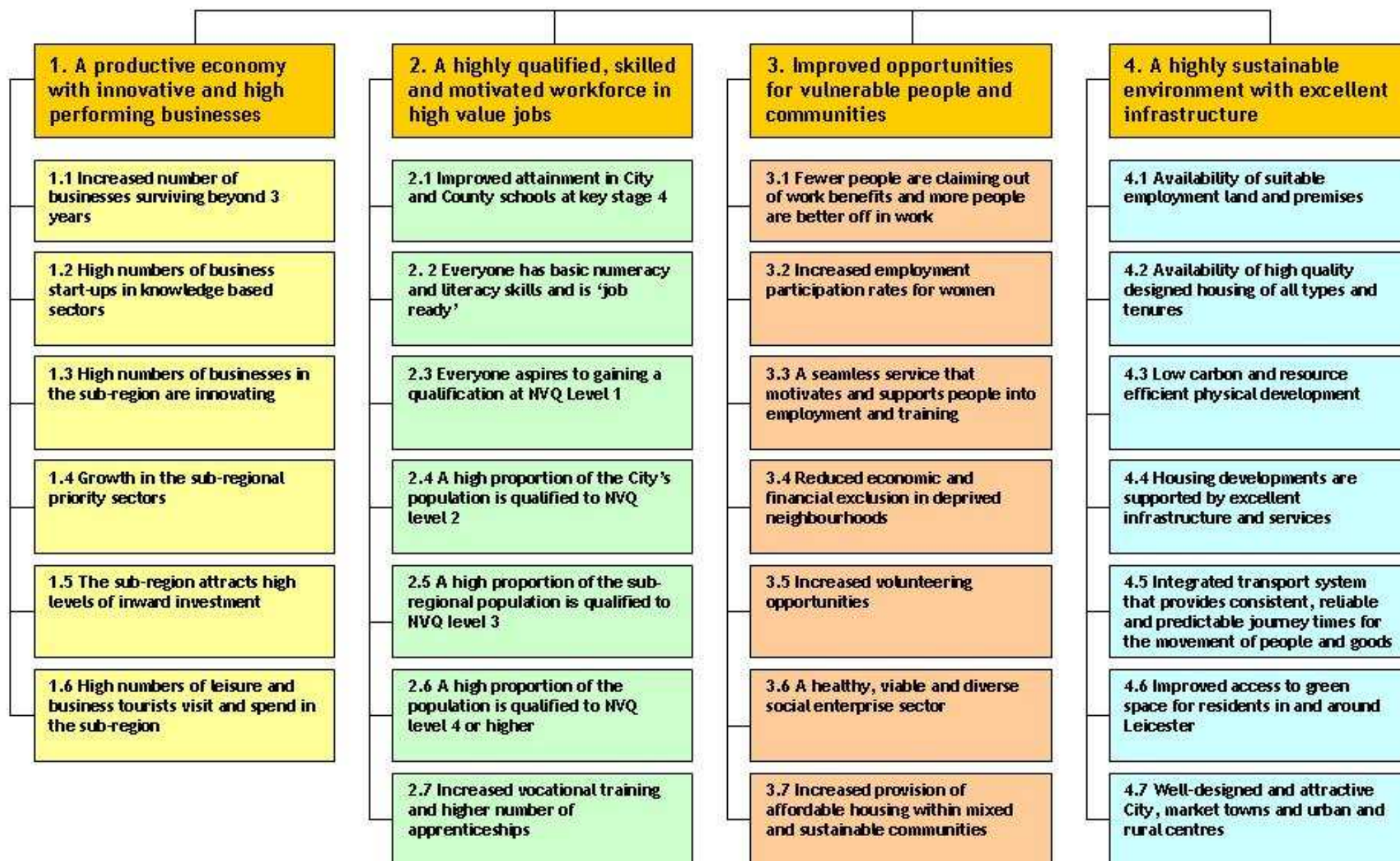


Leicester & Leicestershire Performance Framework



A productive economy with innovative and high performing businesses

1.1 Increased number of businesses surviving beyond 3 years		Prioritisation
Primary Actions	Better understand why businesses fail including motivation behind starting up a business	2
	Develop a seamless and responsive business support service to nurture and grow businesses	1
	Promote and encourage an enterprise culture, entrepreneurship and business skills to all	
Secondary Actions	Support businesses to diversify and expand through co-ordinated support	3
	Promote business mentoring from successful businesses	
	Provide tailored support to 'growth' potential businesses	
	Increase support for businesses to access public sector procurement opportunities	
	Improve awareness and access to funding for businesses	
	Increase the uptake of existing support through promotion and marketing of services	
	Increase the provision of business start-up premises start and ensure move-on 'transition' is co-ordinated	

