

# Hinckley & Bosworth Economic Regeneration Strategy 2016 - 2020



Hinckley & Bosworth  
Borough Council  
*A Borough to be proud of*

## Background and Action Plan



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## **INTRODUCTIONS**

This Delivery Plan aims to identify the key actions and interventions that this Council will seek to facilitate and influence to address the challenges and opportunities identified within the new Economic and Regeneration Strategy for this Borough. This document should be read in conjunction with the new strategy 2016-2020.

This document highlights the key vision aimed at ensuring the Borough continues to prosper from economic activity and regeneration. It sets out the context by reviewing key economic trends and statistics, considers key outputs from the Economic Assessment carried out in 2015, reviews current and anticipated economic drivers and sets out detailed actions linked to the four thematic aims of the strategy.

## **THE VISION**

- **To have a vibrant location with a competitive and thriving local economy across the whole of the borough**
- **To attract and sustain investment, business growth and entrepreneurship**
- **To have a flexible and skilled workforce enabling sustainable communities and a location where people want to live and work, because good quality jobs are available in both the urban and rural areas of the borough**
- **To enable an environment of partnership and collaboration, where the private and public sector come together to invest in the future of the borough**

## KEY STATISTICS

### Hinckley and Bosworth (Source: NOMIS):

- In 2015 had a population of 107,700 with 61.4% in the working age population
- From January 2015 to December 2015 83.3% of the population were economically active slightly higher than both Leicestershire (79.1%) and Great Britain 77.8%
- From January 2015 to December 2015 the unemployment rate was 3% slightly below Leicestershire (3.1%) and Great Britain (5.2%)
- As of November 2015 0.8% of the population were claiming Job Seekers Allowance, slightly above the Leicestershire average of 0.7% but below the Great Britain average of 1.5%
- From January 2015 to December 2015 29.7% had an NVQ4 and above qualification which is lower than Leicestershire (34.5%) and Great Britain (37.1%)
- In 2015 full-time workers gross weekly pay earnings by residence was £524.10 which is lower than Leicestershire (£527.00) and Great Britain (£529.60)
- In 2014 had a job density of 0.72 which is below that of Leicestershire 0.76 and Great Britain 0.82
- In 2014 had 18.2% of employee jobs in the manufacturing sector
- The UK Business Counts data for 2015 shows that 99.5% of businesses were classed as Micro to Medium enterprise (0-249 employees), with 89.2% classed as micro enterprise (0-9 employees)

### Leicester and Leicestershire Business Survey 2015:

- Respondents from Hinckley & Bosworth were by far the most optimistic about business prospects for Leicestershire as a whole with almost half (49%) expecting the County to see an improvement compared to an average of just 38%
- When asked to consider a list of factors that may be a cause of concern for their businesses respondents from Hinckley & Bosworth identified competition in the market (12%), the economy (9%), and general costs (8%) as the most common issues. However it should be noted that the most common answer to this question in Hinckley & Bosworth was 'nothing' (32%)
- Almost three quarters of respondents from Hinckley & Bosworth expect their businesses to grow over the next twelve months (73%), with the vast majority anticipating steady rather than rapid growth. This compares well with the overall figure for Leicestershire of 71%

- More than half of Hinckley & Bosworth businesses said that they had increased profits (56%) and sales turnover (57%) in the previous twelve months, a slightly higher proportion than the average for the whole County. With 80% of Hinckley and Bosworth businesses expect to have increased profits in the next 12 months
- Less than half of businesses in Hinckley & Bosworth said they had a formal written business plan (47%)
- The district had the lowest incidence of recruitment difficulties in the survey with just 20% reporting issues compared to an average of 25%. Where difficulties did arise the most commonly given reasons were a low number of applicants with the required skills (39%)
- Almost half (46%) of respondents in Hinckley & Bosworth said they would recruit staff in the next twelve months, which is the second highest of any area of Leicestershire

### **Leicester and Leicestershire Enterprise Partnership (LLEP) Sector Plan Hinckley and Bosworth findings:**

- Advanced Manufacturing and Engineering (AME): Hinckley & Bosworth is around the third for the number of enterprises in the advanced manufacturing & engineering Sector. Highest for motor vehicles, trailers and semi-trailers. Further opportunities for supply chain development also exist through the world renowned MIRA Enterprise Zone
- Creative Industries: 10.5% of the LLEP area creative industries are located in Hinckley & Bosworth which is around the middle of the Leicestershire districts. IT is a more predominant sub-sector (41.1%) followed by design (14.8%) and Architecture (9.5%). With creative hubs like the Atkins Building, the town of Hinckley has an emerging cluster of creative businesses. Included in the action plan under the creative city and county hub programme including 'Expanded Atkins Building in Hinckley'
- Textiles: A significant presence around Hinckley
- The area has over 4,700 people working in Logistics and Distribution
- In terms of Food and Drink the area has less than 1% employment in this sector which is below the average for England

### **Economic Review & Impact Assessment, December 2015:**

- The cross border partnership consisting of Hinckley and Bosworth, Nuneaton and Bedworth and North Warwickshire total gross value added is £5.5 billion with Hinckley and Bosworth contributing 37%
- For Hinckley and Bosworth inward investment tends to come from the logistics sector and high technology companies

- For Hinckley and Bosworth working age population is likely to remain stable
- For Hinckley and Bosworth life expectancy is higher than the national average
- For Hinckley and Bosworth travel to work flows show heavy use of the local road network and experiences high levels of net out-commuting
- The Index of Multiple Deprivation shows low level of deprivation compared to nationally but with 'pockets' of deprivation

## A SUMMARY OF KEY ISSUES TO BE ADDRESSED

The statistics highlighted above have helped to populate the Strengths, Weaknesses, Opportunities and Threats (SWOT) below. This SWOT has been used to identify the key aims, objectives and actions that appear later in this document in order to build on the strengths and opportunities that the area possesses, whilst at the same time addressing the threats and looking for solutions to overcome economic weaknesses.

