

## Key Theme 4: Prosperity

**1. Description of the capability Charnwood is seeking from the changes to the organisation. Delivery of this capacity is the end goal of the programme. The description forms the outline vision statement**

**We will invest in and support sustainable development in a dynamic economic context**

- To deliver the affordable and market homes, employment opportunities and supporting facilities and infrastructure required to meet our needs up to 2026 without compromising the quality of life for future generations
- To ensure safer food, better businesses
- To conserve and enhance our Surroundings
- Consolidate the role of Loughborough and Shepshed as sub regional centres for economic development and regeneration
- Cascade the Economic benefits of the sub regional centres to support investment and regeneration throughout the Borough

**2. Outline description of the benefits that should be delivered as a result of the change (include any dis-benefits). How will they be achieved and how will they be measured?**

- The Council is uniquely placed to provide community leadership for the Borough and has an essential role in creating the economic, social and environmental conditions to sustain and enhance the prosperity of that community. The primary benefit of the programme will be the delivery of the vision for the future of the Borough through encouraging, controlling and directing necessary development in accordance with the place shaping agenda for the Borough, which is itself informed by the Sustainable Communities Strategy and the Regional Plan for the East Midlands.
- The primary vehicle for the delivery of that development will be the statutory Local Development Framework (LDF) which provides for the engagement of stakeholders in deciding where development can be located to best advantage with coordinated investment in essential supporting infrastructure.
- The LDF is the subject of an annual monitoring report which will measure progress against key targets and milestones. Additionally the net increase in the number of homes provided and the gross number of affordable homes delivered fall within the suite of national indicators (NI 154 and 155 respectively). They also are included within the basket of indicators captured by the Local Area Agreement.
- The LDF will also determine which land is to be protected from development to retain accessible green infrastructure as a resource for leisure, recreation, biodiversity and the encouragement of healthy life styles as urban areas expand.
- Retention of essential green infrastructure will serve to protect the unique identity of our towns and villages. That unique sense of place will be conserved also by attention to the conservation and enhancement of the rich heritage of ancient monuments, listed buildings and collections of architecturally and historically important buildings and structures.

- A strategy directed towards the promotion of prosperity will provide opportunities for investment and the development of new businesses. In Loughborough/Shepshed the presence of the University and a number of national research and development companies provide a spring board for technology transfer and the diversification of the economy to support innovative businesses with the capacity to deliver high wage earning capabilities, sustaining the broader economy.
- The LDF will lend encouragement to the redevelopment of brown field sites, but in many cases only direct intervention on the part of the Borough Council committing its own resources and harnessing the support of key funding partners, will succeed in the delivery of effective regeneration and community renaissance. With the greatest concentration of aging housing and a legacy of industrial and commercial buildings ill suited to contemporary needs there is particular potential for beneficial intervention in Eastern Loughborough and the town centres of Loughborough and Shepshed.
- Pockets of deprivation persist across the remainder of the Borough characterised by areas of dereliction and under investment. These areas too are typified by redundant former factory buildings and marginal village and town centre sites. Direct intervention in these areas offers the prospect of economic renewal and the delivery of affordable and market housing where commercial redevelopment cannot be sustained.
- Business and community prosperity form a key part of the social and economic well being of Borough. The purpose of this programme is to ensure that that businesses and the community are provided with support and assistance in a balanced approach to help them develop and prosper in a sustainable manner, whilst maintaining an acceptable level of compliance with the necessary regulatory provisions.

Key benefits from this programme will include the following:

- Improved compliance with Food & Health and Safety legislation, balanced with reducing burdens on businesses
- Improved consumer confidence in food establishments.
- Improve business satisfaction with regulatory services.
- Improve and enhance our surroundings by the remediation of key contaminated land sites.

These benefits will be achieved in the following manner:-

- Enhanced business support network to provide information and support to businesses.
- Implementation of actions within the annual Food Safety Law Enforcement Plan and Health & Safety Law Enforcement Plan.
- Proactive educational programme, to include seminars and workshops for businesses.
- Improved access to information to businesses and consumers with greater awareness of the 'scores on the doors' rating scheme.
- Implementation of the Contaminated Land Inspection Strategy of prioritised sites of concern.