1.2 High numbers of business start-ups in knowledge based sectors		Prioritisation
Primary Actions	Provide support to increase university spin-outs and business collaborations	
	Promote and showcase Leicestershire's 'hot bed' of knowledge based business start-ups and support structures	
	Encourage enterprise culture, entrepreneurship and business skills to all university students as a career option	
	Adopt a strategic focus on a few key knowledge based industry sectors and target support and investment	
Secondary Actions	Support the development and sustainability of incubation Centres	
	Utilise local authorities assets to support business start-ups	
	Develop an academy approach to enterprise and entrepreneurship by promoting specialist colleges or centres of excellence	
	Join up public sector and university link business support provision	
	Define and map knowledge-based sector 'creating value'	
	Enterprise – support through schools etc	

1.3 High numbers of businesses in the sub-region are innovating		Prioritisation
Primary Actions	Raise awareness amongst businesses of the value of innovation and embed this within business planning	
	Support and increase universities' capacity to collaborate with business for mutual benefit	
	Introduce knowledge sharing networks to share best practise about innovation, research and development and design	
	Promote and showcase Leicestershire business and university innovation internationally	
Secondary Actions	Increase understanding and market intelligence about sectors where innovation can support economic growth	
	Promote and develop science and innovation parks to develop clusters	
	Promoting value of innovation through awards schemes	
	Promote 'innovative Leicestershire' to attract inward investment	

1.4 Growth in the sub-regional priority sectors		Prioritisation
Primary Actions	Promote, develop, consolidate and support the following key growth sectors: <ul style="list-style-type: none"> • Business and professional services • Transport and communications • High tech manufacturing • Wholesale and retail • Creative industries 	
	Promote and exploit existing expertise and capability in: <ul style="list-style-type: none"> • Space Research • Bio-Medical • Design • Environmental Technologies • Sports Research and technology • Tourism and culture 	
	Promote the area as the centre of excellence for the food and drink sector	
Secondary Actions	Support all sectors to ensure that the economy remains diverse and resilient	
	Undertake an impact assessment on public sector employment as a result of spending cuts	
	Support the manufacturing sector to export goods, services and technology	

1.5 The sub-region attracts high levels of inward investment		Prioritisation
Primary Actions	Develop Sub-region's unique selling points (USPs) and define its competitive advantage in the global market	
	Effectively raise the profile and image of the sub-region to key external intermediaries through focused place marketing	
	Assemble, develop and promote a pipeline of key employment sites with high quality infrastructure	
Secondary Actions	Stimulate leverage through overseas connections with twinning links and university collaborations	
	Promote stronger collaboration between partners to act collectively as ambassadors for the sub-region	
	Target priority sectors for investment target by matching FDI with the strengths of the sub-region	
	Target public sector relocation to the sub-region	
	Utilise the Olympics legacy to promote the sub-region and attract investment	

1.6 High numbers of Leicester and business tourists visit and spend in the sub-region		Prioritisation
Primary Actions	Develop a major events strategy and programme to seize key opportunities	
	Develop good transport links to tourist infrastructure attractions and continue	
	Invest and refresh key tourist destinations in the sub-region to attract domestic and international visitors	
	Promote and communicate the tourism offer in the sub-region through effective place marketing	
Secondary Actions	Promoting business tourism by improving facilities including accommodation and conferencing facilities	
	Communicate and promote the tourism offer at the station and airport	
	Improve the gateways into City to create the right first impression	

Use the food and drink sector to attract tourism
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A Highly Qualified, Skilled and Motivated Workforce in High Value Jobs

2.1 Improved attainment in City and County schools at key stage 4		Prioritisation
Primary Actions	Interventions before key stage 4 by working with parents and schools to ensure children are ready for school	
	Motivate white males to achieve by developing young enterprise and sport academy approach	
	Providing a vocational route to gaining skills through positive marketing and the use of successful mentors	
Secondary Actions	Development of transferable skills to ensure the workforce can adapt to the labour market needs	
	Evaluate the impact of Diplomas and market the positive benefits	
	Roll out best practice across the sub-region demonstrating where and why schools have improved	
	Communities where English not first language – ensure adequate support to effected schools	
	Develop and deliver programmes promoting work experience at a younger age	