STRENGTHS	WEAKNESSES
<p><b>Location</b></p> <ul style="list-style-type: none"> <li>• Within the Golden Triangle for logistics</li> <li>• Good motorway links</li> </ul> <p><b>Assets</b></p> <ul style="list-style-type: none"> <li>• MIRA Technology Park</li> <li>• Tourism and heritage offer</li> </ul> <p><b>Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Low levels of deprivation</li> </ul> <p><b>Economic output</b></p> <ul style="list-style-type: none"> <li>• Overall levels of output have improved</li> <li>• Optimistic business community</li> </ul> <p><b>Knowledge and innovation</b></p> <ul style="list-style-type: none"> <li>• Particularly in high tech manufacturing, creative and textile sectors</li> </ul>	<p><b>Economic output</b></p> <ul style="list-style-type: none"> <li>• Overall size of the economy is small relative to adjacent centres</li> </ul> <p><b>Enterprise</b></p> <ul style="list-style-type: none"> <li>• SMEs and business start-ups</li> <li>• Low levels of food and drink businesses</li> </ul> <p><b>Labour Market</b></p> <ul style="list-style-type: none"> <li>• Skills and qualifications particularly related to NVQ4 and above</li> </ul> <p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Employment in knowledge intensive services</li> </ul>
OPPORTUNITIES	THREATS
<p><b>Economic output:</b></p> <ul style="list-style-type: none"> <li>• Recent growth and potential to build on key assets</li> <li>• Investor prospectus and other promotional documents</li> <li>• Food and drink industry</li> </ul> <p><b>Knowledge and innovation</b></p> <ul style="list-style-type: none"> <li>• High tech sector growth</li> </ul> <p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Improving road and digital infrastructure</li> </ul> <p><b>Wider projects</b></p> <ul style="list-style-type: none"> <li>• Spill-over benefits from M42 corridor investment</li> </ul> <p><b>Affordability</b></p> <ul style="list-style-type: none"> <li>• Potential to attract highly skilled workforce</li> </ul>	<p><b>Quality of life</b></p> <ul style="list-style-type: none"> <li>• Weak wage growth could impact on residents</li> <li>• Pockets of deprivation</li> </ul> <p><b>Enterprise</b></p> <ul style="list-style-type: none"> <li>• Susceptible to shocks associated with performance of key employers</li> <li>• Number of businesses without formal business plan</li> </ul> <p><b>Labour Market</b></p> <ul style="list-style-type: none"> <li>• Overall aging demographic</li> </ul> <p><b>Location</b></p> <ul style="list-style-type: none"> <li>• Shortage of employment land</li> <li>• Potential for the growth of neighbouring centres to divert investment from the area</li> </ul>

## CONTRIBUTION OF PROJECTS TO DATE

The borough has been undergoing significant transformation economically recently with an investment of over £1 billion creating approximately 10,000 jobs in Hinckley town centre and the wider borough. The table below shows the impact that completed projects have produced.

Projects include- The Atkins; The Hub; Greenfields Business Park; Hinckley campus of North Warwickshire & Hinckley College; Hinckley Business Improvement District; The Crescent; Hinckley Commercial Park; MIRA Technology Park; National Forest; Bosworth Water Trust Leisure Park.

<b>Gross Direct Impacts</b>	
Total investment	£301 million
Total gross construction jobs (person years)	1,960
Total gross permanent jobs	3,410
Total gross value added per annum	£155 million
<b>Net Additional Impacts</b>	
Total net additional local construction jobs (person years)	1,270
Total net additional local permanent jobs (resident based)	1,742
Total net additional permanent jobs (workplace based)	2,839
Total net additional GVA per annum	£133 million



## CONTRIBUTION OF RECENTLY COMPLETED, ONGOING AND FUTURE PROJECTS

The table below shows the impact that recently completed; ongoing and future projects may produce.

Projects include- Argents Mead Leisure Centre, Leicestershire County Council rural broadband, MIRA Technology Park, Barwell and Earl Shilton Sustainable Urban Extensions, Market Bosworth Marina, Twycross Zoo.

<b>Gross Direct Impacts</b>	
Total investment	£188 million
Total gross construction jobs (person years)	5,780
Total gross permanent jobs	5,600
Total gross value added per annum	£312 million
<b>Net Additional Impacts</b>	
Total net additional local construction jobs (person years)	3,745
Total net additional local permanent jobs (resident based)	3,300
Total net additional permanent jobs (workplace based)	5,100
Total net additional GVA per annum	£286 million

## **ECONOMIC DRIVERS**

### **SUB-REGIONAL ECONOMIC DRIVERS**

#### **Leicester & Leicestershire Local Enterprise Partnership (LLEP)**

Local Enterprise Partnerships lead on economic regeneration priorities as set out by the Government. Accordingly it is important that our economic regeneration strategy has policies that reflect those of the LLEP although ours will further reflect the very local needs of the area.

