

LEICESTER & LEICESTERSHIRE STRATEGIC ECONOMIC PLAN,
CITY DEAL AND EUROPEAN FUNDING
REPORT OF THE DEPUTY CHIEF EXECUTIVE (COMMUNITY
DIRECTION)

WARDS AFFECTED: ALL WARDS

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide an overview of the Leicester and Leicestershire Enterprise Partnership's (LLEP) key strategic plans, to show the links to the Council's local growth plan and seek Members' support of the Leicester and Leicestershire Strategic Economic Plan produced by LLEP.

2. RECOMMENDATION

2.1 That Members:

- Endorse in principle Leicester and Leicestershire Enterprise Partnership's Strategic Economic Plan (SEP), delegating the final approvals to the Leader and Chief Executive
- Support the submission of the City Deal (whilst there are still final minor negotiations underway with Cabinet Office), delegating the final approvals to the Leader and Chief Executive
- Receive an outline of the European Structural and Investment Funds (ESIF) Strategy
- Endorse the Hinckley & Bosworth Local Economic Plan.

3. BACKGROUND TO THE REPORT

- 3.1 In July 2013, Government published 'Growth Deals Initial Guidance for Local Enterprise Partnerships'. The remit for Growth Deals is that they will be set up with every Local Enterprise Partnership, building on the success of City Deals, to ensure that no place gets left behind.
- 3.2 Through Growth Deals, Local Enterprise Partnerships can seek freedoms, flexibilities and influence over resources from Government; and a share of the new Local Growth Fund to target their identified growth priorities.
- 3.3 In return, the Government will expect evidence of real commitment from Local Enterprise Partnerships to the growth agenda, including the development of ambitious, multi-year **Strategic Economic Plans**. It also expects local authority members of Local Enterprise Partnerships to take up the challenge of putting economic development at the heart of all they do and work collaboratively across the Local Enterprise Partnership area.
- 3.4 Growth Deals are a partnership between Government and Local Enterprise Partnerships, where the Government will respond to the offers made by Local Enterprise Partnerships in pursuit of the shared objective of growth. Growth Deals will allow greater influence locally over key levers affecting local growth, more local freedoms and flexibilities and access to a funding regime administered by Government known as the Local Growth Fund. The Growth Deal for Leicester and

Leicestershire is currently being negotiated between Government and the LLEP with a view to initial funding being available from April 2015.

- 3.5 Strategic Economic Plans are based on the drivers and barriers to growth specific to the Local Enterprise Partnership area, having regard to national policy on growth, including for example housing, transport, skills, industrial strategy, flooding and rural economies. They are evidenced by strong partnership working, robust arrangements for accountability, and effective collaboration across the Local Enterprise Partnership geography. They must:
- Demonstrate commitment to growth
 - How local capital and revenue funding will be used to deliver growth
 - Collaboration on economic development activities
 - Maximising the synergies with wider local growth programmes (e.g. European Regional Development Fund (ERDF)).

4 THE LEICESTER & LEICESTERSHIRE STRATEGIC ECONOMIC PLAN

- 4.1 The Leicester and Leicestershire Strategic Economic Plan vision is:

'To create a vibrant, attractive and distinctive place that will ensure a prosperous economy, secure and well-paid jobs and a sustainable environment, through growth by innovative businesses and a highly skilled workforce, making Leicester and Leicestershire destinations of choice for successful businesses'.

- 4.2 The Leicester and Leicestershire Strategic Economic Plan sets out a wish 'to negotiate a Growth Deal of £252m for the period 2015-2020, with a first year 2015-16 ask of £51.25m. This is against a portfolio of almost £2.2bn of investment of local public and private sector resources, representing a minimum leverage ratio of £9 of investment for every £1 invested through the Growth Deal'.
- 4.3 In addition, it identifies a further €126 million through EU Structural Funds (e.g. ERDF) and £16 million from City Deal.
- 4.4 The priorities outlined in the draft SEP are to:
- Enhance Leicestershire's role as a major economic centre, with an innovative and industrious city at its core
 - Unlock the Leicester Strategic Regeneration Area as a major place of transformation creating a thriving, dynamic leading UK City for work, living and cultural activity
 - Attract over £2.5 bn private sector investment in the LLEP area by 2020
 - Generate 45,000 additional private sector jobs by 2020
 - Unleash the innovative potential of our Universities and deliver the Loughborough Science & Enterprise Parks
 - Further develop the MIRA Enterprise Zone
 - Develop the logistics and distribution sector to create agglomeration effects as far as East Midlands Airport and the Strategic Rail Freight Interchange development by Roxhill
 - Reduce levels of unemployment by 50%