2.2 Everyone has basic numeracy and literacy skills and is 'job ready'		Prioritisation
Primary Actions	Engage with employers to define job readiness and develop programmes accordingly	
	Ensure all education and training programmes include 'work readiness' including basic literacy and numeracy	
	Deliver job readiness through coaching from an early age Employer expectation of basic literacy / numeracy	
	Deliver lifelong learning support so that people are kept employable	
	Develop employability courses and work experience opportunities for all ages	
Secondary Actions	Employers into schools to communicate what they want and expect and promote the rewards of employment	
	Support young enterprise investment in schools and colleges	
	Support those paid employment in work and in voluntary work to gain basic skills	
	Ensure the accreditation of work based learning and skills	

2.3 Everyone aspires to gaining a qualification at NVQ Level 1		Prioritisation
Primary Actions	Ensure the effective co-ordination of access to learning, support and funding for learning	
	Raise aspirations of individuals to gain a NVQ level 1 through motivation an links to opportunities and progression	
	Improve employer engagement and improve workforce development up to level NVQ 1	
Secondary Actions	Play to strengths e.g. art/music & then engage into learning – literacy/numeracy	
	Remove age barriers to enable those who are 16 to 19 to access the same offer as those who are 19+	
	Positive marketing of the benefits of achieving a level 1 qualification and the support available	
	Provision of impartial advice to businesses in relation to literacy / numeracy and ESOL requirements	
	Research into what level 1 skills employers demand	
	Playing to strengths e.g. art/music & then engage into learning – literacy/numeracy	

2.4 A high proportion of the City's population is qualified to NVQ level 2		Prioritisation
Primary Actions	Integrate skills provision through co-ordinated partner programmes to maximise the benefit to businesses and individuals	
	Promote labour market opportunities and progression for those that are qualified to level 2 and above	
	Raise awareness of level 2 entitlement and routes to gaining a level 2 qualification	
Secondary Actions	Develop clear career paths by creating a simple qualification framework and streamlined careers service	
	Simplify the accreditation of overseas qualifications	
	Raise the business demand for level 2 and above qualifications and promote support for work based achievement	
	Simplify the access to advice and support by using the Multi Access Centre (MAC) network	
	Encourage self employment as an option to gain and promote level 2 achievement to young people	
	Undertake research to understand employer demand for qualifications and within the priority sectors	

2.5 A high proportion of the sub-region's population is qualified to NVQ level 3		Prioritisation
Primary Actions	Integrate skills provision through co-ordinated partner programmes to maximise the benefit to businesses and individuals	
	Promote labour market opportunities and progression for those that are qualified to level 3 and above	
	Raise awareness of routes to gaining a level 3 qualification	
Secondary Actions	Develop clear career paths by creating a simple qualification framework and streamlined careers service	
	Simplify the accreditation of overseas qualifications	
	Raise the business demand for level 3 and above qualifications and promote support for work based achievement	
	Promote progression from level 3 to a degree level qualification	
	Encourage self employment as an option to gain and promote level 3 achievement to young people	
	Undertake research to understand employer demand for qualifications and within the priority sectors	

2.6 Increased vocational training and higher number of apprenticeships		Prioritisation
Primary Actions	Develop the Apprenticeships Training Agency scheme	
	Support SME's and the self employed and sole traders to take on apprentices	
	Promote adult and high level apprenticeships in priority sectors at NVQ level 4	
Secondary Actions	Target apprenticeships in sectors with ageing profiles	
	Making apprenticeships 'friendly' by aligning national and local campaigns	
	Provide incentives for employers to take on apprenticeships	
	Market and communicate apprenticeship opportunities and successes through awards and mentoring schemes	

2.7 A high proportion of the population is qualified to NVQ level 4 or higher		Prioritisation
Primary Actions	Retain and attract graduates by promoting and developing employment opportunities within sub-region	
	Increase employer engagement to encourage progression of workforce through leadership and management programmes	
	Link to apprenticeships to foundation degrees and promote flexibility of learning	
	Promote the benefits of employing graduates to employers	
	Encourage employers to offer internships and placements	
	Promote enterprise and entrepreneurship within the universities to promote self employment as a career option for graduates	
Secondary Actions	Attract companies in the growth sectors with potential of high quality job creation and identify high level job opportunities	
	Align courses to closely match the local economy and priority growth sectors	
	Join up public sector and university business support to improve access to support and funding to develop enterprises	

