

Appendix - Economy and Enterprise Strategy Delivery Plan (21 MAY 10)

The Economy and Enterprise Strategy sets out the framework for the physical regeneration of Calderdale. It builds on the progress made over recent years, and sets the priorities for next decade. Crucially, it provides a realistic and comprehensive assessment of development opportunities based on the key transport, planning and housing strategies of the Council. In order to deliver the Economy and Enterprise Strategy, the Council and its partners need to align policy, determine phasing, secure funding, and maintain private sector commitment. The Council is working on aligning its Capital Strategy and Asset Management Plan to maximise use of its land and financial assets for regeneration.

The Economy and Enterprise Strategy has been prepared by the Council and is owned by the Council and the Local Strategic Partnership. It is a delivery focused document. All of the individual projects have their own project plans, which will be used to monitor progress on a quarterly basis, as part of the Council's performance management framework.

This Delivery Plan identifies actions to ensure delivery of the key priorities within the Economy and Enterprise Strategy over the next few years. The Delivery Plan will need to be reviewed and refreshed on an annual basis in order to allow for changes in priority and the development of new projects.

The table below outlines the key priorities for action;

Key Priority	Supporting Actions (with objective)	Measure of Performance	Timescale	Lead	Other partners
Business Agenda					
B1: Diversified employment sectors	<p>Develop Calderdale's tourism economy</p> <ul style="list-style-type: none"> Establish a Calderdale Tourism Board to coordinate tourism support and promotion in Calderdale. Develop and gain approval for a Tourism Action Plan to show how the district can grow its local tourism economy by 5% over the next 3 years, by- <ol style="list-style-type: none"> promoting existing tourism assets to increase daytime and overnight visitor economy Local marketing plan for tourism related activity to connect assets and festivals. maximising the use of the regional Destination Management System (DMS) providing support for tourism businesses supporting the Leeds & Pennine Yorkshire Group Travel Campaign to increase coach visitors to the area. adopting the Pennine Yorkshire campaign to ensure Calderdale's attractions benefit from the marketing of 	<ul style="list-style-type: none"> First Board meeting held on 30 April 2010 Agree a base measure of the value of the local tourism economy with W2Y and other partner. 350 attractions and tourism businesses promoted through the DMS. To give assistance to over 50 tourism businesses per year To establish base line figure for coach party visits/ value – 	<p>2010/11</p> <p>2010/11 -2012/13</p>	<p>CMBC</p> <p>CMBC/ Calderdale Tourism Partnership</p>	<p>Private Sector</p> <p>Welcome to Yorkshire (W2Y)</p> <p>West Yorkshire Tourism Partnership (WYTP)</p> <p>Business Link Yorkshire</p>

	<p>Yorkshire</p> <p>vii. promoting Calderdale through 'Conference Leeds' West Yorkshire conference desk to increase business tourism</p> <p>viii. auditing accommodation in the area to assess the availability of conferencing facilities</p> <p>ix. work with the Public Transport Industry operators to develop sustainable travel opportunities and improve accessibility</p> <p>x. develop opportunities for promoting active travel exploiting the dense Right of Way network and Cycling offer</p> <p>Develop the district's rural economy</p> <ol style="list-style-type: none"> 1. Encourage enterprise and innovation within new and established rural businesses. 2. Support the diversification of the local farming community 3. Develop and encourage participation in programmes of workforce development and in particular customer care. 	<p>Work with Group Travel Leeds to do this.</p> <ul style="list-style-type: none"> • Increase Calderdale venues benefiting from conference market from 9 to 14 for 2010/11 • Continue to promote public transport providers on marketing literature for the area • Support 20 businesses per year secure funding from the Rural Enterprise Innovation Programme (REIP) and the Rural Business Support Programme (RBSB) • Reflect the needs of rural businesses in the Calderdale Employment and Skills Strategy 	2010/11	West Yorkshire Rural Partnership/ CMBC	<p>West Yorkshire Rural Partnership.</p> <p>Pennine Prospects – LEADER</p> <p>Conference Leeds Marketing Halifax</p> <p>Sustrans</p> <p>Yorkshire Forward</p>
	<p>Provide land and premises fit for future business requirements</p> <ul style="list-style-type: none"> • Provide mechanisms to remove constraints from existing unoccupied sites • Provide new employment sites to replace unsuitable stock • Halifax Master Plan to identify opportunities for new business investment • Link land for businesses development to sustainable travel opportunities including the strategic cycling network, and through bus and rail interchange 	<ul style="list-style-type: none"> • Provide an additional 25,000sqm (net) of readily available employment floor space 	2015	CMBC/ YF	Private Sector
	<p>Creative Industries Network</p> <p>Recognise the importance of creative industry within Calderdale and to support its further development and sustainability.</p> <ul style="list-style-type: none"> • Establish a creative business portal for Calderdale • Develop a Creative Businesses network 	<ul style="list-style-type: none"> • Assist over 140 creative businesses • Support 35 new businesses • Create 45 new jobs 	2010/11-2012/13	CMBC Elsie Whiteley/HoT	Private Sector