#### **The strategic objectives of the LLEP Economic Growth Plan include:**

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

The LLEP Economic Growth Plan also has a key challenge to ensure that local training provision is able to meet both current and future needs and address skills shortages especially in engineering.

#### **LLEP Sector Plans**

The LLEP has a number of priority sectors and in summer 2015 has drawn up plans for each of these. The sectors comprise:

- Advanced manufacturing & engineering
- Creative industries
- Food & drink
- Logistics and distribution
- Low carbon
- Professional & financial services
- Textiles
- Tourism & hospitality
- Sport & physical activity

Across the LLEP sector plan action plans the following themes and issues stand out:

- Most of the sectors highlighted the need for sector specific advisory groups/boards to help promote the sector and give the industry a voice

- Issues of staff recruitment can range from issues related to attracting and retaining skilled people to a lack of supply of suitably qualified staff which needs addressing
- Suitable premises for expansion needs addressing through collaboration between local planning authorities for allocating land, allowing clustering and stimulating the provision of suitable premises
- Skills gaps in the current workforce are highlighted with the need to improve skills by businesses working with education providers linking the provision of the technical skills needs as well as the relevance of apprenticeships and increasing the flow of work ready candidates
- Staff transport issues are seen as an issue in many sectors whether this is the lack of public transport related to the 24/7 nature of many businesses or the rural location
- Funding in the form of grant schemes to support start up businesses and upfront costs through to premises improvement/upgrading facilities
- Most sectors support supply chain activity from a supply chain gap review to improving networking so businesses can see the opportunities available and highlight pressures in each stage of the supply chain
- Broadband technology issues need addressing through encouraging provision and take-up of broadband to funding to support website development
- Promotion and branding of sectors is seen as important from raising awareness and improving the public perception of a place to work to supporting accreditation to improve product standards
- A single point of contact for specific sector needs is seen as an important business support function including using sector specific expertise to improve clarity of grant applications as well as allowing for further networking between businesses
- A business growth programme for the specific sectors offering business development funds will help to grow each of the individual sectors

### **LLEP Business Gateway**

The LLEP Business Gateway is a 'one-stop shop' growth hub for all business needs. The gateway provides information on forms of business support available from local and national partners across a wide range of industries and sectors. Information is available on starting a business, growing your business, how to access finance, hiring and training, and premises and investing.

## **Combined Authority**

A proposal to develop a Combined Authority for Leicester and Leicestershire was submitted to the Government on 21 December 2015. The Combined Authority comprises Leicestershire County Council, Leicester City Council, the Leicestershire District Councils and the LLEP. The proposal focuses on the areas of long term economic investment/development through closer working in relation to the following key areas:

### Planning:

Councils to work together to agree a clearer, long-term framework to meet future housing and employment needs for the whole area and identify future growth locations.

### Transport:

To focus on long-term investment in road, rail and other public transport infrastructure.

### Skills:

To drive and deliver skills and training, to give local people the chance to get better qualifications and employment.

It is currently anticipated that the Order to establish the Combined Authority will be made by the Secretary of State in October 2016.

## **LOCAL ECONOMIC DRIVERS**

### **The Council's Corporate Plan 2013-2016**

The council's Corporate Plan sets out the vision to make Hinckley and Bosworth 'A Borough to be proud of'. To support the vision there are four corporate aims:

- Creating a vibrant place to work and live
- Empowering communities
- Supporting individuals
- Providing value for money and pro-active services

### **The Development Plan is comprised of:**

#### **Core Strategy (2009)**

The Core Strategy is the key Development Plan Document providing the vision and spatial strategy for the borough.

#### **Site Allocations and Development Management Policies DPD (2016)**

This document forms part of the Local Plan 2006 to 2026. It identifies sites for uses such as housing, employment, retail, open space and community facilities that will deliver the aims, vision and objectives of the Core Strategy.

#### **Hinckley Town Centre Area Action Plan (2011)**

The Hinckley Town Centre Area Action Plan sets out the strategy for the future of the town centre and identifies sites for development.

#### **Earl Shilton and Barwell Area Action Plan (2014)**

The purpose of the Earl Shilton and Barwell Area Action Plan is to set out the strategy for future development across the two settlements. It allocates land for housing, employment, retail, recreation, open space and community facilities within two Sustainable Urban Extensions north-west of Barwell and south-east of Earl Shilton.

#### **Town Centres' Vision**

This document sets out high level ambitions for the borough's town centres, highlighting key opportunities for regeneration and development to boost their economic success and attractiveness and promotes projects in Hinckley, Earl Shilton, Barwell and Market Bosworth.

## **Investor Prospectus**

The investor prospectus acts as guide to development and occupier opportunities in the borough. The document assists with the specific site marketing of key sites. The document produced in 2015 and recently updated acts as a promotional tool for sites in the borough.

## **Cross Border Partnership**

The Council is a member of a Cross Border Partnership with North Warwickshire Borough Council and Nuneaton & Bedworth Borough Council. This Partnership includes engagement with and the Leicester and Leicestershire LEP and Coventry & Warwickshire LEP. The purpose of the partnership is to share in expertise and develop/ deliver initiatives that will support the economy in the Cross Border area, a location where there are strong economic links. As an example, the MIRA Technology Park Enterprise Zone adjoins all three areas, and represents an opportunity for all three areas. Working jointly on supporting the Enterprise Zone is a key priority. An advantage of this partnership is also that it enables the authorities to become resilient when undertaking a project.