- Support 15,000 businesses to accelerate growth and stimulate over 1,000 start ups
 - Develop a skilled workforce to meet current and future economic needs
 - Increase the proportion of the working age population qualified to NVQ4 so that it is in line with national figures
 - Increase GVA from £19bn to £23bn by 2020
- 4.5 The Cities Minister, Greg Clark, has provided formal feedback to LEPs on their draft SEPs and has met with LLEP on 6th February 2014. Each Council has been invited to consider and support the draft Strategic Economic Plan. The current version of the Strategic Economic Plan is available on the LLEP website <http://www.llep.org.uk/SEP> and will continue to be updated during the negotiations with Cabinet Office.
- 4.6 Due to the timetabling and ongoing negotiations with Government, it is proposed to delegate authority to the Leader and the Chief Executive to approve the final SEP.
- 4.7 The table below sets out the next stages in the agreement of the Leicester and Leicestershire Strategic Economic Plan and the negotiation of the Growth Deal with Government. All Local Enterprise Partnerships in England are following the same broad timetable.

December 2013	LLEP shared first draft of the Strategic Economic Plan with Government
January 2014	Government provides feedback to LLEP on the Strategic Economic Plan
February/March 2014	Formal approval of the Strategic Economic Plan by local authorities in the LLEP area
27 th March 2014	LLEP Board to formally sign off the Strategic Economic Plan
31 st March 2014	SEP to be submitted to Government as a final plan
April 2014	Government starts the formal assessment of the Strategic Economic Plan with final assessments by June 2014
July 2014	Local Growth Fund offer made to LLEP thus resulting in the completion of the Growth Deal negotiations
April 2015	LLEP and Government implement Growth Deal

5 THE LOCAL ECONOMIC PLAN FOR HINCKLEY & BOSWORTH

- 5.1 A Local Economic Plan for Hinckley & Bosworth was submitted to the LLEP and, along with the Local Economic Plans prepared by other local authorities, provided a basis for a number of actions contained in the Leicester and Leicestershire Strategic Economic Plan.
- 5.2 The table below shows the key projects that were identified in the Hinckley & Bosworth Local Economic Plan (this growth plan can be found in Appendix 1) and how these have been reflected in the Leicester and Leicestershire Strategic Economic Plan. Although this relationship does not necessarily mean that funding will be forthcoming to support projects in the Borough, it does demonstrate a recognition that these projects do contribute towards the aims and objectives of the

Strategic Economic Plan and therefore should increase the prospect of the Council making successful bids for funding in the future.

Hinckley & Bosworth Economic Plan Key Projects	Leicester and Leicestershire Strategic Economic Plan Programmes
Facilitation of Town Centre Regeneration	A 'Town Centres Regeneration Fund' totaling £80 million (of which £10 million is through the Growth Deal)
Enabling both employment and residential development sites in the Sustainable Urban Extensions in Barwell and Earl Shilton and in other locations as defined in the Core Strategy and Hinckley Town Centre Area Action Plan	A 'Sustainable Urban Extension (SUE)/Strategic Employment Site Fund' totaling £80 million (of which £30 million is through the Growth Deal). A 'Town Centres Regeneration Fund' totaling £80 million (of which £10 million is through the Growth Deal)
Major infrastructure requirements and local transport initiatives	A Strategic Investment Corridor (A5/M6/J1 – Atherstone) £30million Fund (of which £5 million is through the Growth Deal) A Sustainable Transport Corridor Fund of £30 million (of which £5million is through the Growth Deal)
The upgrading of older industrial estates to make them fit for the requirements of 21 st century businesses	An 'Industrial Estates Fund' totaling £20 million (of which £7 million is through the Growth Deal).
Employment and skills initiatives including access to employment pilot schemes; a transport brokerage project; a supply chain project to benefit both incoming and existing local businesses; a work readiness initiative and a schools' initiative to publicise local job opportunities Business Support including advice and grants for SMEs and for those wishing to set up in business to include support for micro businesses including those within the tourism sector	A 'Business Growth Grant Fund' totaling £345 million (of which £25 million is through the Growth Deal). A Leicester and Leicestershire to Work Fund' totaling almost £17 million (of which £4 million is through the Growth Deal).
Working in partnership to promote apprenticeship opportunities and engagement with businesses to take on apprentices	