	<p>Support major employment projects</p> <ul style="list-style-type: none"> Sowerby Bridge/ Copley Valley Broad Street Hopwood Lane Examine other opportunities for employment growth 	<ul style="list-style-type: none"> 1,000 new jobs 3000m2 of business space 	2010/15	CMBC/ Yorkshire Fwd Genr8, Gregory Properties, City Hearts	
B2: Exemplar Enterprise Culture	<p>Fast 50 Growth Study Identify high growth businesses which can provide future employment growth.</p> <ul style="list-style-type: none"> Develop network for high growth businesses Link network to Leeds City Region (LCR) Innovation network 	<ul style="list-style-type: none"> Complete and publish the study Establish innovation network 20 local businesses engaging with LCR network. 	2010/11	CMBC	Leeds City region Innovation Network
	<p>Enterprise Programme:-</p> <p>Youth Enterprise Project Develop enterprise within the school curriculum</p>	<ul style="list-style-type: none"> 40 young people engaged with the programme annually 	2010/11	CMBC	Business Link
	<p>Business Enterprise Project Support the development of start-up businesses in Calderdale</p>	<ul style="list-style-type: none"> Support 100 new business start ups. 	2010/11	CMBC	
	<p>Silver Entrepreneurs project Encourage the over 50's with skills to develop their own businesses</p>	<ul style="list-style-type: none"> 60 new start up businesses 	2010/12	CMBC	Rylestone Management
	<p>Enterprise /Knowledge Transfer Programme (ERDF P2) Develop local micro businesses through knowledge transfer and supply chain support</p>	<ul style="list-style-type: none"> Gain approval for the detailed Business Plan 10 new businesses created including BAME and women 20 new jobs created including BAME and women 	2010/11, 2012/13	CMBC	YF/ Business Link/ Leeds City Region Innovation Group/ West Yorkshire Life Long Learning Partnership/ Universities
<p>Rural Business Development Foster the development of businesses in the rural parts of Calderdale:-</p> <ul style="list-style-type: none"> Rural Action Plan to identify key actions in rural areas to increase business growth and rural proofing strategic regional and local strategies Co-ordinate work of the WYRP and deliver priorities 	<ul style="list-style-type: none"> Provide support for 20 rural businesses per year. 	2010/12	CMBC/ West Yorkshire Rural Partnership, Yorkshire Forward, Business	Private sector	

