
<td>4. Simplify business regulation through the Better Business for All Project</td>
</tr>
<tr>
<td>5. Support local SMEs to procure public and private sector contracts</td>
</tr>
</tbody>
</table>

- International Trade to maximise engagement and outcomes
- Deliver an investor development programme to support indigenous companies to remain and grow
- Co-ordinate the delivery of sector based strategies and actions including the Tourism and Food & Drink strategies
- Commission a bespoke business support service for start-up and pre-start-up businesses

- Support the ASDEC Vibration Technology Project
- Support the Space Applications Catapult Centre
- Support the Transport Technologies Catapult Centre at MIRA Technology Park

- Deliver the UKTI Foreign Direct Investment Service
- Develop and deliver both general place marketing and bespoke campaigns for priority sectors
- Develop and maintain a LLEP area land and property database
- Identify and work with intermediaries to generate new enquiries
- Develop the ‘Team Leicester & Leicestershire’ offer for key events such as MIPIM

- Deliver the national pilot programme ‘Better Business for All’ and embed and disseminate lessons learnt
- Support the local Regulatory Services Partnership and Business Focus Panel
- Develop and support an accessible and coordinated local regulatory system
- Develop and foster a positive and productive relationship between local regulatory services and business
- Deliver and champion the Business Support Scheme.

- Establish a Local Procurement Task Force to develop a new approach for local procurement
- Seek the support of the Leicester and Leicestershire Procurement Forum to deliver the Local Procurement Programme
- Simplify approach to public sector procurement practices for the benefit of local small businesses via a pilot project
- Engage with corporates to develop supply chains and procurement opportunities
7. MATCH AVAILABLE CAPITAL TO ENTERPRISE GROWTH

The ability to attract new funding to the economy will be essential to stimulate growth and accelerate development. The LLEP can play a pivotal role in identifying funding opportunities for the local economy and communicating these opportunities to partners and businesses. In particular, the LLEP has in-depth knowledge of funding rules/requirements and can provide support to other partners and local businesses to facilitate the submission of high-quality bids, for example to the Regional Growth Fund (RGF). It will also be important to take an overview of funding streams, seeking opportunities to align funding with our economic priorities and to identify potential for match funding.

In addition, the LLEP has significant opportunities to invest funding where it can have the most impact, for example through re-investment of the Enterprise Zone receipts and by influencing the Growing Places Fund investment programme. This will help to deliver some of the infrastructure projects identified earlier in this plan.

Our area has a high proportion of relatively small businesses (with 83% employing less than 10 people and 98% employing less than 100 people). In the current economic climate, some small businesses have struggled to access the finance they need to expand and diversify. It will be important to support local businesses by promoting existing national schemes but also seeking new opportunities to establish local partnerships between corporate banks and SMEs.

Finally, our area has opportunities to seek more efficient use of its public land and building assets and to upgrade assets for private economic growth.

<table>
<thead>
<tr>
<th>Match available capital to enterprise growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRIORITY</strong></td>
</tr>
<tr>
<td>1. Secure European and national Government funding</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>2. Improve access to capital finance for SMEs</td>
</tr>
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</tbody>
</table>
3. **Invest LLEP resources to support economic growth**

8. Deliver the Growing Places Fund (GPF) investment programme
9. Re-invest the Enterprise Zone (EZ) receipts to deliver the LLEP Economic Growth Plan
10. Explore alternative funding and investment models
11. Identify opportunities for matching and aligning funding streams

4. **Utilise public sector assets for economic growth**

12. Encourage efficient utilisation of local authority land and building assets across the LLEP area
13. Provide assistance to upgrade public land and building assets for private economic use
8. **LLEP OPERATIONAL MANAGEMENT & SUPPORT**

A number of support functions are critically important to the LLEP’s success over the period of this plan.

**Operational Management**

The LLEP is a small organisation that recognises the importance of working efficiently, effectively and transparently. This includes providing a high-quality support service to the Board, Executive Board and wider partnership. Moreover, for the LLEP to extend its influence, the partnership will need to develop relationships with key influencers at a national and local level.

