

2018/2023

Economic Development Strategy

Our Vision

By 2023 Harborough District's economy will have established a robust reputation as a dynamic, entrepreneurial and attractive place to do business. Sustainable employment opportunities and district-wide prosperity will be achieved by developing home-grown enterprises and proactively attracting high-value businesses to the area.



Harnessing Harborough District

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Foreword from Leader

Our Council is ambitious to secure a prosperous future for the Harborough District. We have refreshed our Economic Strategy to reflect our three priorities of Place, People and Council. We have done this to ensure that we achieve our ambitions.

The refreshed strategy and action plan is designed to be flexible so we may respond to the changing economic landscape. We aim to tailor support to the needs of local businesses and entrepreneurs so they are able to create both jobs and sustainable growth for the District.

This refreshed Strategy and Action Plan aims to continue to harness Harborough's economic potential through attracting inward investment, promoting the District and supporting our key sectors. We will work with a range of public and private sector partners, to ensure that our businesses have access to the skills and resources that they need to reach their potential.

We aim to continue to grow our economy, support our businesses and by doing so, create a successful future for our District.



Councillor King, Leader of Harborough District Council

1) Introduction

The Council's Vision: The Council's vision is: to secure a prosperous future for the people of Harborough District

The Council's Priorities: The Corporate Delivery Plan is structured around the Council's three priorities, with specific Critical Outcomes (CO):

THE PLACE

- CO 1: Keeping the District a great place to live
- CO 2: Wider Employment Choice
- CO 3: Quality Homes for All
- CO 4: Improving Tourism for the District
- CO 5: Infrastructure-led Development

THE PEOPLE

- CO 6: More accessible Services available 24/7
- CO 7: Increased Participation in Physical Activity
- CO 8: Support Vulnerable People
- CO 9: Stronger Communities

YOUR COUNCIL

- CO 10: Deliver Financial Sustainability for the future
- CO 11: Effective and robust governance arrangements

Harborough District Council has committed within the above plan to develop an enterprising, vibrant place. This Strategy will provide the detail as to how this commitment will be realised through:

- Analysing and understanding the local economy through baseline data (see local economy document) and consulting with internal and external stakeholders
- Identifying our local assets, challenges and opportunities
- Presenting a vision and set of priorities as a policy framework
- Producing an action plan based around 3 core priorities

This Strategy will remain flexible to the ever-changing economic landscape but the overarching vision and priorities will remain resolute as will the Council's commitment to enabling local businesses and entrepreneurs do what they do best...create jobs and prosperity for Harborough.

The purpose of this Strategy is to outline the Council's (and its partners) commitment to improving the economic prosperity of the District so residents and businesses are able to thrive and contribute to creating sustainable communities within Harborough and the wider economic geography.

This Strategy will need to be considered in the context of, and feed into other important national, regional and local strategies/ plans and agendas such as the Government's Industrial Strategy, the Leicester and Leicestershire Local Enterprise Partnership's Strategic Economic Plan and the Council's Corporate Plan and Local Plan.

This Strategy will seek to secure buy-in from local and strategic partners in order to underpin and secure an ongoing working relationship that will enable the Council to optimise the benefits of collaboration and unlock Harborough's potential to create prosperity with the purpose of improving the lives of local people whilst supporting local and strategic economic growth.

Key activities: How the Economic Development key activities align with the council's critical outcomes;

Critical Outcome	Key Activity
CO1: Keeping the District a great place to live	KA.01.05 To promote the vibrancy of the District's two market towns
CO2: Wider Employment Choice	KA.02.02 Encourage the entrepreneurial SME economy through both business centres and business support frameworks
CO2: Wider Employment Choice	KA.02.03 Develop partnerships with Schools, Universities and Centres of Excellence to provide services in the district
CO2: Wider Employment Choice / CO10: Deliver Financial Stability for the Future	KA.03.02 Develop inward investment offer for the Harborough District
CO4: Improving Tourism for the District	KA.04.01 Develop in partnership the local visitor economy
CO6: More accessible services 24/7	KA.06.03 To regularly seek community and business views through consultation

2) Economic context:

Overall, data for the Harborough district economy shows a positive performance:

- It has amongst the highest economic activity rates in Leicestershire,
- Amongst the lowest unemployment rates in the LLEP area
- Amongst the best profiles, in terms of highly-skilled workers
- Strong for micro-businesses with 78.5% employing between 0-4 people (above LLEP average – 74.2%)
- Start-up rates in Harborough district have grown 16.3% between 2011 and 2015
- Business survival rates are 64.8% in Harborough (second highest in the LLEP area)
- Highest resident average earnings in the LLEP area

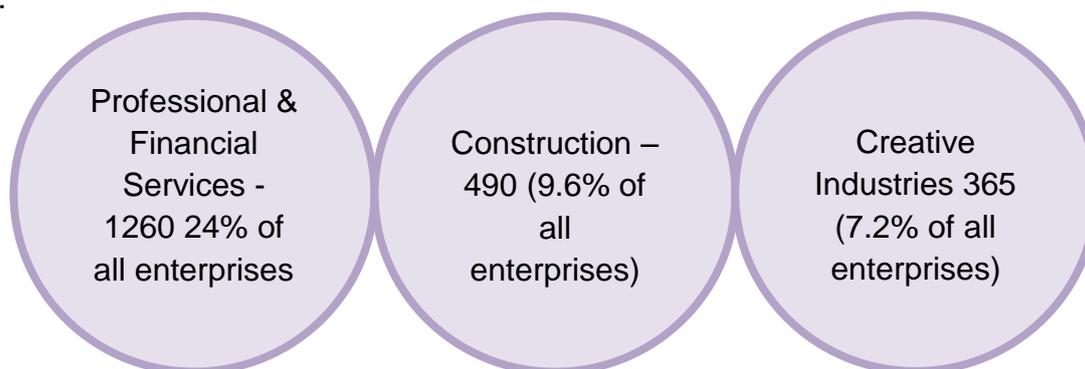
However, success of Harborough's economy is partially dependent on out-commuting. Currently, 50.9% of Harborough residents in employment commute outwards to neighbouring centres.

Continuing to work with the LLEP and attracting inward investment **KA.03.02** is a way we aim to target out-commuting. By promoting the district and working towards making Harborough District a desirable place for businesses to set up. Harborough District is a key location with direct access to several major city economies in the UK.

Encouraging more workers and SMEs into the district is also the purpose of **KA.02.02**. By supporting and building relationships with existing and start-up SMEs, through the business centres and business support frameworks. The Grow on Space facility, due to open in September/ October 2019, will be key in supporting the development of businesses, with the aim to bridge the gap between start-up and established business stages. HDC aims to maintain the business survival rates of 64.8% - the second highest in the LLEP area, making Harborough district a resilient business base for start-up businesses. The Grow on Space is set to bring around 230 jobs to the area.

KA.02.03, aims to create better partnerships with schools and universities. Current LLEP data suggests there is a skills shortage within the trades in the area. Local businesses are also finding it difficult to appoint to skilled positions. Investment in apprenticeships and work experience schemes, funded by HDC, will allow school leavers to gain a better understanding of the local skills requirement of the district's larger businesses and/ or be able to move straight into these businesses as opposed to going straight to university. Through cooperation with local HE and FE facilities, local students become local employees.

Our main sectors in terms of enterprises, according to the District's economic profile, are:



In terms of local employment numbers, our main sectors are:



It is these sectors that will be focused on when it comes to partnerships with local schools and universities.

KA.04.01 focuses on developing the Tourism Sector, and developing a stronger relationship with the visitor economy. Harborough aims to invest in the growth potential of this sector. The action plan states several actions and projects which are already underway, which will support future growth of the tourism industry in Harborough District.

Business Rates:

Increase in business rates collection due to more businesses moving into the area, into larger properties and are therefore liable for business rates.

There has been a reassessment of business rates for 2017. This has led to rates for larger properties generally going up (increase in percentage contribution to overall rates for our top 10% of rate payers).

