

Leicester Economic Action Plan

A plan for jobs and growth: 2012 to 2020





City council ambitions

- To secure £60 million investment for jobs and growth in the city
- To create four Leicester Business Investment Areas
- To create and safeguard 8,500 jobs
- To create 800 new apprenticeship/work placement and internship opportunities
- To create 800 new businesses
- To support 1,800 businesses

Leicester – a place to do business

Foreword



In May 2011 I was elected as the first city mayor of Leicester. I have an ambitious vision for the future of the city and in the last year the council has taken key decisions to support business and stimulate new job opportunities. Already we have

invested in projects aimed at business growth and launched Connecting Leicester, a major investment programme to improve the quality and competitiveness of the city centre.

Since coming to office I have listened carefully to the business community, city residents and our partners. I believe by working together we can inject more pace into the economic growth of the city and ensure it emerges strongly from the economic downturn that has so badly affected all UK cities.

At a time of limited funding, we must build on what already makes our city unique. Leicester has a rich tradition of entrepreneurship particularly through the thousands of small businesses that have thrived in the city. This has been boosted greatly by the many newcomers to the city making Leicester one of the most culturally diverse and cosmopolitan cities in the UK.

This ambitious Economic Action Plan will deliver a major boost to unlock the tremendous potential for growth in Leicester. We will establish four sector-specific Business Investment Areas, develop new job opportunities and raise skills levels through the Leicester to Work initiative and invest in the Connecting Leicester project to strengthen the retail, commercial, historic and cultural offer in the City Centre.

We will also be making a strong case for additional Government funding and powers to complement the significant resources we will be committing to kick-start Leicester's economy.

Sir Peter Soulsby
City Mayor



The city is facing great challenges and opportunities over the coming years, not least of which is ensuring we create new and better jobs for local people. I have been working closely with partners on the Leicester to Work initiative and the related Child

Poverty Commission which are key drivers for this Economic Action Plan.

The city council has a unique leadership role and is the biggest employer in the city. We will use this as a platform, working closely with partners in the public, voluntary and private sectors, to develop new skills and opportunities for work.

Helping businesses to start up and grow and create new jobs will be a priority alongside direct action from the council to create work placements and apprenticeships including through smarter council procurement and recruitment practices. We will be encouraging other partners in the public and voluntary sectors to follow our lead.

The immediate priority to 2015 will be to provide young people with more opportunities to experience work and develop career paths. I also want to see more opportunity for all city residents to secure work. Supporting those living in our more deprived communities will also help to address wider concerns about families in poverty.

We will work closely with universities and colleges to meet the skills needs of key sectors and support new opportunities to get graduates into work in the city and support them to start up their own businesses as we have done so successfully in the creative sectors.

Our vision for Leicester is for a low carbon city. This action plan will play a key role in creating a sustainable city of the future economically, environmentally and socially.

Councillor Rory Palmer
Deputy City Mayor

ECONOMIC ACTION PLAN FOR LEICESTER



This Economic Action Plan sets out an ambitious strategy for investment in the city's economy up until 2020. It outlines key actions where the city council will play a central role in driving economic growth for Leicester and builds on the substantial investment already made in the city over the past 15 years

It builds on the strong entrepreneurial spirit of Leicester's business community, its location and connectivity with the rest of the UK and the world.

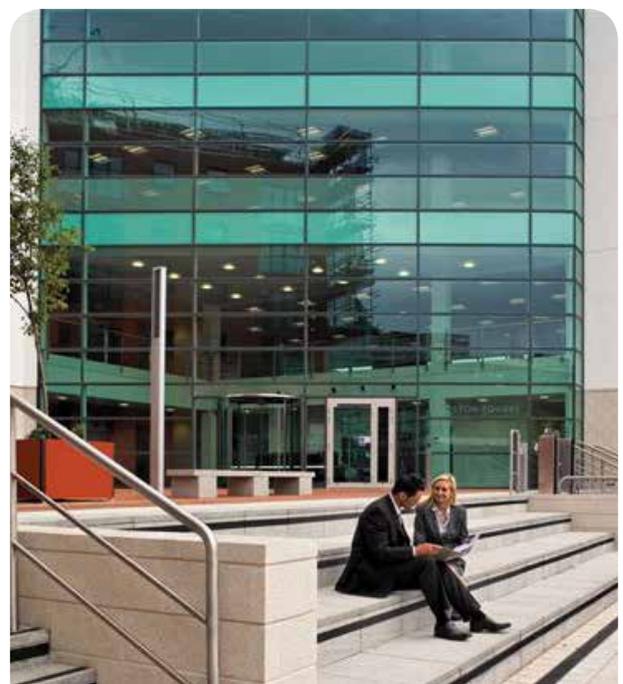
Working in partnership

This action plan has been developed following engagement with local businesses, universities and colleges, other public sector agencies, voluntary sector bodies and local communities. It also builds on:

- Leicestershire Business Council's Economic Development Strategy for Leicester & Leicestershire;
- Leicester and Leicestershire Enterprise Partnership's Economic Growth Plan;
- Evidence in the Joint Economic Assessment for Leicester and Leicestershire;
- Summit meetings with public and private sector partners for the Mayor's 100 Days Programme;
- The knowledge and expertise within the city's business community and universities.

The city council will continue to work closely with its partners in the Leicester and Leicestershire Enterprise Partnership (LLEP), the city's business community, local colleges, other public sector agencies and the voluntary sector in delivering this action plan.

We will also work in partnership at the sub-regional level to attract inward investment and funding for infrastructure, development of strategic employment and housing sites, business support and skills development.



An economic deal with Government

This plan outlines a substantial investment plan by the city council and its partners in developing and unlocking economic growth. The council and city mayor already have extensive powers and can make a lot of this happen. However, the council believes it can inject pace and deliver further growth if certain policy, planning and funding decisions were taken at a more local level.

The council and its partners in the LLEP will therefore be making a case for a 'city deal' with the Government to drive city and sub-regional economic growth.

Leicester's economy

Leicester's economy is based on a very strong and diverse small business community and is not dependent on any one sector or large employer. This provides a good platform for future economic growth. The city has a long-standing reputation for innovation, creativity and entrepreneurialism – owing to the diversity of its local communities and the enterprising culture that has developed. However, overall productivity is not as high as it could be for a city the size of Leicester and business survival rates are lower than average.

The local economy has undergone a significant restructuring over the last 20-30 years, with substantial losses of manufacturing jobs, although this sector remains a significant part of the local economy with opportunities for growth. Other important sectors include the knowledge-based, high-tech engineering and business service sectors, food and drink manufacturing, distribution and logistics, wholesale and retail, tourism and hospitality. Looking to the future, there are opportunities for strong growth in the creative industries, space-related research and technologies and environmental technologies.

Leicester is one of the best-connected cities in the country making it a superb location for business. The City is at the heart of national road network and East Midlands Airport is 25 minutes away. This means Leicester is easily accessible from all major UK cities, Europe and international locations. At just over one hour away from London St Pancras, Leicester is the first principal city on the mainline rail network north out of London. Paris and Brussels are four hours away via Eurostar.