## **KEY AIMS, OBJECTIVES AND ASSOCIATED ACTIONS**

The key objective of this document is to direct local economic and associated development activities and investment in line with the Council's Corporate Plan and its relevant planning documents such as the Core Strategy and Area Action Plans. Current economic baseline figures are used to help inform the decision as to the most pertinent objectives and actions required for this strategy.

Accordingly the document sets out a number of economic regeneration initiatives that will enhance and boost the economy of the local area, building on what has happened over the last 5 years and wherever appropriate to align proposals and projects with the LLEP Strategic Economic Plan.

### **KEY AIM 1 Local investment in place**

#### **Objectives**

- Encouraging and enabling town centre regeneration projects
- To support rural regeneration initiatives
- To promote and market the borough as an area that offers opportunities for development, investment and relocation
- To promote a business cluster where high quality end users locate and nurture excellence
- To provide advice on the availability of sites for both businesses wishing to locate in the area and to local businesses requiring 'grow on' on space
- To continue to develop the visitor economy

### **KEY AIM 2 Local investment in business**

#### **Objectives**

- To develop a sustainable and successful business base and encourage and support both established businesses and start-ups
- To engage with businesses expressing a desire to relocate in order to ensure their continued presence in the borough
- Regeneration of key employment sites within the borough to enable them to meet the needs of modern business requirements
- To work with all sectors and particularly the 8 sectors with LLEP sector growth plans

- Ongoing support for SMEs and for those wishing to start up a business
- To engage with and support businesses wishing to take on apprentices, and to generally promote the advantages to businesses of providing apprenticeship, traineeships and work placements opportunities
- To encourage the take-up of high speed broadband opportunities
- To encourage business awareness in respect to export market opportunities

**KEY AIM 3**  
**Local investment in people**

**Objectives**

- To create widespread employment opportunities
- To work in partnership to upskill the local workforce and to enable the best opportunity to meet the potential offered by local companies
- To have an emphasis on supporting skill development for young people Not in Employment, Education or Training (NEETS) and the unemployed
- To address any mismatch between the requirements of local businesses and the skill sets of the local community
- To develop the opportunity for local construction jobs as new development sites come forward
- To ensure local people have access to appropriate transport facilities in order to access employment and education locations

**KEY AIM 4**  
**To work in partnership to fulfil the economic potential of the area**

**Objectives**

- To ensure that a broad range of support packages are available to local businesses, particularly micro and small enterprises
- To develop strong partnership relationships, which have the capacity to lever in funding where required to deliver both large and small scale projects



## ACTION PLAN

<b>Time Frame Key</b>
S - Short Term 1 Year / Ongoing
M - Medium Term 3 Years
L – Long Term 3 – 5 Years

### Local investment in place

Action	Potential partners/initiatives	Monitoring	Timeframe
Implement the Town Centres' Vision document in respect to sites highlighted in Hinckley, Earl Shilton, Barwell and Market Bosworth	<ul style="list-style-type: none"> <li>• Working with landowners and developers</li> <li>• Town centre businesses and business groups</li> <li>• Hinckley Business Improvement District (BID), Parish and Town Councils</li> <li>• Leicestershire &amp; Leicestershire Enterprise Partnership (LLEP)</li> <li>• Leicestershire County Council</li> </ul>	<ul style="list-style-type: none"> <li>• Number of sites coming forward</li> <li>• Number of new business</li> <li>• Inward investment</li> <li>• Number of new homes</li> </ul>	M/L

Action	Potential partners/initiatives	Monitoring	Timeframe
To promote a business cluster where high quality end users locate and nurture excellence	<ul style="list-style-type: none"> <li>Leicestershire &amp; Leicestershire Enterprise Partnership</li> <li>Leicestershire County Council</li> <li>Inward investment team at Leicester City Council</li> <li>Universities</li> </ul>	<ul style="list-style-type: none"> <li>Number of new business</li> <li>Inward investment</li> <li>Number of NVQ4 and above qualifications</li> </ul>	S/M
Promote the Investor Prospectus and its sites at business events and meetings with developers	<ul style="list-style-type: none"> <li>Developers</li> <li>Business events</li> <li>Leicester City Inward Investment team</li> </ul>	<ul style="list-style-type: none"> <li>Number of sites brought forward</li> <li>Number of jobs created on sites</li> <li>Number of attendees at events</li> </ul>	S
To regularly update the Investor Prospectus	<ul style="list-style-type: none"> <li>Developers</li> <li>Inward investment team at Leicester City Council</li> </ul>	<ul style="list-style-type: none"> <li>Number of sites brought forward</li> <li>Number of jobs created on sites</li> </ul>	S
Bring forward employment sites and facilitate quality 'move on' space for businesses wishing to expand	<ul style="list-style-type: none"> <li>Work with consultants in respect to the Employment Land &amp; Premises Study that is being commissioned</li> <li>LLEP</li> </ul>	<ul style="list-style-type: none"> <li>Number of sites coming forward</li> <li>Number of new business</li> <li>Inward investment</li> </ul>	M/L
To collaborate with North West Leicestershire District Council to bring forward the new employment site near Bardon	<ul style="list-style-type: none"> <li>North West Leicestershire District Council</li> <li>Developers</li> </ul>	<ul style="list-style-type: none"> <li>Number of new business</li> <li>Inward investment</li> </ul>	S/M