This creates a challenging environment for many businesses in the district. These businesses need to be supported in order to ensure they are able to continue to thrive and provide employment opportunities in the district. This falls in line with the strategy to maintain relationships with larger businesses in the area and ensure they are aware of the growing support frameworks available via the council, such as the Grow on Space and Harborough Innovation Centre.

Understanding how to support our top 30 businesses and their needs particularly through upcoming challenges, is a feature of our key activities. By regularly consulting both businesses and residences (**KA.06.03**), in order to keep them developing, thriving and continuing to bring employment to the region, as well as enriching the local economy.

3) Strategic context:

Several developing plans to ensure they are able to facilitate and support the development of regional and national priorities at the local level. This will have a direct impact on the District Council's ability to attract and promote sustainable growth into the area over the coming years and post EU EXIT:

Local Government Act (2000)

Leadership role of local authorities should promote the economic, social and environmental wellbeing of their areas by undertaking a wide range of activities to improve the quality of life of local residents and businesses and those who commute to or visit the area.

The National Planning Policy Framework (NPPF) provides a planning framework relating to how planning policies are applied with a presumption in favour of achieving sustainable development, taking account of economic, social and environmental dimensions.

The framework shifts emphasis towards positively seeking opportunities for development unless any adverse impacts of doing so would significantly and demonstrably outweigh the benefits.

The Industrial Strategy sets out a long term plan to boost the productivity and earning power of people throughout the UK.

Government plans to build a Britain fit for the future – How Government will help businesses create better, higher-paying jobs in every part of the UK with investment in the skills, industries and infrastructure of the future, 5 foundations aligned to its vision for a *transformed economy*:

- Ideas: the world's most innovative economy
- People: good jobs and a greater earning power for all
- Infrastructure: a major upgrade to the UK's infrastructure
- Business environment: the best place to start and grow a business
- Place: prosperous communities across the UK

The Industry Strategy has also set out Grand Challenges to put the UK at the forefront of industries of the future, ensuring that the UK takes advantage of major global changes, improving people's lives and the country's productivity. These challenges include:

- The ageing population: using the power of **innovation** to help meet the needs of an ageing society
- Clean growth: low carbon technologies and systems and services that cost less than high carbon alternatives, efficient use of resources
- Artificial Intelligence and data
- Future of mobility: the UK to become a world leader in shaping the future of mobility. We are on the cusp of profound change in how we move people, goods and services around towns, cities and countryside. Thanks again to extraordinary innovation in engineering, technology and business models.

Midlands Engine for Growth is a strategic plan to drive growth in the Midlands as part of the Government's devolution proposals with an emphasis on boosting productivity and supporting growth in manufacturing as well as inward investment, skills development and improving transport connectivity through the Midlands Connect Project.

The Vision for Growth sets out 5 priority areas:

- Connecting the Midlands through maximising new technologies to deliver a radical transformation of the Midlands transport network
- Tackling the mismatch between business skills and the skill levels of Midlands residents
- Growing International Trade and Investment in existing and new markets
- Increasing Innovation and Enterprise, creating an environment where our science and innovation strengths can be maximised
- Shaping great places by promoting the Midlands as a great place to live, visit, learn and work

These are all aims supported by the Harborough Districts Key Activities structure, particularly in encouraging inward investment into the district via **KA.03.02** and concentrating on developing appropriate skills in order to keep skilled workers within the district – **KA.02.03**. Shaping Harborough District as a great place to live is paramount to ensuring that we attract new business, maintain existing residents and businesses as well as attract more inward investment into Harborough district's economic potential.

The Leicester and Leicestershire Partnership (LLEP)

The Leicester and Leicestershire Enterprise Partnership formed in May 2011 is a partnership of private, public and third sector organisations that drives economic regeneration and development across the sub region. An extension of this is the **Business Gateway Growth Hub**, designed to meet the specific needs of their local economies. Businesses can be confident that when they speak to a Growth Hub business adviser, or one of their delivery partners, they are speaking to someone who truly understands the environment in which that business is operating.