	<ul style="list-style-type: none"> Maximise local businesses access to the REIP and RBSB programmes Manage delivery of the West Yorkshire Access to Opportunities Programme Improve districts use of Access to Services Delegated Fund and the Transport Delegated Fund; Contribute to the work of the Rural Business Start Up Panel. 			Link, Metro	
	<p>Enterprise Centre Programme Open new Centres at;</p> <ul style="list-style-type: none"> Elsie Whiteley Piece Hall St Michaels, Mytholmroyd Former Council Offices, Hebden Bridge Todmorden Enterprise Centre 	<ul style="list-style-type: none"> Establish target for businesses assisted Completion of business units Establish target for businesses assisted Secure funding from ERDF and Community Builders 40 jobs created, 25 jobs safeguarded, 5 new businesses Secure approval of scheme with YF 	<p>2010/11</p> <p>2012/13</p> <p>2010/11</p> <p>2011/12</p> <p>2011/12</p>	<p>CMBC</p> <p>CMBC</p> <p>CMBC/ St Michael's</p> <p>Hebden Bridge DT Private Sector/ YF/CMBC</p> <p>Private Sector</p>	<p>YF</p> <p>YF/ HLF</p> <p>YF/ UCVR</p> <p>CMBC</p> <p>CMBC/YF</p>
<p>B3. Increasing innovation and harnessing knowledge</p>	<p>Higher level skill development Programme to encourage development of employment opportunities within local business.</p> <p>Calderdale Ambition Project – Prevent loss of high level skills from the area due to recession, and the recent problems in the financial sector.</p> <ul style="list-style-type: none"> Intensive career guidance for highly skilled individuals. Skills transfer into growth sectors 	<ul style="list-style-type: none"> 5 work place progression agreements 2 Employer Based Training Accreditation Initiatives Complete the contract with YF Employment support – 250 Business Creation – 10 Business Support – 50 Skills – 50 	<p>2010/2012</p> <p>2010/12</p>	<p>CMBC/ West Yorkshire Life Long Learning network</p> <p>CMBC</p>	<p>YF</p>

	<p>Enterprise /Knowledge Transfer Programme (ERDF P2) to develop local micro businesses through knowledge transfer and supply chain support</p> <p>Leeds City Region Strategy Support growth sectors as identified in New Industries, New Growth and work with LCR Innovation Partners on High Tech/ High Growth project (ICPIP).</p>	<ul style="list-style-type: none"> Gain approval of the Detailed Business Plan. Number of projects – direct aid to 164 SMEs164 businesses improving performance 30 jobs safeguarded Develop targets to measure performance Support businesses in creative, tourism, financial and manufacturing sectors. 	<p>2010/2014</p> <p>ongoing</p>	<p>CMBC</p> <p>CMBC</p>	<p>YF/ Business Link/ Leeds City Region Innovation Group/ West Yorkshire Life Long Learning Partnership/ Universities</p> <p>Leeds City Region Innovation Group</p>
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People Agenda