6 CITY DEAL

6.1 As part of Leicester and Leicestershire's wider Growth Strategy the City Deal seeks to deliver:

- A new employment scheme targeted at 16-24 year olds that will reduce youth unemployment by 50% by 2018, deliver 3,000 new apprenticeships and 1,000 traineeships and work placements.
- An innovative new employment and training scheme for young offenders.
- Improved co-ordination of business support services and a range of innovative business support programmes. These will support further growth in Leicester and Leicestershire's small and medium enterprises and contribute to job growth.
- A new pan-Midlands supply chain initiative that will support the growth of manufacturing and engineering small and medium enterprises.
- New infrastructure that will support the expansion of Loughborough University Science and Enterprise Park (providing 8 hectares of new employment land) and unlock a new Advanced Technology Innovation Centre. This new centre will create 755 new jobs and safeguard a further 400.
- £30 million of local and national public sector investment.
- £103 million of private sector investment.

6.2 To assist in achieving these objectives, Government will provide £16m of additional funding to complement local partners financial contributions and commitments.

6.3 As part of the City Deal negotiations, local authority partners have also committed to:

- either progress with a Community Infrastructure Levy (CIL) now, or to review whether or not to progress with a CIL at a later date (as in Oadby and Wigston's case).
- meet with the Government Property Unit to discuss local best practice on asset management and future plans and to upload appropriate property related information to the e-Pims database by December 2014

6.4 The successful conclusion of the City Deal with Government demonstrates the capacity of local private and public partners to work collaboratively towards the regeneration of the Leicester and Leicestershire economy.

7 EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESIF) STRATEGY

7.1 The Government has given LEPs a significant role in the next EU Structural Funds Programme 2014 -2020 including responsibility for developing an ESIF strategy, selecting projects, identifying match funds, and ensuring that spend and outcome targets are achieved. The final ESIF Strategy was submitted to Government on 31st January 2014.

8. FINANCIAL IMPLICATIONS [SJE]

8.1 The main purpose of this report is to provide information on the Leicester & Leicestershire Enterprise Partnership's Strategic Economic Plan (SEP), City Deal submission and the European Structural & Investment Funds Strategy. As such, there are no financial implications arising directly from this report.

8.2 In relation to the Local Economic Plan for Hinckley & Bosworth, the following are expected to be started in 2015/16:

- Facilitation of Town Centre Regeneration – Hinckley Town Centre Public Realm Scheme. This scheme forms part of the wider Crescent scheme and will be financed through around £350,000 of s106 contributions from developers.
- Employment & Housing Growth – Sustainable Urban Extensions in Barwell.

- Infrastructure Upgrade – A5 & Dodwells Road Junction Improvements. This scheme forms part of the Regional Growth Funding project of which £19.474million has been allocated to the Council.

All other projects are in the very early stages of planning and are likely to start at a later date. Currently, the exact financial details are yet to be determined.

9. LEGAL IMPLICATIONS [EC]

None arising from the report as it appears to be for the purposes of information only.

10. CORPORATE PLAN IMPLICATIONS

The report has synergy with the Corporate Plan's aim of 'Creating a vibrant place to live and work' and the priority within this to 'sustain economic growth'.