The city centre has a vibrant retail sector which has been strengthened considerably by the development of the £350million Highcross shopping centre, anchored by the largest John Lewis outside of London. However, city centre retail centres operate in an extremely competitive environment and further investment is required in the city centre to strengthen Leicester's competitive advantage.



The presence of two excellent universities provides the city with a significant competitive advantage, in terms of their expertise, international links, the opportunity to exploit the commercial potential of their knowledge, research and technology and a combined total of over 50,000 students. De Montfort University boosts the UK economy by £390 million each year and has created more than 12,000 jobs*. The University of Leicester is ranked in the top two per cent of universities in the world and is the most socially inclusive of Britain's top 20 leading universities.

Alongside a focus on developing well paid and highly skilled jobs for the future, the City is equally determined to tackle inequalities that can be seen in the differential impacts of child poverty and unemployment on our communities. Although the numbers of young people not in education, employment or training (NEET) have declined in recent years the impact of these problems in parts of the city remains severe and there remain significant differences in educational achievement between genders and ethnic groups. The plan therefore includes actions and investment that will support the development of skills and a better integration of support services targeted at disadvantaged neighbourhoods.

*(Research Councils UK and Universities UK, 2011)



Vision

By 2020 Leicester will be:

“A confident city with a national reputation as a cosmopolitan, creative and academically rich place in which people, businesses and communities thrive and reach their full potential”

Strategic themes and priorities

To realise the economic vision for the city, this Economic Action Plan will focus the council’s activity on 20 priorities which are grouped in to five strategic themes as outlined below:



Twenty priorities for 2020

Leicester to WORK

- 1 Tackling worklessness and youth unemployment.
- 2 Developing a more coordinated and locally accountable approach to improving skills and delivering quality training across the city.
- 3 Achieving a better match between the skill needs of businesses and those responsible for delivering education, training and advice.

ENTERPRISING Leicester

- 4 Accelerating business growth in priority sectors.
- 5 Strengthening our enterprise culture.
- 6 Improving business start-up and survival rates.

THRIVING city centre

- 7 Creating a thriving commercial, retail, leisure and cultural core in the city.
- 8 Enhancing the quality and distinctive identity of the city centre environment.
- 9 Meeting transport needs in the city centre.
- 10 Creating a more people-friendly city centre.

GROWING city

- 11 Unlocking development opportunities to meet housing and business needs.
- 12 Delivering high quality, low carbon development.
- 13 Delivering efficient transport infrastructure.
- 14 Enabling world-class broadband infrastructure.

CONFIDENT city

- 15 Developing a distinctive identity for the city.
- 16 Adopting an integrated approach to marketing communications in the city.
- 17 Delivering a targeted place-marketing plan to communicate the city's values.
- 18 Attracting and retaining investment in the city.
- 19 Continuing to grow the visitor and business tourism markets.

- 20 Matching city investment with devolved powers and additional funding from Government.

A number of key actions have been identified to measure progress towards delivering this action plan which are outlined at the end of this document along with indicators to measure the overall performance of the city's economy by 2020.



THEME 1 – LEICESTER TO WORK

Key issues



The Economic Assessment for Leicester & Leicestershire highlighted a relatively weak skills base, low levels of economic activity amongst females, high levels of worklessness in some areas and a dependency on public sector employment in the city.

Tackling this means ensuring all people have the opportunity to benefit from and contribute to growth, particularly those disadvantaged in the labour market. At all levels there is a need to ensure that local people have the skills, experience and qualifications that the city's businesses need.

The priority to 2015 will be to focus actions on providing young people with more opportunities to experience work and develop career paths.

In many city schools, qualification levels have improved rapidly, our further education (FE) sector is strong and progression rates to higher education are high. In recent years there has also been a reduction in the numbers of young people not in education, employment or training (NEET). There is a young and culturally diverse workforce in the city and over one million people of working age living within a 45 minute radius. However, the number of people with Level 2, 3 and 4 qualifications in the workforce remains much lower than many other cities and this constrains economic growth. Of particular concern now is that significant numbers of job vacancies are unfilled due to a mismatch between the skills and aspirations of those seeking work and the opportunities offered by employers. A key issue is bridging the aspirations of young people with the reality of the local economy and supporting more effective careers advice for them.

Supporting more residents into training and work in some areas means breaking a cycle of

multi-generational unemployment and benefit dependency and tackling health and well-being issues. Our progress reporting will evidence the impact on disadvantaged groups. However, the economic downturn is also impacting on many of the City's graduates who are struggling to find the first rung on the labour market ladder.

Many in the business community continue to feel frustrated that the education system does not appear to be creating enough people who are 'job ready' for working life. Government reform of skills funding means greater freedom for FE Colleges and others to respond to learner demand which will encourage flexibility. However it does not guarantee courses, skills and attitudes that meet the needs of employers.

Another key issue for the city and the wider sub-region is to understand the skills needs of businesses and achieve a better match-up with the training and advice services offered by the education system, the skills supply network and the agencies supporting people who are out of work. This has also been recognised as a critical challenge by the Leicester and Leicestershire Enterprise Partnership (LEEP) who are developing a 'demand plan' that will identify the key skills needs of employers and more specific guidance to colleges and others in the skills supply network about both local requirements and opportunities.

Government reform of the welfare to work system has also radically changed and in some ways confused the landscape. For example in Leicester the WORK programme, Youth Contract, initiatives to help families with multiple problems and to support enterprise development are all now contracted to separate national agencies with minimal coordination or local accountability for performance.

Priorities

1 Tackling worklessness and youth unemployment

Leicester is experiencing very high levels of youth unemployment with further rises predicted. In June 2012, 3,645 18-24 year olds were claiming Job Seekers Allowance in Leicester (representing 8.4 per cent of young people in Leicester, which compares to a national rate of 7.3 per cent). Longer-term unemployment amongst older age groups is disproportionately high, whilst in certain parts of the city large numbers of people are living on out-of-work benefits for reasons of disability.

As an employer, the council has already generated new apprenticeship opportunities and will develop further opportunities as funding is secured. It has also developed a strong neighbourhood-based network in the city, enabling local advice and support services to be delivered in deprived areas to those who are furthest

from the labour market. The opportunity here is to build on this approach and achieve closer integration with other welfare-to-work programmes. This provision is especially important to boost female participation, link up with local employment opportunities and to coordinate support for other provision, for example childcare, travel to work initiatives.

The city council has a range of levers and powers to promote economic growth. It will use its contractual leverage (for example planning agreements, works and services, contracts and development agreements) to maximise local employment and training opportunities. The council will also review its own recruitment practices to identify opportunities for new apprenticeship and graduate entry level positions.

Tackling worklessness and youth unemployment

	2012/15	2015/20
1.1 Expand apprenticeship opportunities in the city council: the council will create over 130 apprenticeship opportunities by 2015.	✓	
1.2 Create over 400 new six-month jobs: in the public and third sectors to help combat youth unemployment.	✓	
1.3 Create 160 graduate placement and internship places: in local businesses.	✓	
1.4 Directly support local people into employment: through the neighbourhood-based network, over 300 people will be supported back to work.	✓	
1.5 Deliver training and apprenticeship opportunities for young people, NEETS and unemployed adults through key physical developments, including: Securing new apprenticeships via more effective use of procurement powers, through developing programmes linked to major housing and other commercial developments and council-led developments.	✓	
1.6 Review council employment and recruitment practices: to maximise opportunities for apprenticeships, graduate internships and graduate entry posts.	✓	



2 Developing a more coordinated and locally accountable approach to improving skills and delivering quality training across the city

There are an array of national agencies, organisations and businesses involved in improving skills and delivering a wide range of training and support programmes locally. This has created a confusing situation for those involved in providing skills training, local businesses looking to address their skills gaps and those seeking training and support.

