

## **Economy and Enterprise Delivery Partnership**

**Date Of Meeting: 24<sup>th</sup> March 2010**

**Subject: Economy and Enterprise Strategy and associated Action Plan**

### **1. Reason for Report**

- 1.1 To provide an opportunity for the Economy and Enterprise Delivery Partnership to comment upon the final draft of the full Economy and Enterprise Strategy and associated Action Plan, prior to completion.

### **2. Key Issues**

- 2.1 The Economy and Enterprise Strategy provides a strategic overview of the actions being pursued to strengthen Calderdale's economy over the next 10 years.
- 2.2 The purpose of the strategy is to provide a framework for economic improvement within Calderdale. An associated executive summary of the strategy, attached to this report, was presented at the last meeting of the Delivery Partnership. The executive summary will be distributed to promote business, inward investment and also raise awareness of the opportunities available within Calderdale. If members of the Delivery Partnership want further copies of the executive summary these should be requested from Matthew Good.
- 2.3 Draft versions of the Economy and Enterprise Strategy have been presented to the Delivery Partnership on a number of previous occasions. In addition the executive summary was presented to the Delivery Partnership on 26<sup>th</sup> January 2010, and subsequently circulated for final comments. The comments received at each stage of development have been incorporated into the full strategy wherever possible.
- 2.4 In addition to the strategy an early draft of the associated Action Plan is also attached. The Action Plan provides details of individual projects identified within the strategy and a summary of how each project will be delivered. The Action Plan will be used to monitor progress as part of the Council's performance management framework. Each of the individual projects within the Action Plan will work towards achieving the priority targets identified in section 4 of the strategy. The targets contained within section 4 will be reviewed annually to reflect changing priorities and future targets set within the Local Area Agreement. The Action Plan, attached, is an early draft and needs to be summarised further prior to publication.
- 2.5 In addition to the strategy, executive summary and Action Plan an on-line resource centre with full details of the strategy together with the relevant background data and contacts will be developed. The website will be regularly updated to ensure partners and business can access current data and information.

### **3. Conclusions**

- 3.1 The Economy and Enterprise Strategy provides a clear framework to assist partners in improving Calderdale's economy. The associated action plan will be used to monitor the progress of individual projects in assisting to meet the priorities set out within the strategy.
- 3.2 The strategy, executive summary and action plan will be complemented by an on-line resource allowing partners as well as new and existing businesses to access up to date information.

### **4. Actions Required**

- 4.1 The Economy and Enterprise Delivery Partnership are asked to;
  - a) Consider the content of the Economy and Enterprise Strategy and Action Plan and provide relevant comments; and
  - b) Inform officers if they require further copies of the executive summary.

### **5. Recommendations**

- 5.1 The delivery partnership approves the content of the Economy and Enterprise Strategy and Action Plan.

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**For further information on this report, contact:**

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**The documents used in the preparation of this report are:**

Economy and Enterprise Strategy Executive Summary; February 2010  
Economy and Enterprise Strategy; March 2010  
Economy and Enterprise Strategy Action Plan; March 2010

## Item 5 Appendix 2

### Appendix - Economy and Enterprise Strategy Delivery Plan (3/03/10)

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)	Key Outcomes/ Milestones/ Outputs	Timescale	Lead	Other partners
<b>Resilient and competitive Economy</b>					
<b>R1: High quality and investable town centres</b>	<b>Developing Masterplans to guide and encourage inward investment</b> <ul style="list-style-type: none"> <li>Halifax Master Plan Supplementary Planning Document</li> <li>Elland Supplementary Planning Document</li> <li>Brighouse Town Centre Strategy</li> </ul>	Approved framework framework to guide and promote new development with major centres	Autumn 2010 Completed 2008 2011/12	CMBC	Private Sector, Yorkshire Forward, EUREKA!, Dean Clough, Square Chapel
	<b>Upper Calder Valley Renaissance (UCVR)</b> Develop a framework for the regeneration and investment in the five town centres. Sustain &	<ul style="list-style-type: none"> <li>Review of Upper Calder Renaissance programme</li> </ul>	2010/11	CMBC/ YF/UCVR	Private Sector