Action	Potential partners/initiatives	Monitoring	Timeframe
To promote the MIRA Technology Park and Enterprise Zone	<ul style="list-style-type: none"> <li>• Horiba MIRA</li> <li>• LLEP</li> <li>• Cross-Border Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new businesses locating to the site</li> <li>• Success of the Enterprise Zone</li> </ul>	S
Work with funding regimes to provide an additional innovative enterprise centre in Hinckley	<ul style="list-style-type: none"> <li>• LLEP programmes</li> <li>• Business community</li> </ul>	<ul style="list-style-type: none"> <li>• New build enterprise centre established or existing building restored</li> </ul>	S/M
To promote infrastructure projects in order to open up employment and residential sites and to improve the free flow of traffic on the borough's roads	<ul style="list-style-type: none"> <li>• Highways England</li> <li>• LCC</li> <li>• LLEP</li> </ul>	<ul style="list-style-type: none"> <li>• Number of sites brought forward</li> <li>• Less traffic congestion</li> </ul>	M/L
Continue to work with the Town Centre Manager and Hinckley Business Improvement District in respect to town centre related initiatives and events	<ul style="list-style-type: none"> <li>• Hinckley BID</li> <li>• Town Centre Manager</li> <li>• Federation of Small Businesses (FSB)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of initiatives</li> <li>• Number of events</li> <li>• Number of businesses engaged</li> </ul>	S
Ongoing work with North Warwickshire Borough Council in respect to the delivery of the LEADER programme for the rural areas of the borough	<ul style="list-style-type: none"> <li>• LEADER Project Manager</li> <li>• LEADER Development Officer</li> <li>• Local Action Group Chair</li> </ul>	<ul style="list-style-type: none"> <li>• Number of grants awarded to rural businesses and communities</li> </ul>	S

Action	Potential partners/initiatives	Monitoring	Timeframe
Promotion of a Destination Management Plan	<ul style="list-style-type: none"> <li>• North Warwickshire Borough Council</li> <li>• Coventry Warwickshire LEP</li> </ul>	<ul style="list-style-type: none"> <li>• Plan production and implementation</li> </ul>	S
To work with tourism bodies in relation to tourism matters	<ul style="list-style-type: none"> <li>• Hinckley &amp; Bosworth Tourism Partnership</li> <li>• Tourism destinations e.g. Twycross Zoo</li> <li>• Leicestershire Promotions</li> <li>• Hotels</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism figures</li> </ul>	S/M
Continue to deliver the Environmental Improvement Programme	<ul style="list-style-type: none"> <li>• Parish Councils</li> <li>• Heritage groups</li> </ul>	<ul style="list-style-type: none"> <li>• Number of schemes brought forward</li> <li>• Environmental improvements</li> <li>• Customer satisfaction</li> </ul>	S
Submit an application to the Heritage Lottery Fund's Townscape Heritage Initiative Fund	<ul style="list-style-type: none"> <li>• Hinckley BID</li> <li>• Local schools and college</li> <li>• Community groups</li> </ul>	<ul style="list-style-type: none"> <li>• Successful bid</li> <li>• Number of buildings improved in the Hinckley Conservation Area</li> <li>• Environmental improvements</li> <li>• Community engagement levels</li> </ul>	S

## Local investment in business

Action	Potential partners/initiatives	Monitoring	Timeframe
Establish relationships with and an understanding of the needs of both existing and new businesses especially related to their skill requirements	<ul style="list-style-type: none"> <li>• Business community</li> <li>• Business groups e.g. Info to Grow</li> <li>• Networking events</li> <li>• Education providers</li> </ul>	<ul style="list-style-type: none"> <li>• Number of businesses engaged</li> <li>• Business confidence figures</li> <li>• Business surveys</li> </ul>	S/M
To investigate what type of businesses are likely to be attracted to the area in the future and to establish a skills base that will meet the needs of these businesses	<ul style="list-style-type: none"> <li>• Inward investment team at Leicester City Council</li> <li>• LLEP</li> <li>• HoribaMIRA</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of new businesses setting up</li> <li>• Skills attainment</li> </ul>	S/M
To help to improve the supply of technically trained staff to fulfil the needs across business sectors especially the 8 LLEP Sectors Growth Plans	<ul style="list-style-type: none"> <li>• Cross-Border Employment &amp; Skills Partnership</li> <li>• LLEP Enterprise Adviser Network</li> <li>• Horiba MIRA</li> <li>• North Warwickshire &amp; Hinckley College</li> <li>• Local schools</li> <li>• Universities</li> <li>• LLEP Business Gateway</li> </ul>	<ul style="list-style-type: none"> <li>• Skills attainment figures for the borough</li> <li>• Business satisfaction surveys</li> </ul>	S/M