Improved Opportunities for Vulnerable People and Communities

3.1 Fewer people are claiming out of work benefits and more people are better off in work		Prioritisation
Primary Actions	Identify where employment opportunities are and will be in the future	
	Target the 10% long term unemployed by adding value to existing provision through a 'total place' approach	
	Support people in first 2 months of unemployment	
	Use the Multi Access Network as the 'one stop shop' to support people into employment	
Secondary Actions	Raise aspirations and restore the work ethic by providing an incentive to work	
	Encourage employers to offer jobs to those on out of work benefits by promoting positive case studies (Work Highcross)	
	Understand and deliver what employers want through longer term forecasting and specific interventions	
	Develop mentoring programmes and promote and celebrate successful role models within communities	

3.2 Increased employment participation rates for women		Prioritisation
Primary Actions	Conduct research to understand the issues and barriers that exist for different groups	
	Tailor specific interventions to support women into work	
	Seek commitment from employers for flexible working arrangements to support women into employment	
Secondary Actions	Support education, training & all levels of support - including childcare and transport	
	Target communities where cultural barriers to female participation exist by supporting local community	

	champions	
	Provide advice and support for enterprise skills and promote self-employment as an option	
	Ensure accessibility to employment support by addressing language barriers	
	Reduce the complexity of benefits to enable women to work	

3.3 A seamless service that motivates and supports people into employment and training		Prioritisation
Primary Actions	Use the Multi Access Network as the 'one stop shop' to support people into employment	
	Increase the range of services and develop tailored support that meets the client's needs	
	Ensure effective data sharing between agencies through aligned systems and communication	
	Share best practise between agencies and with other areas	
Secondary Actions	Identify the gaps not filled by mainstream programmes and develop interventions accordingly	
	Provide a seamless service from 16 to 25 rather than a change at 19	
	Look at areas of overlap programmes targeting same people	

3.4 Reduced economic and financial exclusion in deprived neighbourhoods		Prioritisation
Primary Actions	Utilise the Multi Access Centre network to provide financial services support alongside other services	
	Improve the availability of debt advice and benefit entitlement	
	Support the development and sustainability of Credit Unions	
	Deliver a Total Place approach at a neighbourhood level in deprived areas to align funding and services	
Secondary Actions	Communicate and promote the availability of existing support	
	Review neighbourhood profiles and target interventions relating to the needs of the residents	
	Promote business support and existing business support in deprived areas	
	Improve access to IT and deliver online support services in neighbourhoods	

3.5 Increased volunteering opportunities		Prioritisation
Primary Actions	Promote and communicate volunteering opportunities widely and spell out the benefits to individuals and organisations	
	Professionalise volunteering so that it is accredited and can provide reference for employment	
	Increase the resources to ensure volunteering is co-ordinated and the quality of volunteering opportunities are improved	
Secondary Actions	Promote a culture of volunteering from schools onwards	
	Ensure businesses have the right structures to support volunteers	
	Utilise public procurement and contracting to create volunteering opportunities	
	Communicate and promote progression routes from volunteering into employment through mentoring and awards schemes	
	Provide additional support for those with learning difficulties and special needs to access volunteering opportunities	

3.6 A healthy, viable and diverse social enterprise sector		Prioritisation
Primary Actions	Raise understanding of Social Enterprise as a 'viable business' proposition	
	Ensure access to business support and finance for community groups who have a viable business idea to develop	
	Identify opportunities for business and promote it to the community groups as a social enterprise opportunity	
	Local Authorities to implement social benefit clauses in contracts via public sector procurement	
Secondary Actions	Mentoring by successful social enterprises	
	Develop a social enterprise network for the sub region to promote, develop, support and share best practice	
	Provide incubator space aimed at social enterprise development	
	Develop a Social Enterprise Directory for the sub region to market products and services	

3.7 Increased provision of affordable housing within mixed and sustainable communities		Prioritisation
Primary Actions	Encourage development on public sector land by ensuring that suitable policies and targets exist	
	Investigate into alternative delivery mechanisms such as community land trusts	
	Improve planning mechanisms to provide more certainty on supply of affordable housing	
Secondary Actions	Improve promotion and marketing of schemes to local communities	
	Develop skills and knowledge for developers and Local Authorities in a consistent manner.	
	Continue to develop strategic sites that are master planned in advance.	
	Set aside land for wholly affordable schemes	
	Develop policies to ensure continued supply of affordable housing as the market returns – "Future" preparation	