	<p>develop the Vision for UCVR.</p> <ul style="list-style-type: none"> <li>Todmorden town centre Enterprise Centre</li> <li>Mytholmroyd Civic Square Business Hub</li> <li>Hebden Bridge Community and Business Centre ( former Council Offices)</li> <li>Sowerby Bridge – SB/ Copley Initiative</li> <li>Holmes Road Supplementary Planning Document</li> </ul>	<ul style="list-style-type: none"> <li>Secure YF Board approval for the enterprise centre</li> <li>Business hub opened</li> <li>To secure the development of a business innovation centre</li> <li>To create up to 650 jobs.</li> <li>To extend the town centre and improve access to the railway station and water frontage</li> </ul>	<p>2010/11</p> <p>Completed</p> <p>2010/14</p> <p>2010/14</p> <p>2010/2014</p>	<p>YF</p> <p>CMBC/YF/ St Michaels Church</p> <p>Hebden Bridge Development Trust</p> <p>CMBC</p> <p>CMBC</p>	<p>CMBC</p> <p>Royd Regeneration CMBC</p> <p>CMBC</p> <p>Genr8/YF</p> <p>Private Sector</p>
	<p><b>Improve town centre retail offer.</b></p> <ul style="list-style-type: none"> <li>Identify opportunities for retail growth in main town centres to reduce leakage to centres outside Calderdale</li> <li>Improve MHE retail rankings of Calderdale centres</li> </ul> <p>Shop Local Campaign</p>	<ul style="list-style-type: none"> <li>Development of retail policies within LDF.</li> <li>Completion of Retail Needs Study</li> <li>Broad Street development</li> <li>Northgate House/ Wade Street</li> </ul> <p>To sustain local trade during the recession</p>	<p>2010-2020</p> <p>2010/11</p>	<p>CMBC</p> <p>Marketing Halifax</p>	<p>Private investment</p> <p>Business Associations</p>
<b>R2: Diversified employment sectors</b>	<p><b>Develop Calderdale’s tourism economy</b></p> <ul style="list-style-type: none"> <li>Increase daytime and overnight visitor economy</li> <li>Promote existing tourism assets</li> </ul>	<ul style="list-style-type: none"> <li>Grow the local tourism economy by 5% over the next 3 years:</li> <li>Agree a base measure with W2Y and other partners</li> </ul>	<p>20010-12</p>	<p>CMBC/Partnership</p>	<p>Welcome to Yorkshire (W2Y)</p> <p>West Yorkshire Tourism Partnership (WYTP)</p>

	<ul style="list-style-type: none"> <li>• Develop new tourism attractions via regional Destination Management System (DMS) and</li> <li>• Continue business support for potential and existing Calderdale tourism providers:</li> <li>• Continue to add new and enrich current tourism product information on the regional DMS</li> <li>• Calderdale input into Leeds &amp; Pennine Yorkshire Group Travel Campaign</li> <li>• Calderdale input into Pennine Yorkshire campaign</li> <li>• Calderdale Input into 'Conference Leeds' West Yorkshire conference desk</li> <li>• Calderdale input into development of Welcome to Yorkshire membership function</li> <li>• Calderdale input into packaging and promotion of WYTP city breaks</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a Calderdale Tourism Board</li> <li>• Calderdale Tourism Action Plan</li> </ul>			<p>Pennine Prospects – LEADER</p> <p>Business Link Yorkshire</p>
	<p><b>Provide land and premises fit for future business requirements</b></p> <ul style="list-style-type: none"> <li>• Provide mechanisms to remove constraints from existing unoccupied sites</li> <li>• Provide new employment sites to replace unsuitable stock</li> </ul>	<ul style="list-style-type: none"> <li>• Employment Land Review (complete December 2008)</li> <li>• Policy development and allocation through the LDF</li> <li>• Funding to overcome constraints</li> </ul>	2009-2012 (LDF land allocations adoption)	CMBC/ YF	Private Sector