Action	Potential partners/initiatives	Monitoring	Timeframe
Signpost access to business support programmes	<ul style="list-style-type: none"> <li>• LLEP Business Gateway</li> <li>• HBBC website</li> </ul>	<ul style="list-style-type: none"> <li>• Business Gateway statistics</li> <li>• Number of businesses supported</li> <li>• Number of grants received</li> </ul>	S
Facilitate and promote business events by working in partnership on subjects chosen through collaboration with local businesses	<ul style="list-style-type: none"> <li>• HBBC website</li> <li>• Business groups e.g. Info to Grow</li> <li>• Social media</li> <li>• Borough Bulletin</li> <li>• BID digital promotion facilities</li> <li>• LLEP Business Gateway</li> <li>• Cross-Border Partnership</li> <li>• North Warwickshire &amp; Hinckley College</li> <li>• Local businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Number of attendees at events</li> <li>• Feedback after events</li> </ul>	S
To further promote the local supply chain network to encourage businesses to both sell to and procure goods and services from other local companies	<ul style="list-style-type: none"> <li>• Cross-Border Partnership</li> <li>• Local businesses</li> <li>• Business groups e.g. Info to Grow</li> </ul>	<ul style="list-style-type: none"> <li>• Number of businesses registering on network</li> </ul>	S
To facilitate a business directory	<ul style="list-style-type: none"> <li>• Coventry Warwickshire LEP</li> </ul>	<ul style="list-style-type: none"> <li>• Number of business registrations</li> </ul>	S

Action	Potential partners/initiatives	Monitoring	Timeframe
To regularly update the economic regeneration pages of the Borough Council's website	<ul style="list-style-type: none"> <li>• HBBC staff</li> </ul>	<ul style="list-style-type: none"> <li>• Up-to-date relevant information</li> </ul>	S
To enable the provision of courses on the best use of superfast broadband opportunities	<ul style="list-style-type: none"> <li>• Leicestershire County Council</li> <li>• LLEP</li> </ul>	<ul style="list-style-type: none"> <li>• Number of courses attended</li> <li>• Number of attendees</li> <li>• Business satisfaction survey</li> </ul>	M
Work with funding regimes to enable the promotion of relevant grants programme for SMEs	<ul style="list-style-type: none"> <li>• LEADER project</li> <li>• LLEP</li> <li>• Leicestershire County Council</li> </ul>	<ul style="list-style-type: none"> <li>• Number of grants attained</li> </ul>	S
To improve the ability of businesses to complete successful funding applications	<ul style="list-style-type: none"> <li>• LLEP Business Gateway Advisors</li> <li>• HBBC staff</li> </ul>	<ul style="list-style-type: none"> <li>• Number of successful bids</li> <li>• Number of funding regimes accessed successfully</li> </ul>	S
Provide an account management service in respect to the planning process to help businesses to submit good quality applications	<ul style="list-style-type: none"> <li>• HBBC staff</li> </ul>	<ul style="list-style-type: none"> <li>• Number of successful applications by businesses</li> <li>• Number of sites brought forward</li> </ul>	M

## Local investment in people

Action	Potential partners/initiatives	Monitoring	Timeframe
To work with local schools to ensure pupils have an understanding of local employment and training opportunities and in particular to engage with the LLEP Enterprise Adviser Network	<ul style="list-style-type: none"> <li>• Local schools and academies</li> <li>• North Warwickshire &amp; Hinckley College</li> <li>• LLEP</li> <li>• Leicestershire County Council</li> <li>• Local businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Employment figures</li> <li>• Business satisfaction survey</li> <li>• Number Job Centre claimants</li> </ul>	S/M
To promote specific sector job opportunities at schools and colleges in order to improve perceptions and attract young people into employment in these sectors	<ul style="list-style-type: none"> <li>• Job Centre Plus</li> <li>• LLEP</li> <li>• Leicestershire County Council</li> <li>• Local schools and academies</li> <li>• North Warwickshire &amp; Hinckley College</li> <li>• Local businesses</li> <li>• Youth clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Employment figures</li> <li>• Business satisfaction survey</li> <li>• Number of Job Centre claimants</li> </ul>	S/M
To work with education providers and businesses to match courses to local business needs	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• Horiba MIRA Skills Academy</li> <li>• Local schools and academies</li> <li>• North Warwickshire &amp; Hinckley College</li> <li>• Universities such as University of</li> </ul>	<ul style="list-style-type: none"> <li>• Skills attainment figures</li> <li>• NVQ 1 to 4 attainments</li> <li>• NVQ4 plus statistics for the borough</li> </ul>	S/M



Action	Potential partners/initiatives	Monitoring	Timeframe
	Leicester and De Montfort University		
To support people wishing to set up in business and those working from home	<ul style="list-style-type: none"> <li>• LLEP Business Gateway</li> </ul>	<ul style="list-style-type: none"> <li>• Number of businesses created</li> <li>• Business satisfaction surveys</li> </ul>	S
To work with construction companies and developers on local sites to encourage them to take on local people for jobs, apprenticeships and work placements	<ul style="list-style-type: none"> <li>• Developers</li> <li>• Job Centre Plus</li> <li>• LLEP</li> <li>• Further education providers</li> </ul>	<ul style="list-style-type: none"> <li>• Number of construction jobs obtained in the borough</li> <li>• Number of apprenticeships</li> <li>• Number of traineeships</li> <li>• Number of work placements</li> </ul>	S/M
To engage with local transport providers to ensure people can access employment and training	<ul style="list-style-type: none"> <li>• Leicestershire County Council</li> <li>• Local bus companies e.g. Arriva</li> <li>• Train companies</li> <li>• Leicestershire County Council Wheels to Work project</li> </ul>	<ul style="list-style-type: none"> <li>• Number of LCC Wheels to Work clients in borough</li> <li>• Job vacancy rates</li> <li>• Commuting distances</li> <li>• Community satisfaction survey</li> </ul>	S/M
To work with local people on community regeneration projects	<ul style="list-style-type: none"> <li>• Residents associations</li> <li>• Sports and youth clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Grants obtained</li> <li>• Number of projects implemented</li> </ul>	M
To support agencies helping residents into work e.g. Supporting Leicestershire Families	<ul style="list-style-type: none"> <li>• Supporting Leicestershire Families</li> <li>• Job Centre Plus</li> <li>• Probation Service</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted persons achieve employment</li> </ul>	M