The city council will provide strong leadership in this area, delivering a more coordinated approach both across council departments and with partners to improve skills and training delivery in Leicester and the sub-region. It will create a genuine partnership

between employers, schools, colleges, universities, trade unions and the many organisations involved in the supply of training and advice in Leicester such as Job Centre Plus and the Skills Funding Agency.

To support this, the city council will develop the case to gain greater coordination and influence at the local level over national contracts and funding such as the WORK Programme, the Youth Contract and Skills Funding Agency funds. The council will also consider the development of a Leicester Skills and Qualifications Policy to help guide its actions in this area.

Achieving greater coordination and local accountability in improving skills and delivering training in Leicester

	2012/15	2015/20
2.1 Skills network for Leicester: to deliver a more coordinated approach to improving skills and training delivery in Leicester and ensure there is greater accountability for performance.	✓	✓
2.2 Develop an apprenticeship hub: to improve the coordination of promotion and support for apprenticeships across the city.	✓	✓

3 Achieving a better match between the skills needs of businesses and those responsible for delivering education, training and advice

There is an opportunity in Leicester to develop a commissioning system for the delivery of educational and skills support that is more responsive to, and better informed by, the needs of business and employers across the city. More will be done to encourage small and medium sized businesses to offer apprenticeships and to incentivise employers to invest more in workforce development.

To drive forward this work the city council will work closely with partners in the LLEP to support the development of a new Skills Demand Plan that can have an impact on future skills and training delivery and that can also influence the overall strategy for secondary education in the city.

Achieving a better match between skill supply and demand

	2012/15	2015/20
3.1 Matching skills supply to sector demand: to work with partners in the LLEP to: <ul style="list-style-type: none"> • Improve engagement between employers, schools and training providers. • Develop a Skills Demand Plan to influence future skills and training delivery. • Support sector-based higher level apprenticeships through the Higher Apprenticeship Fund. • Produce a clear, simple document outlining scope of apprenticeships available, how the scheme works and the benefits for businesses. 	✓	✓

In recent years there has been a hugely encouraging upward trend in educational performance amongst city schools. That improvement will be underpinned and accelerated by the Building Schools for the Future programme. Leicester City Council has been awarded more than £235million to rebuild or remodel every secondary and some special schools in the city. The

programme includes significant investment in the ICT infrastructure and equipment to create world class learning environments for future generations of pupils and their teachers. Work has been completed on five schools, three schools are currently under construction and a further 13 schools will be under construction within the next 18months.



THEME 2 – ENTERPRISING LEICESTER

Key issues



There is a need for a step change in the levels of business growth and productivity in Leicester's economy. The Economic Assessment (2011) highlighted that productivity (Gross Value Added) in the city is lower than it should be for a dynamic, modern city of its size. It also highlighted the need to re-balance the economy – shifting the reliance on the public sector for employment by creating more jobs in the private and voluntary sectors.

The focus must be on rebalancing the local economy and creating growth by attracting private sector investment, promoting international trade, supporting growth of existing businesses, supporting sustainable development, creating more secure and better paid jobs in the private and voluntary sectors. Particular attention needs to be given to those knowledge-based sectors with high growth prospects that require high skills and pay high wages.

Leicester has some key potential competitive advantages that need to be fully harnessed to deliver this growth. These include the diversity and enterprising traditions of its many communities, its strong physical and cultural international connectivity, its vibrant small business community and its healthy manufacturing base in key sectors such as food and drink manufacturing. This all means that the city is well positioned to take advantage of international trading and investment opportunities and which enable it to recover well from the current economic downturn.

Furthermore the city can capitalise on a long-standing reputation for innovation and creativity. Both the city's universities have a great track record in developing

strong partnerships with business in the UK and overseas. More can be done to exploit their world-renowned expertise and international links to develop new companies and produce commercially successful products, processes and services. Employment opportunities are also needed to retain more of the thousands of talented students graduating from the city's two universities every year and attract top graduates from other universities.

The city must create the right environment so that existing businesses can invest, grow and create more jobs. This means increasing the rate of business start-ups in high growth sectors and improving business survival rates beyond three years. The city council believes a face-to-face business support and advice offer is still required and will prioritise the use of European structural funds to deliver this across the city.



Priorities

4 Accelerating Business Growth in Priority Sectors

The council will establish four Business Investment Areas within the city to focus on areas with strong potential for growth, where a range of services will be made available including bespoke business support, investment in infrastructure and/or new workspace and a simplified and accelerated planning process.

The city council will also explore the scope for business rate retention and/or discounting to encourage investment. Opportunities for additional means of support in these areas will be regularly reviewed and the council will discuss with Government the potential for further devolved powers and funding support for the Leicester Business Investment Areas.

Each of the Business Investment Areas will have a specific focus, including food and drink manufacturing in the north east area of the city; innovation and technology (especially relating to space and environmental technologies) in the area of the Innovation and Technology Park; and the creative industries, centred on the St George's Cultural Quarter. The fourth Business Investment Area will cover the city centre and is intended in particular to support the development of Grade A office space for the professional and business services sector and to support existing retail and encourage the development of new leisure facilities. There will be strong links to attracting inward investment and private equity to promote high growth and innovation in all four Areas, as well as promoting workforce skills and strengthening supplier chain links.

To support this enhanced focus a restructuring of the city council's economic regeneration and planning services will create a 'business-facing' service that is responsible for developing and sustaining relationships with our priority business sectors, supporting inward investment and for facilitating development.

Leicester Business Investment Areas



Accelerating growth in priority sectors

		2012/15	2015/20
4.1	Leicester Business Investment Areas: to establish four Business Investment Areas to support growth in: i) Food and drink manufacturing (north east Leicester). ii) Creative industries (St George’s Cultural Quarter). iii) Innovation and technology. iv) Retail, commercial and business support services in the city centre.	✓	✓
4.2	Workspace: • As part of the food and drink area, work towards providing 24,000 sq.ft. of food grade workspace. • As part of the innovation and technology area, develop 22,000 sq.ft. of innovation space, together with on-site support for high tech/innovative small businesses and construction of pedestrian/cycleway and riverside link. • As part of the creative industries area, develop 8,000 sq.ft. of workspace for designer-makers and seek funding for 11,000 sq ft for young creatives in the heart of the St George’s Cultural Quarter.	✓	
4.3	Sector based strategies: to work with partners in the LLEP to develop growth strategies for key sectors in the local economy, including a focus on opportunities within the ‘green economy’.	✓	
4.4	Coaching for high growth: to add value via the PA2 ERDF Programme to the national contract to enhance high growth business coaching.	✓	
4.5	Investor development: to promote growth and develop stronger relationships with the city’s priority business sectors, supported by new business investment managers.	✓	✓

5 Strengthening our enterprise culture

A further key opportunity for Leicester is to build on the strong small business enterprise culture in the city, and making sure that enterprise education is at the heart of the curriculum in schools, colleges and

universities. It is important to encourage businesses to engage with schools, colleges and universities to demonstrate to young people the challenges and rewards of being entrepreneurial and enterprising.