The above programme will be measured by monitoring of the following outputs:-

- National Indicator 184 – ‘Broadly Compliant’ Food Establishments
- National Indicator 182 – ‘Satisfaction of businesses with regulatory services’
- Number of businesses achieving the highest star ratings for food businesses
- Number of Contaminated Land Sites inspected in line with the Strategy.

### 3. Initial Project and Activity List

- **To deliver affordable and market housing etc.....**
  - Preparation of the Local Development Framework(LDF) comprising:
    - Core Strategy
    - Allocations Development Plan Document and Proposals Map
    - Development Control Policies Development Plan Document
    - Sustainable Urban Extensions Supplementary Planning Documents
    - Developer Contributions (Section 106) Supplementary Planning Document [review following introduction of the national Community Infrastructure Levy (CIL) and progress on the Infrastructure Plan in partnership with Leicester and Leicestershire Councils]
  - Intervention to secure the delivery of affordable housing including:
    - Allocation of sites for affordable housing only in “other” settlements.
    - Affordable Housing Supplementary Planning Document [potential review of thresholds]
    - Affordable Housing Needs Study [update]
    - Intervention to deliver affordable housing in partnership with RSLs.
- **To ensure safer food, better businesses**
  - Seminars and workshops targeted at zero and one star food establishments, including alternative language course. Follow coaching sessions.
  - Development of a ‘Better Business’ regulatory web site, to help businesses comply with regulation.
  - Targeted Health & Safety Workshops – to help businesses realise the potential costs savings and improvements that can be made to be proactive in Health & Safety.
  - Promotional events within the borough linked to health initiatives to raise awareness of the ‘scores on the doors’ web site.
  - Undertaking proactive investigation of ‘Moderate’ rated contaminated land sites within the borough.
- **To conserve and enhance our surroundings**
  - Commitment to the preparation of Conservation Area Character Appraisals / Management Plans (3 pa)
  - Support community groups in the preparation and adoption as SPD of Village Design Statements (2 pa)
  - Prepare SPDs for Landscape Character Appraisal and Green Space in New Development.
- **To consolidate the role of Loughborough and Shepshed as sub regional centres for economic development and regeneration**
  - Allocation of new land for employment purposes in the LDF and the implementation of the Dishley Grange development
  - Encouraging and facilitating the provision of new industrial units and business space

- Environmental improvements in Shepshed Town Centre
- Working with the Shepshed Partnership and Shepshed Town Council to identify and deliver regeneration initiatives
- Implementation of the Loughborough Town Centre Masterplan
  - Working with the County Council to deliver the Inner Relief Road and associated pedestrianisation and bus facilities
  - Leading and facilitating the development of the key Opportunity Sites
  - Securing funding for Public Realm improvements
  - Implementing the recommendations of the Loughborough Parking Study
  - Identifying and facilitating other development opportunities
- Working with the Loughborough Town Centre Partnership to ensure the proper management of the town centre
- Development and implementation of an East Loughborough Regeneration Masterplan including:
  - The completion of the Eastern Gateway scheme
  - The implementation of the Windmill Road development
  - The development of the Greater Great Central Railway Project
  - A framework for economic and community regeneration and neighbourhood management with appropriate partners
- Cooperation with Loughborough University and other agencies as appropriate to ensure that the full economic benefits of the presence of the University are secured for the local economy including:
  - The development of Loughborough Science and Business Park
  - The development of Loughborough SportPark
  - The maximisation of the opportunities presented by the 2012 Olympics
- **To cascade the economic benefits of the sub-regional centres to support investment and regeneration throughout the Borough**
  - By providing sufficient and appropriate employment land provision in the LDF
  - By seeking opportunities to encourage the provision of small business units and conversions
  - By continuing to develop and provide a business support and information service through Charnwoodbusiness.com
  - By encouraging and responding to enquiries for inward investment
  - By developing a programme of environmental improvements and regeneration initiatives in the large village centres
  - By continuing to work with partners such as CLAG and LATI to identify and deliver appropriate policies and initiatives
  - By reviewing the Economic Development Strategy to reflect the priorities of the LSEP Economic Strategy
  - By identifying and pursuing all opportunities to attract external funding

<b>4. Risks to the Programme</b>	
●	Consultation on the Local Development Framework can attract considerable local interest – previous exercises have been overwhelmed by the level of public interest resulting in delays in the process to consider adequately the representations received.