The **Strategic Economic Plan** (for the LLEP), provides the framework for achieving their vision to ‘Create a vibrant, attractive and distinctive place with highly skilled people making Leicester and Leicestershire the destination of choice for successful businesses’

It also aims to tackle the major risks to our economy (from 2014-2020) which include:

- Lack of suitable employment land for most land intensive priority sectors
- Poor quality public realm and derelict sites requiring land assembly and infrastructure
- Inadequate transport infrastructure causing congestion and resulting in increased business costs
- 70% SMEs have growth plans but need support
- Lack of skills in key sectors and insufficient young people choosing STEM careers

The latter are challenges that the Harborough District Economic Development plan is already targeting, in offering continued business support to SMEs through various platforms including the HIC, as well as building better relationships with the 7 local secondary schools and the University of Leicester, to promote more work experience and apprenticeship opportunities.

The **SEP** focus is:

- Investing in our place
- Investing in our businesses
- Investing in our people

Strategic Growth Plan Leicestershire and Leicester

The Strategic Growth Plan is the overarching plan which sets out the aspirations for delivering growth (housing, economic, infrastructure) in Leicester and Leicestershire until 2050. As our economy and population grows, plans for employment and housing developments will continue to come forward. Having a joint Strategic Growth Plan helps to realise the opportunities and manage the risks of growth.

The plan makes it possible to control – jointly, for Leicester and Leicestershire:

- How expected population and economic growth will be accommodated and supported;
- How existing problems can be resolved;
- What type of development is needed and by when;
- What is the most appropriate location for these developments;
- Which environmental assets should be protected and enhanced;
- What investment in services and infrastructure is required where and by when.

Priorities:

- Creating conditions for investment and growth; balancing the need for new housing and jobs with protection of our environment and built heritage
- Achieving a step change in the way that growth is delivered; focusing more development in strategic locations and less on non-strategic sites
- Securing essential infrastructure that is needed to make this happen; taking advantage of proposals to improve national and regional networks (as set out in the Midlands Connect Strategy) and maximising the benefits from them
- Maintaining the essential qualities of Leicester & Leicestershire and delivering high quality development

Local Plan

A key objective of the Local Plan is to seek to promote sustainable economic growth across the district. It seeks to achieve this through facilitating the growth of existing businesses, fostering new local enterprise, contribute to reducing the need for out-commuting and help to increase the sustainability and self-containment of communities to enable the development of a vibrant diverse and sustainable business community, whilst enhancing the quality of life for people and communities in general.

The Harborough Local Plan includes policies and identifies sites to enable sustainable growth in key sectors and priorities identified through the **Economic Development Strategy** namely broadband infrastructure, provision of employment land, tourism, leisure and other Town Centre uses.

Midlands Connect

The **Trans- Midlands Trade Corridor Strategy Plan** will look to unlock the potential growth on the A46 corridor, they recognise that their plans must move beyond transport and embrace economic development areas such as skills, training, trade links, planning and supply of commercial land.

4) How do our Key Activities support the District's assets and opportunities and target the challenges that it faces?

Local Assets:

- i) Excellent location, part of the '*Distribution Golden triangle*' direct access to the motorway network, rail networks: less than 1hr from London St Pancras by train. As mentioned within the Economic Strategy, this may be important when it comes to BREXIT, as easy access, to major economic cities would bring European companies, seeking UK offices to represent their businesses, which would be great exposure for the District as a great place to do business.

- ii) **Harborough Innovation Centre:** 50 SMEs and a focal point for business activity across the District and a hub through which support services to our business community can be delivered. This is the critical outcome for **KA.02.02:** to ultimately use business frameworks, including the new Grow-on space to support local SMEs
- iii) Our town centres are already strong and resilient, providing fantastic places for residents to live, tourists to visit and businesses to thrive. With these already positive developments, **KA.03.02** and **KA.04.01** will seek to build on this progress, by putting more focus on sectors such as tourism, which have great economic potential in the District.
- iv) **Perception:** Harborough has been recognised as a top place to live in no less than 5 national surveys, which shows it has a growing reputation which can be used to attract greater inward investment in line with **KA.03.02**, as well as encourage more people to live and work in the area.
- v) Many successful strong brands and SMEs in the area such as: Joules, George at ASDA, Diechman Shoes, Brevitt Reiker, Fiona Cairns, Semelab, Sheridan and CO, TGW, Sanderson Transport, Thorpes of Great Glen, Harboro Rubber etc.
- vi) Tourist attractions and places to visit such as: Foxton Locks, Kilworth Theatre, Market Harborough Museum etc. We want to continue to promote and enhance these tourist attractions through **KA.04.01**, and build on developing a sustainable tourism industry for businesses.
- vii) **Can do Council:** proactive local authority looking to support businesses and plan for sustainable growth to ensure the future of our economy and communities