**To work in partnership to fulfil the economic potential of the area**

Action	Potential partners/Initiatives	Monitoring	Timeframe
To ensure a broad range of support packages are available to local businesses, particularly micro and small enterprises	<ul style="list-style-type: none"> <li>• LLEP Business Gateway</li> <li>• Town Centre Groups</li> <li>• Business groups</li> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Number of grants obtained</li> <li>• Business satisfaction</li> </ul>	S
To develop strong partnership relationships, which have the capacity to lever in funding where required to deliver both large and small scale projects	<ul style="list-style-type: none"> <li>• DCLG</li> <li>• LLEP</li> <li>• The Cross-Border Partnership</li> <li>• Local education providers</li> <li>• Leicestershire County Council</li> <li>• Leicestershire District/Borough Councils</li> <li>• Hinckley &amp; Bosworth Tourism Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Business satisfaction and engagement</li> <li>• Number of sites/initiatives brought forward</li> </ul>	S
Support and work with Hinckley BID, Hinckley Chamber of Trade, Earl Shilton Town Team, Barwell Parish Council and other Parish Councils in respect to initiatives and events.	<ul style="list-style-type: none"> <li>• Town Centre Manager</li> <li>• Local business forums</li> <li>• Neighbourhood Plan groups</li> <li>• Local businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Number of positive comments at events</li> <li>• Business satisfaction</li> <li>• Vacancy rates</li> <li>• Footfall figures</li> </ul>	S

## **IMPLEMENTATION OF ACTION PLAN**

Delivery of the Action Plan will primarily be dependent upon a strong relationship between the Borough Council and its key partners including:

- Leicester and Leicestershire Enterprise Partnership to ensure that the best opportunities for funding and other implementation opportunities are achieved through the LLEP Growth Plan, Regional Growth Fund, current European funding and other sources
- Private sector partners such as land owners and developers
- Public sector bodies to ensure co-ordinated funding of key projects
- Existing businesses and business organisations for example to bolster our town centres' reputation for major investors / potential investors
- Public transport providers and the Local Highways Authority for example to deliver effective public transport services and junction improvements to mitigate the impacts of new development
- Local resident's organisations to ensure that the town centres' Area Action Plans objectives and vision match local communities' aspirations for their town centres
- When justified and deemed necessary, the council will use Compulsory Purchase Order powers in order to bring forward development opportunities.

## **CONCLUSION**

The new strategy will assist the council in its important leadership role to promote the economic, social and environmental well-being of its area. It will also act as a framework for influencing and supporting various partners and stakeholders, who will be involved in driving economic development and regeneration locally and in particular to help enable the realisation of funding opportunities by demonstrating that the council has ambitious aspirations based on factual evidence.

## **APPENDIX 1**

### **RECENT ACHIEVEMENTS AND ONGOING INITIATIVES**

#### **The Crescent, Hinckley**

There was promotion of Construction Jobs at the Crescent, through working with the building contractor, Bowmer and Kirkland, via The Tin Hat Partnership. 435 weeks of training and work experience opportunities were made possible during the 19 month demolition and build scheme. During the construction of The Crescent 2,373 people were employed on site. Bowmer and Kirkland also provided work experience to Harrowbrook Construction College's bricklaying students who spent several weeks gaining valuable on site experience, working on the scheme.

By working with Sainsbury's (180 jobs plus management jobs and 25 jobs to support the long-term unemployed), Cineworld (approximately 30 jobs) and Job Centre Plus, jobs, training and apprenticeship opportunities were promoted and enabled. The Council also assisted Sainsbury's by supporting them with space at The Hinckley Hub to act as a base and hold interviews. The companies were pleased with the quality of the applicants for the jobs, the majority of whom were recruited from across the Hinckley & Bosworth area.

#### **DPD**

Supported DPD to secure opening for 1,000 new employees in September 2015. Many residents living in the borough have benefitted from jobs at this site and DPD is very pleased with the calibre of those who have been recruited.

#### **MIRA Training Centre**

Continued work to promote the ongoing development of the High Technology Park and Enterprise Zone. The new MIRA Training Centre, planned to open in 2017, is being supported through membership of the MIRA RGF Project Board.

#### **North Warwickshire and Hinckley and Bosworth England's Rural Heart LEADER Programme**

In partnership with North Warwickshire Borough Council the LEADER programme has received £1.4 million for rural projects across the two boroughs is progressing well. This project covers all of the borough of Hinckley & Bosworth apart from the urban areas of Hinckley and Burbage.

There have been two calls for bids and under Round 1 three projects have been successful in Hinckley & Bosworth (two in North Warwickshire). The projects in Hinckley & Bosworth comprise two small/medium sized enterprises (SMEs) and one farm project, together totalling £60,946 (£27,090 in North Warwickshire). The second 'call for bids' (outline stage) in respect to SMEs, forestry and community projects has resulted in five projects (three SMEs and two community projects) in the Hinckley & Bosworth area being invited to submit full applications (nine in North Warwickshire).