11. RISK IMPLICATIONS

None

12. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

None at present

13. CORPORATE IMPLICATIONS

By submitting this report, the report author has taken the following into account:

- Community Safety implications: None
- Environmental implications: None
- ICT implications: None
- Asset Management implications: None
- Human Resources implications: None
- Planning Implications: None
- Voluntary Sector: None

Background papers: None

Contact Officer: Judith Sturley, Senior Economic Regeneration Officer, ext. 5855

Executive Member: Councillor Stuart Bray

APPENDIX 1

Local Economic Plan for Hinckley & Bosworth

1. Introduction

- 1.1 Leicester and Leicestershire Local Enterprise Partnership (LLEP) has given the District Councils the opportunity to feed into its Growth Plan for Leicester and Leicestershire by producing Local Economic Plans that show their individual economic priorities and to demonstrate how these fit with LLEPs Strategic Economic Plan.
- 1.2 In order to ensure that the Hinckley & Bosworth Borough Council area is considered for economic regeneration funding opportunities, many of which in future will be directed through LLEP, this Council wishes to submit this Local Economic Plan

that outlines initiatives and projects, which it wishes to develop in the knowledge that they fit with LLEP priorities. Furthermore we consider that these initiatives will assist LLEP in its preparation of a multi-year Strategic Plan, which in response to the Heseltine Review, it is required to do with its local partners, thus enabling it to acquire a share of the new Single Local Growth Fund.

Summary of Key Projects and their Links to LLEP Priorities for Growth

Facilitation of Town Centre Regeneration

- To bring forward town centre mixed use regeneration sites as identified in the Hinckley Town Centre Area Action Plan and the Investor Prospectus

This has synergy with the LLEP stated ambition to 2020 to attract £2billion private sector investment and will help towards its achievement. (Linkage: to help address the fact that there was a decline of 25,100 jobs in the LLEP area between 2008 and 2011)

Employment and Housing Growth

- Enabling both employment and residential development sites in the Sustainable Urban Extensions in Barwell and Earl Shilton and in other locations as defined in the Core Strategy and Hinckley Town Centre Area Action Plan

This has a direct link with the LLEP Economic Growth Plan, which sets an ambitious target of creating 25,000 new private sector jobs by 2020; with its key challenge of maintaining and growing the manufacturing sector and will help towards the LLEP stated ambition to 2020 to increase GVA from £19billion to £23billion

Infrastructure Upgrade

- Major infrastructure requirements and local transport initiatives to enable projects such as:

- those outlined in the A5 Strategy in order to improve this transport corridor, a route vitally important for the economic health of businesses located within this corridor

The LLEP Economic Growth Plan states a challenge to support growth in emerging sectors such as transport technology around MIRA

- Local transport infrastructure (A47) to support the Sustainable Urban Extensions
- Upgrade of junction of A444 at Twycross Zoo to support the ambitious development plans for this important tourist and research location
- M69 link/junction upgrade
- Hinckley railway station upgrade
- Improvements to Hinckley town centre road network
- Sustainable public transport initiatives

- The upgrading of older industrial estates to make them fit for the requirements of 21st century businesses

All these have synergy with the LLEP stated ambition to 2020 to increase GVA from £19billion to £23billion

Employment and Skills

- Employment of a Skills Co-ordinator to bring forward the excellent initiatives as identified in the MIRA Technology Park Enterprise Zone Skills Plan (April 2013)
- Support for initiatives brought forward by the Cross-border Partnership (comprising the boroughs of Hinckley & Bosworth, Nuneaton & Bedworth and North Warwickshire) and the Cross-border Employment & Skills

Partnership e.g. access to employment pilot schemes; a transport brokerage project; a supply chain project to benefit both incoming and existing local businesses; a work readiness initiative and a schools' initiative to publicise local job opportunities

- Working in partnership through the newly created Apprenticeship Training Agency to promote apprenticeship opportunities and engagement with businesses to take on apprentices
- Initiatives to ensure that local people are given the best opportunity to procure local jobs

The LLEP Economic Growth Plan has key challenges to ensure that local training provision is able to meet both current and future needs and address skills shortages especially in engineering/ to be able to retain local and encourage other recent graduates/ to encourage start-ups in high technology and high skills sectors

Business Support

- Support in terms of advice and grants for SMEs and for those wishing to set up in business

The LLEP Economic Performance Summary Report states a key challenge is to help local businesses to reach their growth potential through access to finance and support, together with encouraging people including school/college/university leavers to start up a business

- To support micro businesses including those within the tourism sector, the latter contributing to a high percentage of employment within the borough

The LLEP Economic Growth Plan has a key challenge to support the local tourism sector to make the most of the LLEP areas existing attractions and identifying growth potential

2. Overview of the Plan's Aspirations

- 2.1 This Local Economic Plan aims to reflect the aspirations of the borough Council's Corporate Plan, its Economic Strategy and its Local Plan and demonstrates synergy with the LLEP Strategic Economic Plan, identifying direct benefits for both the local and wider area of Leicester and Leicestershire.