Strengthening our Enterprise Culture

		2012/15	2015/20
5.1	Promoting enterprise in schools, colleges and universities: to work closely with the LLEP to encourage employers to engage more effectively in the education system and support the Young Enterprise and Young Chamber programmes.	✓	
5.2	Graduate internship programme: via the ERDF PA2 programme to provide support to up to 100 small and medium sized businesses from De Montfort University and University of Leicester graduates and strengthen links between business and the Higher Education sector.	✓	



6 Improving business start-up and survival rates

A key priority identified by the LLEP and highlighted in the Economic Assessment (2011) is the need to improve business start-up and survival rates and their productivity. The sector and occupational structure of the local economy has been a contributor to lower productivity and poor three-year survival rates.

Whilst the city has a strong tradition of enterprise, too many business start-ups have been in vulnerable sectors such as retail, distribution, hotels and restaurants, where there is a high failure rate. There is a need to encourage business start-ups in other sectors, particularly in the knowledge-based, high tech engineering, business services, creative, space-related research and technologies and the green economy sectors.

The city council will work with its partners in the LLEP and others to ensure that appropriate support mechanisms are in place to enable more businesses to survive beyond three years and to raise their

productivity. A network of publicly-funded business support providers will be established to ensure a coordinated approach is maintained within the city. Support measures will include nurturing people with viable business ideas and then maintaining support to convert them into strong businesses post start-up.

In the case of retail, support will also be available for independent retailing areas in the city either through direct support, for instance to improve shop frontages, or through area based public infrastructure investment.

Ethical and ‘fairtrade’ will be encouraged and action taken to support small businesses and social enterprises through a more strategic approach to procurement and supply chain management that will develop local procurement opportunities. Businesses will also be supported by a more joined-up approach to regulatory services so as to maximise efficiencies and minimise bureaucracy.

Improving business start-up and survival rates

	2012/15	2015/20
<p>6.1 Business support: to commission face-to-face business support growth to 1700 existing businesses and to support 800 new business start-ups via:</p> <ul style="list-style-type: none"> • Growth sectors (including creative, food and drink manufacturing and potentially space and low carbon technologies). • Disadvantaged communities, social enterprises and young people. • Encouraging graduate enterprise/entrepreneurship. • Supporting businesses at risk of failure. • Helping businesses reduce their carbon footprint and become more resilient to the impacts of climate change. 	✓	
<p>6.2 Local procurement: to ensure public procurement maximises employment and training benefits and to make it easier for local SMEs to do business with the city council and other public sector bodies in the city.</p>	✓	
<p>6.3 Independent retail area improvements: to invest in and support independent retailing areas with shop front improvement grants, including Golden Mile, Narborough Road, Braunstone Gate, Market Place, Granby Street, Belgrave Gate, Church Gate and Humberstone Gate East.</p>	✓	✓
<p>6.4 Better business for all: to support the LLEP in delivering the national pilot programme to simplify and reduce business regulation locally.</p>	✓	



THEME 3 – THRIVING CITY CENTRE

Key issues



Leicester's city centre is the focus for commerce, retailing, culture, leisure and entertainment for the city and county. A vibrant and thriving city centre is essential for growth in the city's economy and in the wider sub-region. Over £1 billion investment in iconic new developments such as Highcross, Curve, Phoenix Square and extensive public realm improvements have transformed the city centre, but there is still more to do.

In 2011, Leicester was ranked the 21st largest retail destination in Great Britain with an estimated retail expenditure of £850 million (CACI, 2012). There is continued pressure on the retail sector as a result of the current economic climate, increasing competition from online and mobile retailing and greater expectations from shoppers in terms of value, service, entertainment and experience. The City Centre's commercial office market has stagnated in recent years, contrasting starkly with growth in out-of-town office developments offering motorway connectivity and more generous parking provision.

The creative and cultural sector is a significant and growing part of the local economy and has an important impact on economic development and quality of life. Leicester's performing arts sector alone spends £4.3 million with local suppliers and audiences spending a further £17 million in local restaurants, bars and ancillary shopping in Leicester. The world-renowned Leicester Comedy Festival alone generates £1.19 million from audience expenditure and an additional £0.59 million from indirect expenditure. A key issue for the culture sector is to continue to grow, particularly in times of economic recession.

The historic assets within the city centre provide a significant opportunity, when viewed as part of a Story of Leicester spanning 2,000 years, to create a much greater attraction for visitors to the city and also to local residents.

Improving physical connections between the existing special buildings and places in the city centre will greatly enhance it as a focus for shopping, leisure, business and as a place to live.

Priorities

7 Creating a thriving commercial, retail, leisure and cultural core to the city

There is an opportunity to build on the significant investment seen in the city centre in recent years and attract further investment to maximise choice and enhance the scale, range and appeal of the city centre. This will involve working closely with city centre management, landlords, developers and businesses.

The significant investment in Highcross presents a major opportunity to attract further premium retail brands as well as build stronger links to the independent retail sector and strengthen and diversify the early night-time economy. Much more must be made of the potential opportunities presented by the city centre's unique retail attractions - The Lanes, Arcades and market. Leicester Market provides a distinctive element to the retail offer and attracts two million visitors annually.

Another key priority is to meet the need for additional modern, high quality business space and secure additional investment in Grade A office space. Additional leisure and hotel investment will be sought to complement the retail offer to broaden appeal and choice.

Significant investment in the St George's Cultural Quarter has created some of Leicester's most acclaimed new developments, including Curve Theatre, Phoenix Square and the Leicester Creative Business Depot. It has also created new opportunities to attract further investment into the area. New developments are already in the pipeline, including the city council-led Makers' Yard creative workspace scheme on Rutland Street. Securing further investment in the cultural and creative sector will have a positive economic effect on the local economy.

Creating a thriving commercial, retail, leisure and cultural core to the city

	2012/15	2015/20
<p>7.1 Office development: to promote new Grade A office development and refurbishment of existing office premises, through:</p> <ul style="list-style-type: none"> • Conducting a property market review to highlight commercial investment opportunities, inform planning policy, and identify future demand for Grade A office accommodation. • Establishing a Commercial Property Market Forum to maintain an up to date understanding of the commercial property market. • Reviewing the city council's property assets to support the creation of new Grade A office accommodation. • Reviewing planning policy for office development in the city centre. 	✓	✓
<p>7.2 St George's Cultural Quarter: to work with the Cultural Quarter Business Association to develop and implement an action plan to support the development of key sites, open spaces and buildings.</p>	✓	✓
<p>7.3 Leicester Market redevelopment: to deliver a redevelopment approach for the market to strengthen the offer and widen its appeal.</p>	✓	
<p>7.4 Strengthening the night time economy: to include extending retail trading hours and public venue opening hours, attracting a diverse range of venues to appeal to a wide demographic profile, planning and implementing an evening programme of commercial and cultural events, seeking Purple Flag accreditation and improving public transport links.</p>	✓	
<p>7.5 Portas Review: to implement relevant initiatives, including improvements to the Malcolm Arcade, providing stronger pedestrian traffic flow links between the High Street and the market and empowering the council to issue Empty Shop Management Orders to negligent landlords.</p>	✓	
<p>7.6 City centre street improvements: to deliver a programme of improvements as part of the Connecting Leicester initiative, to better connect Highcross, High Street, The Lanes and market area with Market Street, the Old Town and other heritage sites.</p>	✓	✓
<p>7.7 Leisure and hotel investment: to prepare a development prospectus to attract leisure investment (particularly attractions for young people and families) and investment in a new 4/5 star hotel with a major conference facility.</p>	✓	✓

The Connecting Leicester initiative provides a great opportunity to link what is already good about the city centre with new development opportunities. Establishing more attractive and accessible physical connections to join up retail, leisure and entertainment with the city's heritage via improved pedestrian and cycle ways and bus routes/stops will be crucial to creating a more attractive and joined-up city centre.