Challenges:

- i) **Employment Space:** Evidence demonstrates that there is generally a lack of employment space and right type of property to support growth of existing companies and Inward Investment.
- ii) **Town Centres:** to sustain the strength of town centres against the threat of leakage to other centres and on-line shopping. Inward investment is necessary here in order to ensure that we can continue to support local businesses financially and be able to build better relationships with our local businesses. – **KA.03.02**
- iii) **Disparity between residents and workplace earning:** to readdress the difference between workplace and residential earnings by ensuring there are more opportunities for our high skilled residents in Harborough, whilst making sure that new entrants into the job market have appropriate skills. This is where the engagement with local schools, universities and centres of excellence becomes imperative (**KA.02.03**). As well as making local SMEs aware of schemes such as the HDC Apprenticeship fund that are available, to give the area much wider employment choice.

- iv) More flexible working: people being able to work from home, gives businesses greater flexibility of their workforces as well as savings and major environmental benefits. In order to make this possible, there needs to be a digital network that serves this growing need. (**KA.02.02** – *supporting businesses in giving them wider access and a better more flexible work environment*)
Access to Superfast broadband is no longer desirable but essential in ordinary daily life and for businesses. This is particularly the case in this District as it features a high proportion of home working when compared to other districts locally. With the BDUK programme, the council aims to provide access to superfast broadband to all residents and businesses in the District including those who will move to developments in the future. By 2016 access was granted to over 65,000 properties, reaching almost 150 towns and villages. Additionally, Superfast Leicestershire aimed to deliver fibre broadband access to 96% of all homes by the end of 2018.
- v) County-wide dynamic: Making sure that Harborough is recognised at a county, regional and national level as a place worth investing in, continuing to champion Harborough as much as possible, to ensure it is being noticed at regional and national decision making level. By working alongside the LLEP, to achieve similar goals, this is an important step to ensure a better share of regional funding. – **KA.03.02**.
- vi) Delivery of infrastructure to support growth: to reinforce the principles of sustainable development and protecting our countryside whilst promoting the District as a place to visit, invest, locate and grow. This will include identifying and lobbying for key improvement in infrastructure to alleviate pressure on our road network expected as a result of growth in the area. This will ultimately help us to achieve our critical outcome of *Infrastructure-led development*.
- vii) Skills Base: Harborough District is characterised by a highly educated population that looks beyond the area for higher paid employment. This leads to business looking further afield to recruit suitable candidates at the start of their careers. **KA.02.03** means we will be engaging more with schools and universities to encourage school-leavers and graduates into local employment.

Opportunities:

- i) Localised funding via LLEP: this provides us with an opportunity to identify key projects within Harborough that we wish to bring forward to support the local and regional economy. By having these projects on the regional agenda we are more likely to be able to attract funding for them and bring them forward quickly, as **KA.03.02** states.
- ii) Grow on Space: one of the bigger strategies being introduced to encourage more grade A Grow on office space within the Harborough

District. In turn this will lead to more growth and turnover in businesses within the current Harborough Innovation Centre. This will free up space at HIC for start-up businesses and encourage job and business growth in the Harborough area, which will be the reasonability of the Economic Development in 2020.