<table>
<thead>
<tr>
<th>Provide a high quality partnership management service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRIORITY</strong></td>
</tr>
</tbody>
</table>
| 1. Provide efficient secretariat to LLEP Board and Executive | 1. Ensure agendas, papers and minutes are of a high standard and circulated within one week of meetings  
2. Ensure appropriate communication of Board papers and decisions to other partners / stakeholders |
| 2. Support individual Board members to fulfil their roles     | 3. Provide support with meetings, papers and respond to queries/information requests |
| 3. Develop and maintain links with partners and government departments | 4. Ensure presence at key events both locally and nationally to promote LLEP views  
5. Respond in a timely manner to relevant policy consultations  
6. Develop relationships with key influencers in Whitehall and national agencies |
| 4. Manage and facilitate key events                       | 7. Lead and facilitate area-based events to consult on local priorities  
8. Lead and facilitate events with the business community, especially in the nine priority sectors |
| 5. Develop efficient financial & administrative systems    | 9. Set up efficient internal processes so that all team members can quickly access information and contacts.  
10. Set up efficient financial systems to enable transparent and accountable financial reporting |

**Economic Intelligence**

The LLEP recognises the value of having an up-to-date and robust evidence base upon which to base its plans and make investment decisions. Having gathered data, it is essential to provide
an interpretation of this information to identify opportunities and constraints to growth. The LLEP now has a dedicated economic intelligence resource and can provide this service to local partners and businesses.

### Provide high quality economic intelligence

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>ACTION</th>
</tr>
</thead>
</table>
| 1. Provide robust evidence and market intelligence | 1. Identify opportunities for the local economy and constraints to growth  
2. Provide information to help LLEP attract investment by supporting funding bids and investment plans  
3. Refresh comprehensive Economic Assessment so that all partners have access to a robust evidence base  
4. Develop Skills Demand Plan to influence future funding of training in the LLEP Area  
5. Manage MIRA TP Enterprise Zone Skills Action Plan development |
| 3. Consult with business community to better understand needs | 10. Conduct annual business survey  
11. Work with the Business Council to consult with their members and collate intelligence |
| 4. Facilitate research collaboration | 12. Establish economic research partnership  
13. Establish housing, planning and infrastructure research partnership  
14. Develop partnership economic research plan  
15. Support development of LSR-Online as the host for all economic research conducted in LLEP area |

### Communications
The LLEP Communication Plan will support the delivery of the Economic Growth Plan by engaging, facilitating and influencing stakeholders.

Targeted communications will:

- Improve opportunities for businesses to develop by raising awareness of the LLEP and its role, the economic growth plan and LLEP projects that can facilitate change and promote economic growth
- Improve the perceptions of businesses, by championing strengths and celebrating success – particularly within the priority sectors outlined by the board
- Improve the reputation of the city and county as a place to live and work and by promoting highlighted area-based priorities and encouraging dialogue between key public and private sector organisations, as well as with neighbouring areas
- Raise awareness of the LLEP and its work on a national level, so the Leicester and Leicestershire partnership is regarded as spearheading LEPs across the country

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>ACTION</th>
</tr>
</thead>
</table>
| 1. **Develop a credible, unified approach to working with the media** | 1. Identify and proactively create national and local business media opportunities such as business supplements, national LLEP networks  
2. Manage contentious stories, to limit the reputational damage to LLEP and its partners  
3. Ensure partners are kept informed and are represented in this communications approach  
4. Our media work will be both proactive and reactive, outlining opportunities for press releases, media briefings and media launches  
5. Our reactive protocols will ensure there is a clear mechanism for answering reactive media enquiries. There should be a single point of contact for the media, to prevent different partners from contradicting each other and inconsistent messages emerging in the public domain.  
6. Support investment opportunities and capital growth – with key national and local partners |
| 2. **Produce communications materials that generate positive coverage and reach target audiences** | 7. Produce a regular on-line newsletter, promoted on the LLEP website, via social media channels and mailed out to database of 6k businesses  
8. Regular posts on to established social media sites  
9. Develop stakeholder engagement activities that will ensure that we reach national and local influencers and engage them in a two-way dialogue and create ambassadors.  
10. Using existing networks and channels will enable us to reduce duplication and reach opinion formers more cost-effectively. |
| 3. **Develop and maintain the LLEP web-site** | 11. Publish regular and timely updates on the LLEP website, including media releases, newsletter and external contributions  
12. Continue with the development and implementation of changes to website to incorporate structural changes to improve the ease of use and functionality for end users and increase usage |
9. **PERFORMANCE MEASUREMENT**

The overall performance of the LLEP economy will be measured annually against a range of outcomes and key performance indicators. In addition, the LLEP will monitor performance against each individual action identified in this plan.