<p>PE1: Raising Aspirations and Encouraging Enterprise</p>	<p>Workwise Support unemployed people to access and remain in employment</p> <ul style="list-style-type: none"> Work Choice: support to employers who employ people with significant disability or health issues Think Positive ESF programme for LD/MH Job seeker Allowance claimants Job developer programme Carving & creating job opportunities for LD/MH within the PSA 16 indicator Approval of strategy for addressing worklessness in district Feed into new Regional strategy being developed by Government Office Flexible New Deal 2: subcontracting to two prime providers in Calderdale to deliver support for workless people in employment. CTF2(Community Task Force2) Work placement programme for 18-24 yr olds Progress2Work/Linkup drug/alcohol employment support 	<p>Over 5 years =</p> <ul style="list-style-type: none"> 289 starts 152 unsupported outcomes 9 unsupported outcomes 82 progress to unsupported 69 sustained outcomes 144 leavers 68 starts 24 into jobs 28 jobs created Gain approval of strategy Currently in development Awaiting announcement from DWP Awaiting Commissioning 	<p>2010/15</p> <p>2010/11</p> <p>2010/11</p> <p>2010/11</p> <p>2010/11</p> <p>2010/15</p> <p>2010/12</p> <p>2010/13</p>	<p>CMBC/ Jobcentre</p> <p>CMBC/PLUS S/DWP</p> <p>CMBC/ESG Ltd/ESF</p> <p>CMBC/YHIP</p> <p>CMBC/CLES</p> <p>CMBC DWP/Primes x2</p>	<p>Jobcentre Plus</p> <p>Bradford Council BEST training Shaw Trust</p> <p>Public/private/3rd Sector agencies</p>
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	<ul style="list-style-type: none"> • Conn3ct Drug/alcohol service supporting Employment, training & education (ETE) • NOMS offender service supporting u/e ex-offenders into employment • E2e/Foundation Learning for 16-18 year old disabled learners • Foundation Learning for 19-25 yr old disabled learners 	<ul style="list-style-type: none"> • Awaiting DWP announcement • Awaiting legal challenge possible start 1.7.10 • Awaiting DWP announcement • Awaiting meeting with Calderdale College 	<p>2010/13</p> <p>2010/13</p> <p>2010/11</p>	<p>DWP/Primes</p> <p>DWP/Primes</p> <p>PCT/Horton Housing</p>	<p>CMBC/The Basement project</p>
	<p>Worklessness Programme Increase the levels of local employment and address the problem of worklessness.</p> <ul style="list-style-type: none"> • ERDF P3- Establish bespoke vacancy service to help local businesses recruit suitable local candidates, particularly from deprived areas. Establish staff retention service to help businesses • Introduction of 2 Outreach Employment advisers from Jobcentre Plus to work with Pennine Housing and other RSLs to engage and work with social housing tenants in the most disadvantaged wards. • Increasing access to employment advice in Childrens' Centres across Calderdale via the introduction of a Lone Parent Outreach adviser. 	<ul style="list-style-type: none"> • Approval of strategy for addressing worklessness in district <ul style="list-style-type: none"> ▪ Jobs created- 100 ▪ Jobs safeguarded - 50 ▪ SMEs assisted- 200 ▪ Number of people assisted to get a job- 300 ▪ Projects overcoming barriers - 100 	<p>2010/11</p> <p>2010/14</p>	<p>CMBC/YF</p> <p>CMBC/YF/ Business Link</p>	<p>Jobcentre Plus</p> <p>RSLs, Pennine Housing, CMBC</p>
<p>PE2: Skills for an Advanced Economy</p>	<p>University Centre Calderdale To secure University presence in Halifax</p> <p>Higher Level Skills programme – Engage local business to establish high level skill needs. Improve the skills of the existing workforce to ensure Calderdale remains globally competitive and resilient</p> <p>Calderdale Ambition Programme Prevent loss of high level skills from the area due to recession, and the recent problems in the financial sector.</p>	<ul style="list-style-type: none"> • Increase the numbers of local people gaining level 4 employed in local businesses. (need to establish base line) • 5 work place progression agreements • 2 Employer Based Training Accreditation Initiatives • Complete the contract with YF • Employment support – 250 • Business Creation – 10 • Business Support – 50 • Skills – 50 	<p>2010/12</p> <p>2010/2011</p> <p>2010/11-2012/13</p>	<p>CMBC</p> <p>CMBC</p> <p>CMBC/YF</p> <p>CMBC/ West Yorkshire Life Long Learning Network</p>	<p>HEFCE YF</p>

PE3: Increasing Employability and Learning	Development of 14 + skills centres <ul style="list-style-type: none"> Lower Valley Skills Centre at Rastrick Upper Valley Construction Centre Feasibility study into 14-19 skills centres for North Halifax and Upper Valley 	<ul style="list-style-type: none"> Needs to establish performance measures - 	Open 2010 Open Jan 2011 To open 2012	CMBC	
	Employment and Skills Board Provide a mechanism for local employers to contribute to forward strategies and plans for skill development	Establishment of Board	2010/11	CMBC	Local Businesses
	Link Employment & Skills with Campus Calderdale and 14-19 Strategic Planning Establish a data base of businesses engaged in programme	120 local businesses engaged in programme.	2010 onwards	Campus Calderdale	CMBC
	Collaboration with Campus Calderdale Employer Engagement Strategy Provide a service for employers to develop business-relevant links to education and work-placements. Development of CLIM8 database		2010 – 2013	Campus Calderdale	Pennine Housing CMBC
	Contribute to Calderdale 14-19 Raising of Participation Age Strategy through increased access to apprenticeships and flexible supportive work placements Contribute to supporting developing learning pathways and progression routes into HE and work through review of Calderdale and LSP opportunities.		2010-2013/5	Campus Calderdale	LSP CMBC
	Diversify the range of CAL learning provision to develop with partners a Learning and Employment Skills Programme <ul style="list-style-type: none"> Facilitate the delivery of a diverse programme of provision using PCDL/ First Steps Increase the learning opportunities in employment-related provision develop an appropriate skills related curriculum for local learning centres and creating progression opportunities Implement the Calderdale ESOL action plan 		Jan 2010 to July /2011	CMBC /CAL	NLDC/ PCDL partner organisations
PE3: Enhance Neighbourhood Cohesion	Promoting civic participation <ul style="list-style-type: none"> Neighbourhood Employment Teams (Ovenden/Mixenden, Park Initiative) Support for Town teams on community-based physical 	<ul style="list-style-type: none"> 1 town centre based environmental project per annum 	2010/2011	CMBC	JC plus and Providers