	<b>Creative Industries Network</b>	<ul style="list-style-type: none"> <li>Establish a creative business portal for Calderdale</li> <li>Creative Business network</li> </ul>	2010/11	CMBC	Elsie Whiteley/HOTS
	<b>Support local businesses</b>	<ul style="list-style-type: none"> <li>Supply chain – assist local businesses to win regeneration contracts</li> <li>In depth support Innovation Voucher</li> </ul>	2009/11	CMBC /Business Link/ YF	
	<b>Establish staff retention activity</b>	<ul style="list-style-type: none"> <li>Secure Calderdale employability funds</li> <li>Commission and contract services</li> </ul>	2010 / 2011	CMBC	HoTS, Calderdale College
	<b>Support major employment projects</b>	<ul style="list-style-type: none"> <li>650 new jobs</li> <li>3000m2 of business space</li> </ul>	2010/15	CMBC/ Yorkshire Fwd	Genrt8 City Hearts
		<ul style="list-style-type: none"> <li>Sowerby Bridge/ Copley Valley</li> <li>Hopwood Lane</li> </ul>	2010/14		
<b>R3: Exemplar Enterprise Culture</b>	<b>Fast 50 Growth Study</b>	Identification of 50 high growth local firms	2010/11	CMBC	
	<b>Silver Entrepreneurs programme</b>	30 new start up businesses	2010/11	CMBC	
	<b>Enterprise Programme</b> ERDF P2 application for Supply chain networks and knowledge transfer	60 new start up business surviving 1 year +  Submit OBP to Yorkshire Forward	2010/2011	CMBC	YF/ Business Link/ Universities
	<b>Rural Business Development</b>	<ul style="list-style-type: none"> <li>Rural Development Strategy - Scoping Report/Rural Proofing</li> <li>Co-ordinate work of the WYRP and deliver priorities</li> </ul>	2010/12	CMBC CMBC/WYRP/ Leeds City Region  CMBC/WYRP	YF/WYTP

		<ul style="list-style-type: none"> <li>• Maximise local businesses access to the REIP and RBSB programmes</li> <li>• Manage delivery of the West Yorkshire Access to Opportunities Programme – Access to Services Delegated Fund and the Transport Delegated Fund; <ul style="list-style-type: none"> <li>- Contribute to the work of the Rural Business Start Up Panel;</li> <li>- Strengthen links with WYTP;</li> <li>- Develop LEADER Bid to support sections of CANOPY</li> </ul> </li> <li>• Rural Capitals Programme</li> </ul>		Business Link /CMBC/WYRP  CMBC/WYTP	
<b>R4: Skills for an Advanced Economy</b>	<b>University Centre Calderdale</b>	To secure University presence in Halifax	2010/13	CMBC	CMBC/ Calderdale College
	<b>Ambition Calderdale</b> – high level skills retention	<ul style="list-style-type: none"> <li>• Secure funding, commission work and contract with delivers</li> </ul>	2010/2011	CMBC	YF
	<b>Higher Level Skills programme</b> – engaging local business to establish high level skill needs	<ul style="list-style-type: none"> <li>• Identify high level skills requirements of local business</li> </ul>	2010/11	CMBC/ West Yorkshire Life Long Learning Network	
	<b>Development of 14 + skills centres</b>	<ul style="list-style-type: none"> <li>- Lower Valley Skills Centre at Rastrick</li> <li>- Upper Valley Construction Centre</li> <li>- Feasibility study into 14-19 skills centres for North Halifax and Upper Valley</li> </ul>	Open 2010	Rastrick High School, Calderdale College	Campus Calderdale Lower Valley Schools
			Open Jan 2011	Ryburn Valley High School, Calderdale College	Campus Calderdale Upper Valley Schools
			To open in 2012	Campus Calderdale Calderdale College	CASH