- iii) JCT 20a: Country wide growth strategy will identify strategic infrastructure improvements such as the addition of Junction 20a on the M1. Where these infrastructure improvements are relevant to the district there will be opportunities that benefit the local area. These improvements only add to continuing to make Harborough District more attractive to prospective businesses.
- iv) Housing developments: in line with the Critical Outcome 3; Quality Homes for All. Housing of all sizes and levels of affordability is essential for attracting a diverse workforce as well as businesses to the area.
- v) Local Plan: identifying and protecting land for future employment activity in the district. This will in turn generate more jobs and prosperity in the district through supply chains and local spend.
- vi) Business Rate Retention: engagement with larger local businesses remains important, in terms of being able to respond to their needs, **(KA.06.03)**, particularly when it comes to handling changes to business rates and how the council can support them. Knowing the challenges they face, makes us better equipped to ensure we can retain them in the local area.
- vii) Tourism: As aforementioned, HDC continues to priorities the tourism sector via **KA.04.01** and several plans already in place, as there is a great opportunity to increase tourism and its value within the District

5) Vision and Priorities

Following consultation and analyses of available information we have developed a vision, underpinned by three core priorities and nine work streams that will drive delivery over the next 5 years.

Vision – Harnessing Harborough District:

By 2023 Harborough District will have a strong reputation for being dynamic, entrepreneurial and an attractive place to do business.

Strategic Priorities: In order to achieve the above vision the following strategic priorities have been identified

- Harnessing Harborough District's **Location** – maintain quality and resilient places through sustainable growth:
 - Physical infrastructure
 - Digital Infrastructure
 - Strategic Infrastructure

- Harnessing Harborough District's **Potential** – to create an environment in which people want to invest:
 - Inward investment
 - Promote and Bring forward key development sites
 - Town Centres, Tourism and Culture

- Harnessing Harborough District's **Talent** – to nurture a thriving, innovative and engaged local business/ entrepreneur community and ensure they have access to the right skills:
 - Business support
 - Business Engagement
 - Skills & Learning

Appendix A – Headline Action Plan (2018-2023)

The table below details the headline actions that will underpin the development and delivery of the three priority work streams. To deliver this we will look to co-ordinate our resources internally to align with these and drive this delivery through working in partnership to add value to our work

Priority/Action	Outcomes	Delivery Date	Related Key Activity
Harnessing Harborough District's Location: Physical Infrastructure			
<ul style="list-style-type: none"> • Examine infrastructure requirements to unlock key employment sites throughout the district and scope options for funding and delivery • Support the case for rail improvements within and through MH 	<ul style="list-style-type: none"> • Continue to unlock new development through investment in advance infrastructure, property market interventions and effective development management of existing employment areas. • Implementation involves priority setting; project development and innovations in funding, public asset management and public/private partnerships. • Work in partnership during MH train station works/closure. East Midlands Trains were allocated a stall at the Indoor Market to inform the community, leading up to the closure. • Continuing to work with train contractor and JCDecaux to sponsor Market Harborough Train Station through nameplates on each platform. • Agreement made to showcase our Invest In Harborough Guide and Visit Harborough Guide in both waiting rooms. • Two new A1 posters to be placed in prime footfall locations outside/inside the train station to promote our tourism offer for the district. 	<p>Year 1 - 5</p>	<p>KA.03.02 Develop inward investment offer for the Harborough District</p>

Harnessing Harborough District's Location:			
Digital Infrastructure			
<ul style="list-style-type: none"> • Increase broadband and mobile phone coverage throughout the district • Promote Superfast Leicestershire throughout Harborough District • Encourage all new developments over 10 dwellings to deliver Fibre to the premise as a matter of course 	<ul style="list-style-type: none"> • Regularly attend and update at the Leicester and Leicestershire Economic Development Officers Network (LEDON) meetings where Superfast Leicestershire is a regular agenda item. • As of 2018 access has been granted to over 65,000 properties in the Harborough District. • Continue to work with Superfast Leicestershire to make businesses aware of the voucher scheme that could introduce fibre broadband or improve connectivity and speed. Long terms this could accelerate business growth. • The Harborough Local Plan includes policy IN3 Electrical Connectivity. The policy states that major (above 10 dwellings) development will only be permitted where adequate broadband infrastructure is made available. • Major developments should incorporate a duct network, designed in cooperation with a provider and where viable a fibre to the premises (FTTP); and that other infrastructure (facilities supporting mobile broadband and wifi) should also be included in major development. 	<p>Year 1 - 5</p> <p>Year 2 - 5</p>	<p>KA.06.03 To regularly seek community and business views through consultation</p>