The desired outcomes are shown below for the economy as a whole and for each strategic objective identified in the plan:

<table>
<thead>
<tr>
<th>Outcome / KPI</th>
<th>Base Year/date</th>
<th>Baseline for LLEP</th>
<th>Baseline England</th>
<th>Target 2015 LLEP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High level economic measures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased productivity and competitiveness (GVA per head)</td>
<td>2009</td>
<td>£19,000</td>
<td>£20,498</td>
<td>Gap closed to 98 if eng=100</td>
</tr>
<tr>
<td>Employment Growth is positive over period 2010 to 2015</td>
<td>2008 to 2010</td>
<td>-3.3%</td>
<td>-3.0%</td>
<td>+3%</td>
</tr>
<tr>
<td>Share of employment in high skilled occupations increases</td>
<td>March 2011 June 2011</td>
<td>41% 39%</td>
<td>45% 43.7%</td>
<td>To 46%</td>
</tr>
<tr>
<td>Share of employment in knowledge-based sectors increases</td>
<td>2010</td>
<td>30.8%</td>
<td>34.5%</td>
<td>32%</td>
</tr>
<tr>
<td>LEP ranking improves on Experian economic resilience index</td>
<td>2012</td>
<td>28th out of 39</td>
<td></td>
<td>Into top 20</td>
</tr>
<tr>
<td>Reduced share of employment in public sector</td>
<td>2010</td>
<td>19.3%</td>
<td>20.8%</td>
<td>18%</td>
</tr>
<tr>
<td>Employment in top output growth sectors increases (excluding public services)</td>
<td>1999 to 2009</td>
<td>47.9%</td>
<td>49.8%</td>
<td>50%</td>
</tr>
<tr>
<td>Gap closed between median workplace earnings and UK (figures shown are weekly)</td>
<td>2011</td>
<td>£466 ci £472 co</td>
<td>£507</td>
<td>Gap closed to 95%</td>
</tr>
<tr>
<td><strong>Match skills supply with demand</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased employment rate</td>
<td>Jun 2011</td>
<td>69.5%</td>
<td>70.3%</td>
<td>71%</td>
</tr>
<tr>
<td>Increased proportion of working age population with at least NVQ2 level qualifications</td>
<td>Dec 2010</td>
<td>65.8%</td>
<td>67%</td>
<td>67%</td>
</tr>
<tr>
<td>Increased proportion of working age population with at least NVQ4 level qualifications</td>
<td>Dec 2010</td>
<td>28.0%</td>
<td>31.1%</td>
<td>30%</td>
</tr>
<tr>
<td>Reduction in proportion of businesses reporting skills shortages</td>
<td>Feb 2012</td>
<td>23%</td>
<td></td>
<td>20%</td>
</tr>
<tr>
<td>Reduction in unemployment rate (JSA)</td>
<td>Feb 2012</td>
<td>3.8%</td>
<td>4.1%</td>
<td>3.5%</td>
</tr>
<tr>
<td><strong>Increase availability of employment land and infrastructure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total employment land allocated or consented by councils for development (hectares)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support enterprise growth and investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>-----------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Business birth rate increases OR Increase in number of enterprises per 10,000 population</td>
<td>2010</td>
<td>2010</td>
<td>2011</td>
<td>??</td>
</tr>
<tr>
<td>% self-employed is same as for UK</td>
<td>June 2011</td>
<td>8.9%</td>
<td>9.3%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Increased 3 year business survival rates</td>
<td>2010</td>
<td>64.2%</td>
<td>62.9%</td>
<td>66%</td>
</tr>
<tr>
<td>Increase in number of new jobs created through inward investment activity (or ID activity)? - ? safe guarding??</td>
<td>2011</td>
<td>??</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td>Local authorities procure a higher proportion of their goods &amp; services from local businesses?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A high proportion of local business report increased turnover and profits</td>
<td>Feb 2012</td>
<td>41% sales</td>
<td>34% profits</td>
<td>45%</td>
</tr>
<tr>
<td>Matching available capital to enterprise growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total public funded attracted to area – maybe better than LEPs of similar size or average??</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount of private sector investment leveraged into area</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reducing in proportion of businesses reporting problems with access to finance</td>
<td>Feb 2012</td>
<td>18%</td>
<td>12%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Note: blue areas may prove difficult to measure, but would be good if we could.