	<ul style="list-style-type: none"> regeneration projects Secure the employability funding UCVR Environmental Projects Continuing attendance at the UCVR town team meetings 	<ul style="list-style-type: none"> Regular attendance at local regeneration partnerships 			
	<p>Raise the profile of community partnerships and community learning</p> <ul style="list-style-type: none"> further raise awareness with the voluntary and community organisations in designing and promoting opportunities for learning and capacity-building make accreditation for generic skills more widely and consistently available, Provide support and mentoring to enable volunteers to develop their basic and personal skills and progress. Improve information and a coordinated approach to promoting learning to meet VO's specific needs. 		Jan 2010 to July /2011	CMBC /CAL	NLDC/ PCDL partner organisations

Place Agenda

PL1: High quality and investable town centres	<p>Developing Masterplans to guide and encourage inward investment</p> <ul style="list-style-type: none"> Establish policy and spatial basis for town centre investment in LDF Core Strategy Halifax Master Plan Supplementary Planning Document Elland Supplementary Planning Document Brighouse Town Centre Strategy Holmes Road, Sowerby Bridge SPD 	<ul style="list-style-type: none"> Adoption of Core Strategy Adoption of Halifax Master plan SPD Adoption of Holmes Road SPD 	2012 2010/11	CMBC	Private Sector, Yorkshire Forward, EUREKA!, Dean Clough, Square Chapel
	<p>Upper Calder Valley Renaissance (UCVR) Develop a framework for the regeneration and investment in the five town centres. Sustain & develop the Vision for UCVR.</p> <ul style="list-style-type: none"> Todmorden town centre Enterprise Centre Mytholmroyd Civic Square Business Hub Hebden Bridge Community and Business Centre (former Council Offices) 	<ul style="list-style-type: none"> Complete review of UCVR programme Secure YF Board approval for the enterprise centre Open Business hub, agree performance targets Secure funding for a business innovation centre 40 jobs created, 25 jobs safeguarded and 5 new businesses created 	2010/11 2010/11-2012/13 2010/11 2010/14	CMBC/ YF/UCVR YF/ Private sector CMBC/YF/ St Michaels Church Hebden Bridge Development Trust	Private Sector CMBC Royd Regeneration CMBC CMBC