Harnessing Harborough District's Location:			
Strategic Infrastructure			
<ul style="list-style-type: none"> Ensure Harborough is recognised at a county and regional level as a proactive area where sustainable growth is being delivered Ensure work carried out at the regional (LLEP) level takes consideration of Harborough 	<ul style="list-style-type: none"> The Economic Development team attend a number of national expos, conferences and LCC events to advertise Harborough as an area that can offer sustainable employment opportunities and district-wide prosperity. Continue to work with Leicester and Leicestershire Enterprise Partnership (LLEP) to build better relationships with all sector officers and deliver common goals. The Economic Development Team organised a Tour of Harborough District for 8 LLEP employees to showcase developments of current project work and future aspirations for the area. 	Year 1 - 5	KA.03.02 Develop inward investment offer for the Harborough District
<ul style="list-style-type: none"> Ensure the economy is at the forefront of our thinking and how it is impacted and considered when we develop projects and policies 	<ul style="list-style-type: none"> We need to make the most of our districts strengths so that we can be at the forefront of emerging technologies and industries in the years ahead. Continue to work with public and private sectors i.e. Universities and Schools to break down conventional barriers within and between business sectors and academic disciplines. 	Year 1 - 5	KA.02.03 Developing Partnerships w/ Schools, Universities and Centres of Excellence to provide in the District
Harnessing Harborough District's Potential:			
Inward Investment			
<ul style="list-style-type: none"> Create suite of information for businesses looking to move into the area in partnership with the LLEP 	<ul style="list-style-type: none"> Distribute and promote <i>Invest in Harborough</i> guide and related materials. 	Year 1 - 5	KA.03.02 Develop inward investment offer for the

<ul style="list-style-type: none"> • Liaise with LLEP and the City to develop county wide Inward Investment offer that takes consideration of Harborough District • Work with land owners to bring employment sites forward into use and to develop attractive schemes that bring inward investment and additionality to the area 	<ul style="list-style-type: none"> • Attend business shows and workshops to continue to promote the Invest in Harborough District offering to businesses, and developers to increase the awareness of Harborough District. • Work with Invest in Leicester partners to promote each other and work towards the bigger investment offer within the LLEP area. • Since launching the Invest in Harborough website and social media platform the Economic Development Team have been working with Bruntingthorpe Proving Ground, Royal Enfield, Chandlers Farm, Harrison Family, Gazeley, Stephen Sanderson and Foxton Locks. All of whom have requested support for the growth of their business. We continually use social media to engage with investors and land owners. 		Harborough District
<p>Harnessing Harborough District's Potential: Promote and bring forward development sites</p>			
<ul style="list-style-type: none"> • Identify further sites with potential for employment use through the Harborough District Local Plan Review Process • Begin to look at using the planning powers and tools available to us to create a welcoming and attractive environment in which people want to invest 	<ul style="list-style-type: none"> • Development of housing and employment sites identified in the Harborough Local Plan will be planned through a comprehensive master planning process proportionate to the scale of development. • Support planning applications for businesses wishing to expand or relocate within the district. • Work with the planning department to give 	Year 2 - 5	KA.03.02 Develop inward investment offer for the Harborough District

	Economic Development advice with regards to change of use applications to ensure business premises are not lost.		
Harnessing Harborough District's Potential:			
Town Centres, Tourism & Culture			
<ul style="list-style-type: none"> Develop Masterplan outlining the vision for the future of Market Harborough and Lutterworth Town Centres Identify and assess Town Centre management and delivery options for Market Harborough and Lutterworth 	<ul style="list-style-type: none"> Work with The Environmental Partnership (TEP) to deliver a town centre masterplan for Lutterworth and Market Harborough. Attend and support retail forums and the chamber of trade. Organise yearly council-led events & support others that provide economic benefits. 	Year 1 - 5	KA.01.05 To promote the vibrancy of the District's two Market towns
<ul style="list-style-type: none"> Work with partners to develop a tourism and leisure offer across Harborough District focusing on our town centres and unique selling points 	<ul style="list-style-type: none"> Distribute and promote 'Visit Harborough' guide and website to promote the tourism offer within the district. Work with and support the 'Tourism Core Group' to deliver joint outcomes and agree achievable objectives. Engage with coach companies to increase tourist numbers to the district. To attend travel and tourism expo and business shows to make sure visitors, investors are aware what is on offer in Harborough District 	Year 2 - 5	KA.04.01 Develop in partnership with the local visitor economy
Harnessing Harborough District's Talent:			
Business Support			