The value of the city centre as a whole to investors, visitors and residents can be greatly enhanced by connecting the strengths of Highcross and connected retail areas, the historic city extending from the market to Castle Precinct, the Cultural Quarter and centres of business activity. Making strong links between these areas and new development areas including the Waterside regeneration area and also to residential areas beyond the dominant inner ring road will be key objectives.

8 Enhancing the quality and distinctive identity of the city centre environment

The city centre has a rich history and cultural heritage and this represents a tremendous opportunity to attract more people into the city centre in terms of tourism, shopping and investment. A key focus will be on reconnecting the historic heart of the city (between the market, Guildhall, the castle and Jewry Wall), creating and improving civic spaces, and promoting the conservation, enhancement, sensitive use and management of the city's historic and cultural assets.

The city council has already established a new Heritage Partnership to help provide a focus for protecting and preserving the best of the city's historic environment.

A high-quality built environment attracts private investment, job opportunities and visitors to an area. The city council will actively promote good planning, building design and architecture and conserving and improving the historic environment in the city centre.

Enhancing the quality and distinctive identity of the city centre environment

	2012/15	2015/20
8.1 Old Town heritage improvement project: to work with the new Heritage Partnership to develop a townscape heritage initiative.	✓	✓
8.2 Cathedral Gardens project: to support the cathedral team in delivering a new square adjacent to the Cathedral and St. Martins House.	✓	
8.3 St George's Churchyard: to carry out open space and access improvements as part of wider Cultural Quarter enhancements.	✓	
8.4 Jubilee Square: to establish a new city square as a key stepping stone connecting important heritage assets with city centre retail areas.	✓	
8.5 Planning policy: to strengthen and proactively use planning powers to protect important local heritage assets which give the city its character and recognises the importance of high quality design.	✓	✓
8.6 Gateway improvement schemes: to complete the Humberstone Gate East improvement scheme and make progress on improvement schemes to other key city centre gateways, including the Belgrave Flyover demolition and junction changes.	✓	
8.7 Maintenance and cleanliness programme: to improve maintenance and cleanliness of key buildings, streets, landscaped areas, toilets and business premises and the lighting of key buildings at night.	✓	✓

9 Meeting transport needs in the city centre

A modern, fit for purpose transport system is essential for a strong local economy. Supporting and developing city centre businesses requires people to be able to get in and out of the centre efficiently both during peak drive-times and also in the evening to support the night-time economy.

The key opportunities for improving transport in the city centre include developing fit for purpose highway and public transport infrastructure, improving walking and cycling links and continuing to improve the gateways into the city centre. Improvement to city centre bus infrastructure provision is also a priority and an essential part of developing better city-wide bus

services. The Connecting Leicester initiative will allow better planning and coordination of these priorities.

There are also opportunities to improve the operation of bus services through more joint working with the bus companies and bus users. This will bring benefits for both business and residents in Leicester. Government support will be sought to give stronger influence over bus services and also devolution of funding for bus-related and other transport infrastructure in the city. Responding to business needs in respect of car parking (provision and charges) and the need for more flexibility will also be important to attract new business investment in the city centre.

Meeting transport needs in the city centre

		2012/15	2015/20
9.1	City centre transport infrastructure: as part of the Connecting Leicester initiative to better plan and coordinate delivery of: <ul style="list-style-type: none"> • Bus infrastructure including taking forward the bus improvement project in the Humberstone Gate East/Charles Street/Haymarket Bus Station areas. • An improved public realm including continued implementation of pedestrianisation of city centre streets and connecting routes. • Improvements to main gateways into the city centre . • Improvements to key parts of the ring road to reduce its visual impact and improve pedestrian connectivity with surrounding areas. 	✓	✓
9.2	Bus operation: to improve public transport services by: <ul style="list-style-type: none"> • Reviewing bus services to better support the city centre economy in the evening and at weekends. • Establishing a new Bus Users Panel to consider business and other stakeholder needs. • Introducing SMART and integrated ticketing. • Introducing real time bus information. 	✓	
9.3	Car parking: to review: <ul style="list-style-type: none"> • Planning policy standards for new development, particularly offices. • On-street car parking charges. • Opportunities to create further evening on-street parking. 	✓	
9.4	Railway station improvement scheme: to support Network Rail's improvement scheme for the railway station.	✓	



10 Creating a more people-friendly city centre

Action will be taken to enhance the appeal of the city centre particularly as a family-friendly place and to increase connectivity within the city centre. A more user-friendly signage system is required for road users from the outer ring road into the city centre. Providing easier access to information will enable tourists, business people, visitors and residents to find their way around the city centre, understand more about the city’s past and explore its history and heritage.

A key action that the city council has recently taken is the opening of “Visit Leicester” on Gallowtree

Gate, providing information on retail, leisure and entertainment, including a comprehensive ‘what’s on’ listing. Additional proposals for the city centre include improved wayfinding using lamp post banners, interpretative signs, trails, QR codes, smart phone apps and printed maps and leaflets.

Different areas of the city centre have distinctive identities or ‘personalities’ that can be further highlighted to create a better sense of place. These can form the basis to improve connectivity and encourage visitors to spend time exploring new areas, venues and attractions.

Creating a more people-friendly city centre

	2012/15	2015/20
<p>10.1 City centre identity and accessibility: to prepare and deliver a cohesive plan as part of the Connecting Leicester initiative to improve the visitor experience through better directional signage and interpretation and highlighting distinct identities for different areas of the city centre.</p>	✓	✓
<p>10.2 City centre history and heritage: to improve interpretation of the city’s 2000 year history and heritage, including showcasing The Story of Leicester.</p>	✓	





THEME 4 – GROWING CITY

Key issues



Growth of the city will be essential over the period to 2020 to meet the housing, education and employment needs of an expanding population and to allow businesses to expand and thrive. Strong and well planned sustainable growth will directly contribute to local economic success and job creation.

There is a need to create high quality housing and schools in attractive neighbourhoods for people to live in that offer good connectivity to places of work and access to a diverse range of cultural, leisure, sport and entertainment activity.

The city council is committed to sustainable development to create a city that not only grows but one which reduces the overall impact on the environment. Not only will this reduce the overall emission of carbon dioxide in the city and create an

attractive pleasant environment for people, it will also maximise the opportunity for growth in the low carbon economy.