	<ul style="list-style-type: none"> Sowerby Bridge – SB/ Copley Initiative Holmes Road Supplementary Planning Document To extend the town centre and improve access to the railway station and water frontage. 	<ul style="list-style-type: none"> Create up to 650 jobs. Approval of SPD 	2010/14	CMBC	Genr8/YF
	<p>Improve town centre retail offer</p> <ul style="list-style-type: none"> Identify opportunities for retail growth in main town centres to reduce leakage to centres outside Calderdale Create a quality pedestrian environment that makes shoppers want to linger Shop Local Campaign to help address the problems of the recession. Undertake business confidence study to assess impact of improvements Review the Council's own assets (land and property) and Facilities Management to improve value for money 	<ul style="list-style-type: none"> Completion of Retail Needs Study Commencement of Broad Street development Northgate House/ Wade Street feasibility completed Review empty shops AM/FM review to generate £0.5m savings 	2010-2020	CMBC	Private investment
			2010/11	Marketing Halifax	Business Associations
			2010/11	Marketing Halifax	Business Associations
			2010/12	CMBC	
PL2: Integrating Sustainable Development	<p>Sustainable procurement strategy</p> <ul style="list-style-type: none"> Procurement and commissioning of services, works, utilities and goods in a way that supports wider social, economic and environmental objectives whilst delivering long-term value for money 	<ul style="list-style-type: none"> Approval of Sustainable Procurement Strategy Supply chain activity to support local businesses 	2010/11	CMBC	Peterborough City Council
			2010/11	CMBC	
	<p>District wide Carbon Reduction</p> <ul style="list-style-type: none"> Reductions in Transport, Business and Household CO2 emissions across the Calderdale district. 	<ul style="list-style-type: none"> Deliver LAA NI186 Action Plan Develop Calderdale Climate Change Strategy 	2010-11	CMBC/ LSP	Metro
	<p>Environmental Management System</p> <p>Calderdale Council to achieve ISO14001 and EMAS accreditation for its operations and estate</p>	<ul style="list-style-type: none"> Achievement of ISO standard 	2010/11	CMBC	
	<p>Local Development Framework</p> <ul style="list-style-type: none"> Place-making agenda Appropriate location/ phasing of development Providing infrastructure (physical/ social/ environmental) Sustainability Appraisal Settlement Hierarchy Study S106 contributions 	<ul style="list-style-type: none"> Adoption of Core Strategy Complete infrastructure delivery plan alongside Core Strategy Adopt Land Allocations and Designations document 	2012 2012	CMBC	
			2013		
PL3: Delivering Quality Housing	<p>Improving housing delivery</p> <ul style="list-style-type: none"> Housing Strategy Strategic Housing Market Assessment Strategic Housing Land Availability Assessment Update 	<ul style="list-style-type: none"> Provide 670 new dwellings per year (net) Provide a 5 year supply of 	2008-2026	CMBC LGYH	Private investment

and Neighbourhoods	New Growth Point	readily developable sites			
	<ul style="list-style-type: none"> • Improve deliverability of housing projects • Build houses in sustainable locations • Ensure adequate provision of community infrastructure to reduce the need to travel • Local Development Framework • New Growth Point Programme of Development 	<ul style="list-style-type: none"> • 20% uplift in RSS housing requirement (2011-2016) • Progress projects as outlined in the Leeds City Region Programme of Development 	2010-2016	CMBC/ LCR/ LGYH	
PL4.: Improving Collaboration and Improving Connectivity	Leeds City Region Transport Vision				
	<ul style="list-style-type: none"> • Improve connectivity across LCR • Improve the public transport offer so that it meets the needs of businesses (access to airports) • Ensure business logistics can be met • Vision for Calderdale recognised at LCT level. • Access to Opportunities Programme • Continuing development of greenways/national cycle routes 	<ul style="list-style-type: none"> • Deliver LCR Transport Implementation plan • Deliver Calderdale Transport Strategy • Complete Hebble Trail, expand network • Ensure LCR TV reflects the needs of Calderdale residents through continuous review, monitoring and policy evaluation 	2011-onwards	LCR/ WYPTE	
PL5: Improving Calderdale's Profile	Strengthened role in Leeds and Manchester City Regions				
	<ul style="list-style-type: none"> • Regular attendance at LCR meetings • Effective lobbying at LCR • Recognition within Calderdale of LCR work • Attendance at Thematic groups • Calderdale recognised to be playing part in LCR • Observer status at MCR 	<ul style="list-style-type: none"> • Ensure LCR strategies reflect needs of Calderdale residents and businesses through continuous review, monitoring and policy evaluation 	2010/2011	CMBC/ LCR/MCR	Employers, delivers and public stakeholders
	Inward investment Programme	To improve the profile of the district for new investment	Approval of inward investment strategy	2010/12	CMBC /Leeds City Region
	Improvements to Caldervale line				
	<ul style="list-style-type: none"> • Electrification • Station Improvements • New Station for Elland and Hipperholme • London Connections • Continuing to work with South Pennines Rail Partnership 	<ul style="list-style-type: none"> • Develop hard-edged evidence base for lobbying for investment from MCR, LCR, Industry Operators and stakeholders • Include interchange improvements in LTP3 	2010 - onwards	WYPTE/ Network Rail/ CMBC/ LCR	