- The Core Strategy may be expected to attract major objections from key stakeholders (County Highway Authority and English Heritage) – the ability to address those concerns will be dependent upon the assembly of additional evidence.
- All development plan documents are subject to independent inspection and will be assessed against the nine tests of “soundness” (para 4.24 PPS 12). Failure to satisfy the tests can result in a plan being rejected and consequent delays in the delivery of necessary development.
- The inability to attract external funding to deliver regeneration initiatives or environmental improvements
- The threat to Loughborough Town Centre from investment in the three City Centres
- The difficulty in attracting both private and public investment is a major potential constraint to the delivery of the programme
- Should some of the measures not be implemented then the key risks to the programme are as follows:
  - High level of zero star and 1 star food businesses, resulting in higher inspections enforcement action being undertaken, increasing rather than reducing burdens on business. Consumer confidence in food safety low. Possible increase in Food Poisoning levels.
  - Businesses failing to fully embrace Health & Safety, resulting in increased accidents, absences from work and resultant on costs.
  - Contaminated land sites not being investigated, resulting in continued risk to the environment and human health. Also possible liability issues for the Council not progressing work.
  - Failure to improve performance in relation to meeting National indicators for ‘Broadly Complaint’ food businesses and also Business satisfaction levels.

## 5. Constraints

- In order to deliver a programme to contribute to the Prosperity of the Borough there are a number of constraints;
  - Capacity of the service to deliver on the projects, due to staff turnover.
  - Ability to employ the relevant technical expertise either in-house or external in order to develop the ‘Better Business’ web site.
  - Service pressures from other regulatory functions.
  - Sufficient budget to develop seminars and workshops to assist in businesses.

## 6. Assumptions

Accommodating the majority of the additional development needed in Sustainable Urban Extensions is designed to concentrate developer contributions (Section 106 obligations) to secure the delivery of the full range of infrastructure, engineering and social, required to support the emerging new communities. Access to gap funding may be possible through the New Growth Point project and Transport Innovation Fund. Funding for the delivery of affordable housing may be pursued in partnership with the Housing Corporation (Communities England)

- One of the main assumptions is that sufficient staff and resources are in place to

deliver key activities.

- Technical ability is available in house to deliver on the contaminated land inspection programme.

## 7. Costs

- Core Strategy DPD examination in public – £250k
- Other DPDs - £50 - 150k each
- Housing Needs Study (to inform negotiations for the delivery of affordable housing through Section 106 agreements) – £20k
- Restoration of Housing Enabling Grant (Affordable housing delivery) £1.3million pa (capital).
- Loughborough Eastern Gateway - £550k of LABGI money approved plus donation of land. Substantial external funding also secured
- Dishley Grange – costs of recreation relocation met by development. Net capital receipt likely
- Regeneration of Town and Village Centres – LABGI funding of £100k approved. Supplemented by existing S106 and Capital Plan plus County contribution. Funding bid to LSEP
- Loughborough Town Centre Masterplan - £1.475m included in Capital Plan but this assumes substantial match funding from S106 and Emda/LSEP
- Town Centre Partnership - £50k of LABGI approved
- New business units – LSEP bid being prepared using CBC land value as match funding
- Greater Great Central Railway – Bid for Emda funding being worked up with partners. Additional CBC funding of, say, £75k may be required
- East Loughborough Masterplan – bid for LSEP funding under consideration
- Windmill Road - £285k secured from LABGI and Emda to appoint consultants. S106 of approximately £1m secured
- Future LABGI allocation likely which needs to be reserved for economic development purposes

## 8. Timescales

- Start-up
- Manage and run
- Realisation of benefits