Recent market conditions including a lack of available public and private sector funding have influenced the delivery of housing growth, commercial development and associated infrastructure. However, strong demand has remained in some sectors including supermarkets and student housing. Investment in key infrastructure is needed to unlock and accelerate the development of new employment and housing sites in the area.

The growth of the city will therefore include the city council driving the delivery of affordable housing, employment sites, high quality primary and secondary school places and neighbourhoods which offer an attractive and safe environment in which to live in.

Priorities

11 Unlocking development opportunities to meet housing and business needs

The city council has an important and proactive role to play in helping to unlock and ‘kick start’ opportunities for new development. As the local planning authority, it will provide clearer, simpler and more flexible planning policies and guidance. This will help minimise delays in the development process and build confidence amongst existing and potential developers. It will also explore opportunities to assemble financial contributions from developments through the proposed Community Infrastructure Levy to fund major infrastructure works such as transport projects that benefit the wider city economy.

The council will work with its partners in the LLEP to identify opportunities to match this land and funding with other sources of grant and finance including the Growing Places Fund, business rate retention and funds from the Homes and Communities Agency. Additional opportunities will be sought through devolved Government funding to match against local resources.

Local property market intelligence will be provided to businesses, developers and potential inward investors looking to expand/relocate. The council will regularly review its property assets to ensure they are being managed effectively and efficiently. It will also seek to bring forward its own land and buildings for development and explore opportunities to enter into joint ventures to stimulate private sector investment.

The council will continue to focus on supporting and enabling development at the Waterside and Abbey Meadows regeneration areas with landowners and developers. Close working with the Homes and Communities Agency will also support regeneration of these sites, particularly in relation to HCA held land assets in these areas.

The need for housing and employment land arising from demand within the city cannot all be contained within the city’s boundary.

Priority actions to unlock development opportunities

	2012/15	2015/20
11.1 Proactive development of council assets: to bring forward strategic housing and employment sites for disposal and development. Also to proactively identify, market and dispose of other Council land and properties for housing and employment uses and re-invest receipts into new development and infrastructure opportunities.	✓	✓
11.2 Simpler and more effective planning: to prepare one simplified Local Plan for the city and ensure priority economic projects are fast tracked through the planning system.	✓	
11.3 Stronger strategic planning decisions: to work closely with adjoining districts and county council on strategic planning matters outside the city boundary to ensure city needs and impacts are fully taken into account.	✓	✓
11.4 Additional infrastructure funding: to establish a Community Infrastructure Levy and work closely with partners in the LLEP and other funding partners to align funding sources for key infrastructure projects serving development in the city and adjoining areas.	✓	
11.5 Enable key development opportunities: to proactively advise, support and broker priority development schemes including in the Abbey Meadows and Waterside regeneration areas.	✓	✓
11.6 HCA land assets: to ensure the use of HCA land assets are closely aligned with city regeneration priorities.	✓	
11.7 Support for well integrated development in neighbouring council areas: to work closely with adjoining district councils and Leicestershire County Council to ensure strategic planning decisions being considered by these authorities fully take into account the needs and impact on the city and planned sustainable housing and employment developments are well integrated with the city.	✓	✓

This shortage of land has had a significant impact on the ability of the city to maximise its economic potential. Additional allocations of land will need to be met outside the city boundary. The city council will support and work closely with its neighbouring councils to ensure developments are planned and delivered in a sustainable way, where transport,

education and community infrastructure is well integrated with the city. The Duty to Cooperate in the Localism Act (2011) provides a key framework for local authorities to work together. This will ensure strategic planning matters being considered by neighbouring local planning authorities fully take into account the needs and impact on the city.

12 Delivering high quality, low carbon development

A key priority for the city is a 50 per cent reduction in carbon dioxide emissions by 2025. “A Low Carbon City: Climate Change - Leicester’s Programme of Action” provides the implementation framework for moving Leicester to a low carbon economy. The development of low carbon homes, transportation and businesses will pay a key role in achieving this goal.

Well-designed developments are central to creating the right environment for investment. The council will promote good design through control over land disposals and will work closely with OPUN to support and encourage good quality design in private sector developments.

The city council will use its leverage through procuring development on its own land at Ashton Green and Abbey Meadows to deliver exemplar low carbon housing and employment schemes. The development of schemes in privately led housing and employment developments will be proactively encouraged through planning policies. Green industries in the city will be greatly supported through the mainstreaming of low carbon technologies in new housing development and supporting businesses to become low carbon.

By providing the right type and quality of housing, in the right locations and at the right price the city can attract and retain workers and others with the right skills needed for a prosperous economy. Poor access to affordable housing acts as a barrier to progress for people in deprived communities. Developing new affordable homes across all tenures is vital if the city is going to achieve its economic ambitions. Significant direct public sector investment will, however, be required to facilitate the level of affordable houses needed in the city.

Priority actions to deliver high-quality, low-carbon development

	2012/15	2015/20
12.1 Encourage high quality housing development: to support city housing development attracting highly skilled workers to the city.	✓	✓
12.2 Seek additional funding support for affordable housing: to pursue greater local influence over HCA funding for the delivery of affordable housing.	✓	
12.3 Support excellent design standards in new development: to secure excellent design through the disposal of council-owned land and to use this as exemplars to raise standards in private developments	✓	✓
12.4 Supporting low carbon developments: through: <ul style="list-style-type: none"> • Promoting exemplar low carbon schemes at Ashton Green and Abbey Meadows as a catalyst to wider adoption of standards in private sector led developments. • Implementing “A Low Carbon City: Climate Change - Leicester’s Programme of Action”, including: <ul style="list-style-type: none"> - Supporting businesses to become low carbon and resilient to the impacts of climate change. - Establishing a low carbon business network. - Holding a carbon summit in Leicester in 2015. - Promoting connections to combined heating and power networks and the generation of renewable energy. 	✓ ✓	✓ ✓

13 Delivering efficient transport infrastructure

Connectivity is one of Leicester’s key strengths. It is strategically located at the heart of England and benefits from excellent access to the national road network. Two international airports are within 45 minutes of the city and Leicester is the principal city on the mainline rail network north out of London. There are opportunities to support the successful growth of businesses in the Leicester economy through ensuring the efficient movement of people within and outside Leicester to access employment, training and skills development opportunities.

A key priority in the Local Transport Plan for Leicester is to ensure that transport infrastructure meets the needs of key business sectors and workers and increased demands arising from future housing growth. The council recently secured £4 million towards a local sustainable transport fund project that aims to better connect people with their workplace in areas of deprivation in the city.

The need to ensure excellent transport connections to major new development schemes just outside the city and improving the transport connectivity of Leicester to other cities will be important to support business needs. The Government recently awarded £2.5 million for the A426 quality bus corridor that will address significant congestion on this road.

Public transport is part of the essential infrastructure of the city. Substantial improvements to public transport are proposed in the city centre and these are referred to in Priority three. The city mayor has raised with Government the need to secure additional powers to have stronger influence over local bus services and for the devolution of funding for bus infrastructure supporting economic growth. The recent announcement by the Government of the full electrification and improvement of the Midland Mainline is welcomed and will be a key driver of economic prosperity for the city, bringing the journey time to London to within one hour.