	<b>Enterprise Centre Programme</b> Open New Centres at; <ul style="list-style-type: none"> <li>Elsie Whiteley</li> <li>Piece Hall</li> <li>St Michaels, Mytholmroyd</li> <li>Former Council Offices, Hebden Bridge</li> <li>Todmorden Enterprise Centre</li> </ul>	Opened Completion of business units  Opened  Completion of business centre  Completion of business centre	2012/13  2009  2011/12  2011/12	CMBC CMBC  CMBC/ St Michael's  Hebden Bridge DT  Private Sector /YF/CMBC	YF YF  YF  CMBC
	<b>Creative Business Initiative</b>  ERDF P2 Supply chain application, and knowledge transfer activity to micro businesses	<ul style="list-style-type: none"> <li>Establish a creative business portal for Calderdale</li> <li>Creative Business network</li> </ul> Secure ERDF funding	2009/10  2010/2011	CMBC  CMBC	Elsie Whiteley/HOTS  Business Link/ Universities/ Calderdale College
	<b>Calderdale Ambition Project</b>	<ul style="list-style-type: none"> <li>Prevent loss of high level skills from the area due to recession, particularly downturn in financial sector.</li> <li>Intensive career guidance for highly skilled individuals.</li> <li>Skills transfer into growth sectors.</li> </ul>	2010/2011	CMBC	YF
<b>R6:Improving Calderdale's Profile</b>	<b>Strengthened role in Leeds and Manchester City Regions</b> <ul style="list-style-type: none"> <li>Regular attendance at LCR meetings</li> <li>Effective lobbying at LCR</li> <li>Recognition within Calderdale of LCR work</li> <li>Attendance to Worklessness Group</li> </ul>	Calderdale recognised to be playing part in LCR  Observer status at MCR	2010/2011	CMBC/ LCR/MCR	Employers, delivers and public stakeholders
	<b>Inward investment Programme</b> <ul style="list-style-type: none"> <li>Marketing material</li> </ul>	Approval of inward investment strategy	2010/12	CMBC	YF

## Economic Inclusion and Increasing Participation

<b>E1: Raising Aspirations and Encouraging Enterprise</b>	<b>Workwise</b> <ul style="list-style-type: none"> <li>Support people with disabilities and health conditions who face significant barriers in finding and sustaining employment-</li> </ul>	Targets- narrowing the gap	2009/13	CMBC/ Jobcentre	Jobcentre Plus
	<b>Worklessness initiative</b>	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.  Work Choice: support to employers who employ people with significant health issues or disabilities.	2009/13	CMBC	Jobcentre Plus
	Establish a new borough-wide approach to planning and collaboration, to achieve better opportunities and coherence for learners.	<ul style="list-style-type: none"> <li>Arrange a partnership event to celebrate the successes in learning</li> <li>Encourage innovation to engage learners</li> <li>recruitment and support volunteers and tutors and promote networking</li> <li>engage local people and communities in governance and management of the local learning centres</li> </ul>	Jan 2010 to July /2011	CMBC /CAL	NLDC/ PCDL partner organisations
<b>E2: Increasing Employability and Learning</b>	<b>Employment and Skills Board</b>	Establishment of Board	2010/11	CMBC	Local Businesses
	<b>Link Employment &amp; Skills with Campus Calderdale and 14-19 Strategic Planning</b>	Embed 14-19 (25) developments within focus of Employment and Skills Board	2010 onwards	Campus Calderdale	CMBC

	<b>Collaboration with Campus Calderdale Employer Engagement Strategy</b>	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
	<b>Contribute to Calderdale 14-19 Raising of Participation Age Strategy through increased access to apprenticeships and flexible supportive work placements</b>	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
	<b>Links with regeneration opportunities</b>	Secure the Calderdale employability fund Secure the Ambition fund 6 trainees supported on Jubilee Outback project	2010/2011  2010/2011	CMBC CMBC / HOTS	Local providers Local residents, Jubilee Children's Centre
	<b>ERDF Priority 3: Calderdale Employability Project</b>	Establish bespoke vacancy service to help local businesses recruit suitable local candidates, particularly from deprived areas. Establish staff retention service to help businesses develop and retain a quality workforce. Create Strategic Network Service to link the project to any inward investment activity.	2010/2011	CMBC	YF