A highly sustainable environment with excellent infrastructure

4.1 Availability of suitable employment land and premises		Prioritisation
Primary Actions	Provision of incubator and 'move on' space for businesses to start and grow	
	Improve existing public sector stock through a conversion and modernisation programme for redundant and under-used stock	
	Determine which key existing employment sites are preferred options for relocating companies and investors	
	Consolidate facility management for public sector owned incubator and workspaces	
	Plan and invest in existing public owned sites and premises by investing in and installing advance infrastructure	
	Embed employment land in transport network planning to improve connections to new employment sites	
Secondary Actions	Increase City Centre small office supply and relax stringent car-parking constraints	

	Plan for strategic employment sites by forecasting the types of jobs, homes and services	
	Making available small scale freehold plots for design and build across the sub-region	
	Ensure that there is consideration of the demand and provision of incubator and move on space in rural areas	

4.2 Availability of high quality designed housing of all types and tenures		Prioritisation
Primary Actions	Develop a sub-regional design standard using consumer research and covering all aspects of design	
	Develop and enhance Local Authority design & delivery skills and expertise	
	Use public sector land to lever good design output	
Secondary Actions	Develop an agreed sub-regional approach to housing provision and strategy	
	Develop strong planning documents which give clear direction and certainty to developers	
	Raise the standard of design quality of existing dwellings	
	Raise awareness of good design across all sectors	
	Make gap funding available	

4.3 Low carbon and resource efficient physical development		Prioritisation
Primary Actions	Develop the skills and knowledge in all sectors, increase awareness and promote best practise	
	Retrofit existing buildings to bring up to standard	
	Investigate provision of on site renewable energy generation to provide certainty of supply and encourage community support	
Secondary Actions	Undertake Strategic Planning to include low carbon activities and travel	
	Undertake research to identify occupiers needs and the facilities required within communities	
	Better communicate and promote exemplars	
	Exploit potential of green infrastructure to deliver low carbon and resource efficient development.	

4.4 Housing developments are supported by excellent infrastructure and services		Prioritisation
Primary Actions	Produce a sub-regional infrastructure strategy	
	Provision of high speed broadband across the sub-region	
	Encourage a joined up approach to S106 contributions by infrastructure providers - 'Civic hubs'	
	Ensure continued maintenance of new developments and consider a Management Company approach	
Secondary Actions	Engage stakeholders to update the GIA to define excellent infrastructure and identify clear requirements	
	Consider sub-regional public sector approach to 'cashflow' provision and the harnessing of 'cashback' potential	
	Develop a methodology for assessing the impact of new developments on transport to secure contributions from private sector	
	Insist on provision of cable and broadband to new development	
	Undertake research to facilitate ability to plan accordingly for new developments to maximise efficiencies in provision and use of infrastructure.	

4.5 An integrated transport system that provides consistent, reliable and predictable journey times for the movement of people and goods		Prioritisation
Primary Actions	Consider an Integrated Transport authority for the HMA with devolved and wider powers	
	Develop more accessible bus timetable & route information	
	Better use of existing network and transport services which are integrated and joined-up and promote the use of alternatives	
	Develop integrated transport systems and interchanges including smart ticketing systems	
	Improve and promote private transport arrangements to access employment opportunities ie. car-sharing, green travel plans	
Secondary Actions	Improve cycle storage lockers at transport interchanges	
	Improve consumer research of transport preferences & marketing of alternative travel options	
	Consider congestion charging linked to viable alternatives / improve public transport	
	Consider the implications of increased car-parking charges on transport choices	
	Build on cycling and alternative transport modes	

4.6 improved access to green space for residents in and around Leicester		Prioritisation
Primary Actions	Strategically plan the provision of Green infrastructure across the sub-region	
	Improve access to green infrastructure include physical access and improving knowledge about existing facilities	
	Identify, designate and protect green infrastructure of importance to local communities e.g. 'village green'	
Secondary Actions	Improve long term management of Green infrastructure assets	
	Develop existing "stepping stones" strategy to ensure joined up approach by partners	
	Provide significant and accessible green land in SUE's	
	Develop design standards for green infrastructure covering improvement of existing and new Gl. standards	