Delivering efficient transport infrastructure

	2012/15	2015/20
13.1 Deliver the local sustainable transport fund project: to improve connectivity between people and their work places and support business travel planning, including the A426 Aylestone Road Quality Bus Corridor and a programme of walking, cycling, and public transport initiatives and schemes.	✓	
13.2 Improve public transport infrastructure and services – to include: <ul style="list-style-type: none"> • Full integration with new housing and employment development both within and adjoining the city. • Seeking additional mayoral powers to have stronger influence over local bus services and for the devolution of funding for bus infrastructure supporting economic growth. • Establish a new Bus Users Panel including business representatives. • Rolling out Leicester’s public transport smartcard scheme, the Leicester One Card. • Introducing real time bus passenger information. 	✓	✓
13.3 Electrification and improvement of the Midland Mainline: to support the delivery of full electrification and related improvements.	✓	
13.4 THE ISSUE Project: to assess current research and explore potential technical innovations for reducing traffic congestion and improving air quality in order to deliver solutions which enhance the economic, social and environmental health of urban and regional communities.	✓	
13.5 Parking for business developments: to review car parking standards to ensure these better balance business needs with environmental objectives.	✓	

14 Enabling world-class broadband infrastructure

The Government has made it clear that one of its key priorities is for the UK to have the best superfast broadband network in Europe by 2015.

To capitalise on the opportunities presented by the city's long-standing reputation for innovation and creativity and to harness its strong entrepreneurial spirit, it is essential that Leicester has world-class ICT infrastructure, in particular access to super-fast broadband, to ensure it will have a competitive advantage in the coming years.

Currently, the city has good coverage of 89 per cent, putting it ahead of most cities nearby. Further work with providers and other key stakeholders will be required to establish where additional provision is needed to respond to future business needs.

The city council will work closely with providers to support their superfast broadband roll-out plans in the city and will seek to ensure longer term economic growth is not frustrated.

Priority actions to enable world-class broadband infrastructure

2012/15	2015/20
✓	

14.1 Secure superfast broadband to meet future business needs: to work closely with providers and other stakeholders to support the roll-out of super-fast broadband infrastructure to meet identified barriers to business growth.





THEME 5 – CONFIDENT CITY

Key issues



Establishing a distinctive city identity and a reputation as a place to do business are important if Leicester is to succeed in attracting new investment, jobs and visitors. For too long, Leicester has been overlooked by national companies, Government departments, developers and agents as well as tourists and visitors despite having a good business, retail, leisure, entertainment, cultural and tourism offer.

Leicester is a truly international city of culture, well known for its cultural diversity. The city is famous for its vibrant festivals and events as well as the tolerance and harmony that exists between its communities. Leicester offers a good quality of life, which is important for people living in the city. It is also a strength in seeking to attract investment in the context of a very competitive global economy. Leicester performs well in many quality of life criteria, including its cultural life, rich heritage, the environment, housing, retail facilities, health, crime reduction, education, as well as access to sport and entertainment.

There is a need to raise awareness and understanding of the attractiveness and cosmopolitan nature of Leicester as a place to live, work and visit. There is also a need to communicate more effectively the pride in the city felt by its residents and the substantial change that has occurred in the city in recent years resulting from the significant level of investment and regeneration that the city has enjoyed.

To enable Leicester to compete against other UK and European cities and secure new investment and higher-paid jobs, it must communicate more effectively to investors and the business community the opportunities for investment that exist in the city.



Priorities

15 Developing a distinctive identity for the city

Leicester is a city without a clearly defined identity. There has always been competition to attract investors, government funding, tourists, visitors and residents but against the backdrop of the current economic climate it is even more important for Leicester to improve its attractiveness for investment.

There is an opportunity to build on the city’s key strengths and work with stakeholders to develop a distinctive identity and proposition for Leicester to differentiate it from other UK cities. The inclusion of stakeholders in this process will result in their engagement with the identity.

Developing a distinctive profile for the city

	2012/15	2015/20
15.1 City profile: <ul style="list-style-type: none"> To define a strong proposition to differentiate Leicester from other UK cities. To identify the key audiences to be targeted. To agree the key messages that need to be communicated. 	✓	
15.2 Identity: to develop the brand identity for the city.	✓	

16 Adopting an integrated approach to marketing communications in the city

Currently, various organisations are delivering elements of the marketing mix for the city and there is an opportunity to adopt a fully integrated approach to marketing communications and clarify the roles and responsibilities of those organisations involved. The compilation of a strategic and integrated marketing communications plan

will ensure greater consistency and accuracy of messaging to the identified targeted audiences. A well-executed marketing communications plan will establish a distinctive identity and positioning for the city and communicate the strengths and opportunities the city has to offer businesses, tourists, visitors and residents.

Integrated approach to the marketing of the city

	2012/15	2015/20
16.1 Marketing the city: <ul style="list-style-type: none"> To develop and deliver an integrated marketing strategy for the city. To clarify and align marketing responsibilities and make best use of resources within the city, including: <ul style="list-style-type: none"> Reviewing and refocusing the tourism functions of Leicestershire Promotions, Le-One and LCC marketing services. 	✓	



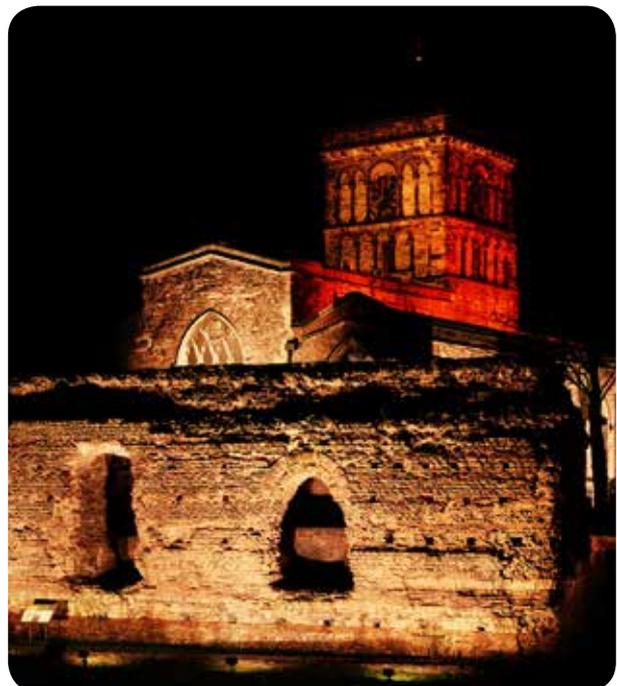
17 Delivering a targeted place-marketing plan to communicate the city's values

In a highly competitive marketplace, it is vital for the success of all existing and future stakeholders in the city that a compelling place-marketing communications plan is delivered. This will provide greater opportunities to influence the behaviour of different target segments more favourably through an offer where the perceived value is lastingly superior to that of the competition. The plan will support the business objectives for the city and will include a market segmentation analysis, a marketing communications strategy, and a range of promotional activities incorporating the latest in information technologies. Partnership working will be crucial in achieving the outcomes of the plan.