<ul style="list-style-type: none"> • Work with Partners to deliver accessible services from Harborough District Council & support and advise programmes from the Harborough Innovation Centre • Develop move on space within Market Harborough • Support development of innovation/ incubation space in Lutterworth • Work with partners to deliver funding opportunities for businesses throughout the district 	<ul style="list-style-type: none"> • Monthly meetings to review delivery of business support programmes. • Year 2 will see the change of the centre’s management to be brought in house and will be the responsibility of the Economic Development Team. • Support launch of the Grow-on space and support growing businesses to relocate. • The expansion of Magna Park, refers to the development of an Innovation Centre • Continue to work with partners to deliver funding opportunities for businesses throughout the district. • Build relationships with key ERDF programmes to help delivery projects across Harborough District. 	<p>Year 1 - 5</p> <p>Year 2 - 5</p> <p>Year 3 – 5</p> <p>Year 1 - 5</p>	<p>KA.02.02 Encourage the entrepreneurial SME economy through both business centres and business support frameworks</p>
<p>Harnessing Harborough District’s Talent:</p>			
<p>Business Engagement</p>			
<ul style="list-style-type: none"> • Carry out a biennial business survey to identify areas of concerns and any potential interventions that may need to be made • Make information on all business support and advice easily accessible through 	<ul style="list-style-type: none"> • A number of key partners including East Midlands Chamber send out economic development related surveys throughout the year. The LLEP also carry out at economic survey annually. Both partners have a further reach than HDC so we will rely on data from the above going forward. • Continue to update the business support pages i.e. sector specific funding opportunities for businesses. 	<p>Year 1 - 5</p>	<p>KA.02.02 Encourage the entrepreneurial SME economy through both business centres and business support frameworks</p>

<p>Council website & social media channels</p> <ul style="list-style-type: none"> Continued engagement with businesses through newsletter, networks, and 1-2-1 business meetings Develop a programme of engagement with our top 30 employers 	<ul style="list-style-type: none"> Support the delivery of the Smarter services programme to ensure the Economic Development Team are delivering services in the most efficient way for our customers. Continue to send out monthly welcome letters to new businesses moving into or relocating within the district. Encourage more businesses to sign up to the bi-weekly business newsletter. Support businesses to enter into potential awards categories to showcase the diverse businesses we have within the district. Encourage other departments to take a welcome pack to any business visits they attend. Continued engagement with businesses through network events and 1-2-1 business meetings. Continue to engage with top 30 employers, using the Invest in Harborough material to highlight what the team can offer. 	<p>Year 2- 5</p> <p>Year 1 - 5</p>	
<p>Harnessing Harborough District's Talent: Skills & Learning</p>			

<ul style="list-style-type: none"> • Provide apprentices through HDC and encourage business community to do the same • Business & School links – promote better links between local businesses and Schools • Work with partners to develop sector specific higher/ further education facility in Harborough District 	<ul style="list-style-type: none"> • Ensure grants are being spent accordingly for work experience apprenticeship placements from local schools to local businesses. • Build rapport with each of the 7 secondary schools – understand the demands required for the future workforce. • Refresh of the Careers Guide. • Continue to attend the work and skills forum. • Work in partnership with Voluntary Action Leicestershire to promote businesses to invest into their community. • Develop relationships with the University of Leicester, De Montfort University and Leicester Employment Hub. 	<p>Year 1 - 5</p>	<p>KA.02.03 Developing Partnerships w/ Schools, Universities and Centres of Excellence to provide in the District</p>
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