3. Purpose of the Plan

3.1

- To direct local economic development activities and investment in line with the Council's Corporate Plan, its Economic Regeneration Strategy, its relevant planning documents such as the Local Plan and Action Plans
- To set out a number of economic regeneration projects that will enhance and boost the economy of both the local and wider area
- To align proposals and projects with the LLEP Strategic Economic Plan
- To have synergy with the emerging LLEP Growth Plan
- To connect with the Government agenda in terms of the Single Local Growth Fund and City Deal

4. Aim, Strategic Objectives and Growth Priorities

4.1 Strategic Objectives

- To market the attractiveness of the area as a key business location
- To support and develop the local workforce through upskilling and promoting entrepreneurship

- To facilitate ongoing Town Centre regeneration
- Transport infrastructure improvements

4.2 **Growth Priorities**

- Bringing forward employment sites as identified in appropriate policies of the Core Strategy
- Development of sites as identified by the Hinckley Town Centre Area Action Plan
- Enabling the upgrading of dated industrial estates within the borough
- To improve local infrastructure and in particular the A5 duelling Longshoots/Dodwells; an A47 junction upgrade; M69 link/junction upgrade; Hinckley railway station upgrade

5. **Implementation and Resourcing of Priorities**

5.1 **Implementation**

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

- Leicester and Leicestershire Local Enterprise Partnership to ensure that the best opportunities for funding and other implementation opportunities are achieved through European, LLEP Growth Plan, Regional Growth Fund and other sources are achieved
- Private sector partners such as land owners and developers
- Public sector bodies and councils in the Cross-border Partnership to ensure co-ordinated funding of key projects
- Existing businesses and business organisations for example to bolster our areas reputation for major investors / potential investors
- The Highways Agency to deliver improvements to the A5 corridor, an essential route for effective business operations in terms of product delivery and distribution and staff access to work
- 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 residents organisations to ensure objectives and vision match local community aspirations.

5.2 **Resourcing**

In respect to resourcing the Council will work to secure developer contributions towards site development to ensure that provision is made for the employment of local people and also the provision of training and apprenticeship opportunities.

6. **Supporting Evidence and Alignment for Priorities**

6.1 **LLEP Level Synergy**

The priorities and proposals explained above align with the strategic objectives of LLEP's Economic Growth Plan with particular reference to:

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

and evidenced in detail with respect to:

Improve engagement between employers and training providers (*ongoing engagement*)

Increase number and flexibility of work placements, apprenticeships and internships (*working with the Apprenticeship Training Agency, North Warwickshire & Hinckley College and other local training providers*)

Address worklessness by raising ambition and employability skills (*working with the Cross-border Employment & Skills Partnership*)
Increase the availability of 'fit for purpose' high quality employment land and premises (*ongoing and existing examples of success are Atkins, Greenfields and ongoing through e.g. Sketchley Brook and the Sustainable Urban Extensions*)
Increase the provision of a range of quality housing to support economic growth (*ongoing*)

Provide effective business support to assist enterprises to start and grow (ongoing through working in partnership with business event, jobs fairs)
Attract inward investment (*Investor Prospectus update in progress*)
Secure national Government funding (*assistance with RGF bid at MIRA*)

There is alignment with the Key Actions outlined by LLEP for 2012 to 2015 with particular reference to:

1. Improve engagement between employers and training providers
2. Increase number and flexibility of work placements, apprenticeships and internships
3. Address worklessness by raising ambition and employability skills
4. Increase the availability of 'fit for purpose' high quality employment land and premises
5. Ensure transport infrastructure supports future economic growth
6. Increase the provision of a range of quality housing to support economic growth
7. Provide effective business support to assist enterprises to start and grow
8. Support innovation and technologies for new processes and product development
9. Support local SMEs to procure public and private sector contracts