A key priority for the city mayor is to restore the city's pride and self-confidence. The successful implementation of the marketing communications plan, which is targeted at inward investment, tourism, businesses and consumers and residents, will communicate the delivery of positive initiatives and encourage the celebration of the city's achievements. In time, this will generate confidence through the different communities who, because of increased pride, will become ambassadors for the city – businesses will recommend to other businesses that Leicester is the place to do business; visitors will recommend to their friends and family that Leicester is a place to enjoy leisure time.

Communicate the city's values

	2012/15	2015/20
<p>17.1 Deliver a place marketing communications plan: to create a destination where people choose to stay, work, shop and play, increase the confidence of the local residential community and inspire a sense of civic pride, through:</p> <ul style="list-style-type: none"> • Enterprises and professional skills marketing - to secure investment into the city through retention and growth of existing businesses and attraction of new investors and developers (national and overseas). • Tourism marketing - to increase the number of day and overnight visitors from both the consumer and business markets through the promotion of the city's conference and event venues, heritage, festivals and leisure attractions and the diversity of the shopping offer. • City marketing - to attract large numbers of visitors to the city by communicating the diverse range of venues, festivals, events, promotions and activities on offer and to secure maximum consumer spend. 	✓	✓
<p>17.2 Marketing materials: to translate the strong positioning and branding into a range of appropriate marketing materials.</p>	✓	



18 Attracting and retaining investment in the city

UK Trade & Investment (UKTI) is the Government agency leading on the attraction and retention of foreign direct investment (FDI) into the country. A partnership arrangement has been agreed between UKTI and the LLEP to deliver the FDI service in the sub-region. The city council will work with its partners in the LLEP to attract and retain FDI into Leicester.

The city council is particularly keen to build on the opportunities presented by the strong international links and networking many local businesses have in order to attract new investment and private equity into the city and increase trade with Asia and the “BRIC”

countries. Greater dialogue is required to understand the needs of private investors and private equity funds and to communicate the city’s competitive advantage.

The city council will work with its partners in the LLEP to attract and retain domestic inward investment into the city. The council will also support actions that ensure opportunities for economic growth, investment and job expansion/retention amongst existing local businesses are not missed. It will work with its partners to identify measures that can support and retain existing businesses to encourage further investment, growth and job creation in the city.

Attracting and retaining investment in the city

	2012/15	2015/20
18.1 Foreign direct investment: to work with partners in the LLEP to deliver the UKTI foreign direct investment service to attract and retain foreign direct investment to the city.	✓	✓
18.2 Domestic inward investment: to work with partners in the LLEP to attract and retain domestic inward investment into the City, and support: <ul style="list-style-type: none"> • Targeted inward investment campaigns that raise awareness of what Leicester has to offer as a place to do business, including the development of appropriate marketing materials and channels. • A coordinated response to inward investment enquiries. • Stronger relationships with national and overseas intermediaries to generate new enquiries. • Closer liaison with developers, investors and landowners in identifying and promoting investment and development opportunities in the city. • A more coordinated approach to inward investment, marketing, property development and regeneration activities in the city. • The development of a comprehensive relocation support package for inward investors looking to relocate to the city. 	✓	✓
18.3 Local business investment: to work with partners in the LLEP to grow and retain investment within existing businesses within the city, including: <ul style="list-style-type: none"> • Re-structuring the city council’s economic regeneration service to allow for more ‘business-facing’ staff, who will be responsible for developing and sustaining relationships with priority business sectors and supporting inward investment. • Developing stronger overseas trading relationships and promoting local exporters. 	✓	✓



19 Continuing to increase the visitor and business tourism markets

Tourism plays an important role in the city's economy and there are significant opportunities to increase both the visitor and business tourism markets in the coming years. In 2009, Leicester Shire Promotions estimated the sub-regional tourist industry to be worth £1.31 billion, that annual tourist numbers to the city and county stood at over 31.8 million and that over 15,900 people were employed

directly and 4,300 people employed indirectly in tourism across the city and county. For the city, it was also estimated that tourism contributed £440.4 million to the local economy in Leicester in 2009. This includes the value generated in the area by day visitors, staying tourists, people visiting friends or relatives and people coming to Leicester for work or business purposes.

Growing the visitor and business tourism markets

	2012/15	2015/20
19.1 Improving the city offer for visitors, including: <ul style="list-style-type: none"> • Attracting additional investment in leisure attractions, particularly in the city centre. • Securing investment in a new 4/5 star hotel in the city centre with a major conference facility. • Increasing family-friendly activities, including more Sunday activities (events, festivals, music) and deliver the 2012 Olympic Year Activity Programme. • Increasing business-led visitor events, including Big Eat. • Improving the coordination of marketing and promotion of events and event venues in the city. • Ensuring up-to-date intelligence and data is available. 	✓	✓
19.2 Growing the business tourism market, including: a more coordinated approach to event bidding.	✓	✓
19.3 Customer service: to work with the private sector to improve customer services for visitors, through training and improved skills.	✓	✓





ACTION PLAN TARGETS

This action plan identifies a range of projects and actions to be delivered in the period to 2020. The detail and delivery timeframe for each activity is outlined in the relevant economic priority chapter. In order to monitor the overall delivery of the action plan, the following targets have been identified corresponding to all actions in this plan.

Outputs from economic action plan	TARGET 2020
Jobs created or safeguarded	8,500
Six-month work experience jobs created for young people	450
Apprenticeship opportunities created	200
Graduate placement and internship places created	150
New businesses created	800
Businesses supported to grow	1,800
New business workspace developed	380,000sq.ft.
New/refurbished Grade A office floorspace in the city centre	530,000sq.ft.
New houses built on released council land	3,500
Exemplar low carbon houses built	300
Increased retail expenditure in Leicester (CACI ranking of GB retail destinations)	Top 15
Increased value of tourism to the city (2010-2020)	£150 million
Increased number of visitors to the city (2010-2020)	3.4 million
Increased number of overnight stays in the city (2010-2020)	1.4 million

MEASURING PROGRESS

The overall performance of the city's economy will be measured annually against the following outcomes and indicators for Leicester:

Outcome	BASELINE DATE	LEICESTER BASELINE	ENGLAND BASELINE
Increased productivity and competitiveness (GVA per head)	2009	£19,620	£20,498
New enterprises as a percentage of total enterprises	2010	11.0	10.4
Increased three-year business survival rates	2010	60.1%	62.9%
Increased weekly median workplace earnings	2011	£466	£507
Employment growth is positive over period 2010 to 2020	(2008-2010)	-1.2%	-3.0%
Share of employment in knowledge-based sectors increases	2010	36.1%	37.2%
Increased employment rate	Mar 2012	61.9%	70.3%
Reduction in unemployment rate (JSA Claimants)	Jun 2012	6.2%	3.8%
Increased proportion of workforce with at least NVQ level 2 qualifications	Dec 2011	60.7%	69.5%
Increased proportion of workforce with at least NVQ level 4 qualifications	Dec 2011	27.4%	32.7%
Reduction in number of people NEET aged 16-18	May 2012	7.8%	5.9%
Higher proportion of local businesses report increased turnover	Feb 2012	34%	n/a
Higher proportion of local businesses report increased profits	Feb 2012	33%	n/a
Reduction in proportion of businesses reporting serious skills shortages	Feb 2012	24%	n/a