	<p><b>Diversify the range of CAL learning provision to develop with partners a Learning and Employment Skills Programme</b></p>	<ul style="list-style-type: none"> <li>• Facilitate the delivery of a diverse programme of provision using PCDL/ First Steps</li> <li>• Increase the learning opportunities in employment-related provision</li> <li>• develop an appropriate skills related curriculum for local learning centres and creating progression opportunities</li> </ul>	<p>Jan 2010 to July /2011</p>	<p>CMBC /CAL</p>	<p>NLDC/ PCDL partner organisations</p>
<p><b>E3: Enhancing Neighbourhood Cohesion</b></p>	<p><b>Promoting civic participation</b></p> <ul style="list-style-type: none"> <li>• Neighbourhood Employment Teams (OMI, PCI)</li> <li>• Support for Town teams on community-based physical regeneration projects</li> </ul>	<p>Secure the employability funding UCVR Environmental Projects</p> <p>1 town centre based project per annum</p> <p>Continuing attendance at the UCVR town team/p'ship meetings</p>	<p>2010/2011</p>	<p>CMBC</p>	<p>JC plus and Providers</p>

	<b>Raise the profile of community partnerships and community learning</b>	<ul style="list-style-type: none"> <li>to further raise awareness with the voluntary and community organisations in designing and promoting opportunities for learning and capacity-building</li> <li>make accreditation for generic skills more widely and consistently available,</li> <li>Provide support and mentoring to enable volunteers to develop their basic and personal skills and progress.</li> <li>Improve information and a coordinated approach to promoting learning to meet VO's specific needs.</li> </ul>	Jan 2010 to July /2011	CMBC /CAL	NLDC/ PCDL partner organisations
<b>Creating Conditions for Sustainable Development</b>					
<b>S1: Integrating Sustainable Development</b>	<b>Sustainable procurement strategy</b>	Strategy in place	2010/11	CMBC	
	<b>Carbon Reduction Commitment</b>	Calderdale to achieve EMAS	2010-11	CMBC/ LGYH	
	<b>Local Development Framework</b>	<ul style="list-style-type: none"> <li>Sustainability Appraisal</li> <li>Settlement Hierarchy Study</li> <li>Strategic Housing Market</li> </ul>	2010-2026	CMBC	

	<ul style="list-style-type: none"> <li>Providing infrastructure (physical/ social/ environmental)</li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> <li>S106 contributions</li> </ul>			
	<b>Improving housing delivery</b>	<ul style="list-style-type: none"> <li>Local Development Framework</li> <li>Housing Strategy</li> </ul>			
	<b>New Growth Point</b> <ul style="list-style-type: none"> <li>20% uplift in RSS housing requirement</li> <li>Improve deliverability of housing projects</li> </ul>	<ul style="list-style-type: none"> <li>Local Development Framework</li> <li>New Growth Point Programme of Development</li> </ul>	2010-2016	CMBC/ LCR/ LGYH	
<b>S3: Improving Collaboration and Improving Connectivity</b>	<b>Leeds City Region Transport Vision</b> <ul style="list-style-type: none"> <li>Improve connectivity across LCR</li> </ul>	<ul style="list-style-type: none"> <li>Vision for Calderdale recognised at LCT level.</li> <li>Access to Opportunities Programme</li> <li>Continuing development of greenways/national cycle routes</li> </ul>	2011-onwards	LCR/ WYPTE	
	<b>Improvements to Caldervale line</b> <ul style="list-style-type: none"> <li>Electrification</li> <li>Station Improvements</li> <li>New Station for Elland</li> <li>London Connections</li> </ul>	Improvement delivered Continuing to work with South Pennines Rail Partnership	2010 - onwards	WYPTE/ Network Rail/ CMBC/ LCR	