6.2 Linkage to Local Priorities

Aim 1 of Hinckley and Bosworth Borough Council's Corporate Plan for 2013-2016 is 'Creating a vibrant place to work and live' and a priority within this is to 'Sustain economic growth'

The Core Strategy (adopted by the Borough Council in December 2009) is the key Development Plan Document in the Local Plan 2006 - 2026 providing the vision and spatial strategy for the borough. In particular it identifies a number of priorities for Hinckley town centre. The Hinckley Town Centre Area Action Plan (adopted in March 2011) vision is as follows: 'Hinckley town centre will provide a welcoming image, promote design excellence, attract new investment and create a high quality environment that respects (or builds on) its cultural heritage and character where people would want to live, work, shop and visit'.

The Economic Regeneration Strategy 2009 – 2014 has a number of strategic objectives that align with the aspirations of this Growth Plan:

- Develop a targeted approach to supporting businesses, which have the potential to establish, expand and relocate within the borough
- Develop an effective portfolio of sites and premises to meet the demands of business
- To increase the vitality and viability of the network of centres across the borough
- To raise the level of skills and knowledge within the borough's business and resident populations

7. Evidence that Hinckley & Bosworth Borough Council has a Record on Delivery of Priorities and Projects

- Successful adoption of its Local Plan and Town Centres Area Action Plan
- Major employment allocations
- Major town centre regeneration programme – Creation of a creative and innovative business centre in a Listed former hosiery factory – Atkins; completion of the bream excellent Hub (HBBC, LCC services, Job Centre +); bringing forward the Bus Station development for retail and leisure; Sketchley Brook mixed use site with DPD as a major employer on the site
- Sustainable Urban Extensions in Barwell and Earl Shilton
- Investor prospectus that promotes sites and development opportunities within the borough
- MIRA RGF (£19.4million) for major infrastructure improvements and Enterprise Zone allocation
- Cross-border Partnership delivering initiatives in the cohesive economic area of Hinckley & Bosworth, Nuneaton & Bedworth and North Warwickshire
- Working in partnership with LLEP and others on the MIRA Skills Plan ([The LLEP Economic Growth Plan 2012 highlighted the need for a specific plan to meet the skills needs associated with the development of the MIRA Technology Park Enterprise Zone](#))
- Working in partnership to set up a Cross-border Apprenticeship Training Agency
- Working in partnership over a 5-year period with Hinckley Business Improvement District to deliver an ongoing programme of initiatives to benefit town centre businesses and the local community (N.B vacancy rates are well below the national average)
- Commitment to the delivery of superfast broadband through working in partnership and via a financial contribution

8. Barriers and Risks associated with the Local Economic Plan and Potential Solutions

- 8.1 In terms of ongoing regeneration projects it will be important to work in partnership in order to procure finances and the capacity to deliver its Local Economic Plan in alignment with the LLEP Growth Plan.
- 8.2 Hinckley & Bosworth Borough Council has demonstrated that it has already proved itself adept at delivery and it will continue to work in partnership to ensure continued success.
- 8.3 The area benefits from local educational establishments such as North Warwickshire & Hinckley College, the Studio School and the MIRA Academy, which can help build the vision in terms of skills and entrepreneurship.

9. Conclusion

- 9.1 The growth priorities set out in this report demonstrate that Hinckley & Bosworth Borough Council's key aspirations and objectives pertain to a commitment to growth and strong partnerships.
- 9.2 Its ongoing proposals will help to achieve the growth priorities for the LLEP area and as such contribute positively to LLEP's negotiation with Government on its Growth Deal and the bidding process for funding
- 9.3 It should be noted that many of the projects highlighted in this Local Economic Growth Plan, with LLEP support, could be brought forward at an accelerated rate and would enable '**Quick Wins**', which would help LLEP achieve its strategic vision for growth.

10. **Appendix**

10.1 It should be noted that greater details of particular sites referred to in this document can be supplied on request

10.2 This document takes particular reference from the following documents:

- LLEPs Economic Growth Plan
 - Hinckley and Bosworth Borough Council's Corporate Plan 2013-2016
 - Hinckley and Bosworth Borough Council's Core Strategy 2009
 - The Hinckley Town Centre Area Action Plan 2011
 - The Economic Regeneration Strategy 2009 – 2014
-