In August 2016 the North Warwickshire & Hinckley & Bosworth LEADER Local Action Group submitted an application through Coventry & Warwickshire LEP EU EAFRD 'Call for Bids' for the production of a Destination Management Plan (DMP). A DMP will enable more informed decisions about LEADER tourism project application submissions, because it will provide an accurate picture of the tourism industry and a

better understanding of the issues which face tourism operators. The DMP will enable funding to be directed more effectively.

### **Revision of Investor Prospectus**

The current Investor Prospectus was launched back in March 2015. It is aimed at potential new developers and businesses thinking of investing in the borough. It showcases the further opportunities that are available for investors to help regenerate other key vacant sites across the borough including the town centres and the Enterprise Zone. The document covers 11 sites that will create;

- Over 4,000 dwellings
- 3 million sq. feet of industrial, commercial and B8 floor space
- 360 acres of employment land

With developments continuing to evolve the Investor Prospectus is due to be revised in October 2016.

### **Town Centres' Vision**

Hinckley is going through a transformation with an investment of over £1 billion creating approximately 10,000 jobs in Hinckley town centre and the wider borough. The Town Centres' Vision sets the high level ambitions for Hinckley and the other key centres of Earl Shilton, Barwell and Market Bosworth, by identifying key opportunities for development and regeneration. This approach will help align the regeneration of specific sites with the economic regeneration strategy, planning policy documents such as the Hinckley Town Centre Area Action Plan, the Council Corporate Plan and the Investor Prospectus. The document includes an aerial photograph, which shows the scope of the developments that have been and are currently being completed in Hinckley.

### **Cross-Border Employment & Skills Partnership**

Current actions of this partnership, comprising the boroughs of Hinckley & Bosworth, Nuneaton & Bedworth and North Warwickshire, are:

- Sharing best practice information to support the development of the Careers & Enterprise Company's Enterprise Adviser Network in both LEP areas
- Act as a central point of expertise for the cross border area on key educational initiatives
- Identification of cross border employment linkages that require transport and training solutions
- Promoting and supporting employer engagement activities
- Utilising digital platforms to promote cross border activities relating to both employment and skills

### **Economic Assessment**

Commissioned an Economic Impact Assessment from consultants Amion to look at the economies of the three boroughs of Hinckley & Bosworth, Nuneaton & Bedworth and North Warwickshire and to look at how economic regeneration initiatives are bringing economic benefits to the local economy across the three boroughs

## **Market Towns Study**

In November 2015 consultants were commissioned to undertake an economic study relating to 11 market towns across Leicestershire to include Hinckley, Earl Shilton and Barwell. This report includes separate chapters on each of the towns, as well as overall conclusions and recommendations. Potential economic focused projects are also outlined. A profile of each of the Boroughs/Districts within which these towns are located is published as a companion document.

## **Business Events**

Through the council's partnership in the 'Info to Grow' business network there was an event held in September 2015 on the subject of 'Pension Auto Enrolment'. In April 2016 an event was held at Twycross Zoo on the subject of 'Use your Animal Instincts for Business Success' at which there were 96 attendees.

A Supply Chain event in partnership with our cross-border colleagues, was held in October 2015 during the Leicester Business Festival and the event was sold out. At the event: HoribaMIRA provided information on suppliers they require, opportunities from HS2 and Cross Rail explained. Data gathered from business attendees was circulated and a database of suppliers created.

Over the last 3 years Job Fairs have been held at the Hinckley Leisure Centre, Atkins and the George Ward Centre in Barwell and at these, various apprenticeship opportunities were promoted.

## **Environmental Improvement Programme 2015/16**

The Environmental Improvement Programme 2015/16 supported a total of 15 projects and the council awarded £33,200 of grant funding. Working with Parish Councils and heritage groups a wide range of projects were delivered throughout the borough including installation of heritage plaques, heritage nameplates, village trail information boards, repairs to walls and repairs to Ashby Canal bridges.

## **The Enterprise Adviser Network**

The council is working with LLEP, who lead on this, in order to promote this initiative in the borough. The network will help simplify engagement between Leicestershire schools, colleges and employers and stimulate more employment engagement where it is required. The cluster of schools, colleges and Enterprise Advisers are being supported by an Enterprise Coordinator. Research has shown that young people who have greater exposure to employers whilst at school, achieve better employment outcomes.

## **Pursuing funding opportunities for regeneration projects:**

### **Business Case Submissions to Leicester & Leicestershire Enterprise Partnership**

In November 2015 an Open Call process began to capture projects from across the city and county to create a pipeline for funding opportunities. Projects were required to submit an online Expression of Interest outlining their strategic fit and funding requirements. This was followed by submissions of Business Case Applications. Projects submitted were for:

- Hinckley Creative Workspace
- Hinckley Townscape Heritage Initiative
- Stockwell Head Urban Village
- Improved Access to Twycross Zoo
- Earl Shilton and Barwell District Centres – Phase 1 (Barwell)
- Barwell Employment & Skills
- A5 Strategic Enhancement Scheme

These projects were not identified as appropriate for the current Local Growth Fund to government. However, in some cases, it will be possible for development funding to be applied for in order to develop the project further.

### **Townscape Heritage Initiative**

A first round application for the Heritage Lottery Fund Townscape Heritage Initiative programme was submitted in August 2016. The scheme focuses on a defined area within Hinckley Town Centre Conservation Area and funding can be allocated to eligible works including generous grants for works of repair and reinstating traditional features, including a particular focus on shop fronts, works to improve the public realm and facilitate pedestrian movement and engaging the public through a range of activities and training.