
Draft Business & Economy Strategy 2014 - 2020

Calderdale MBC

August 2013

TIME TO TELL

Keeping secrets can be fun but there comes a time to tell. And now is the time to tell the world about Calderdale.

So, we would like to tell you about our Borough and what it means for business.

Calderdale is simply a beautiful place. Set in rolling Pennine hills, its vibrant market towns are studded with listed buildings and laced with rivers and canals.

In the heart of Pennine Yorkshire, with easy motorway access to Manchester, some 8500 businesses have made Calderdale their home. From international giants like Lloyds Bank through to hundreds of new creative businesses, Calderdale has proved simply the best place to do business.

We know it's a great place to do business because our businesses tell us so. Our recent business survey shows that firms in Calderdale are more optimistic about the future and more profitable than neighbouring boroughs. Our survey also shows that businesses in Calderdale rate their local district more highly and receive more help than elsewhere.

So why do businesses love Calderdale? Well, our location between Leeds and Manchester means that we have within one hours travel:

- A population of over 8 million people and a workforce of more than 3 million
- An economy with around a quarter of a million businesses and worth around £150 billion
- Fast road and rail links to major cities and markets with good access to ports and airports
- Twelve universities with a total student population approaching 300,000.

This adds up to a huge market and the best combination of attractive environment, affordable quality of life, and leisure opportunities anywhere in the North.

Calderdale is a great place to live, work and invest. In particular it's a great place to set up business and has a higher than average proportion of self-employed people. Business density is also high with 650 businesses in Calderdale per 10,000 population, compared with the England average of 500.

Calderdale is well connected. The Calder Valley rail service runs 5 trains per hour between Manchester and York via Bradford and Leeds. A programme of further investment will enable direct connections coast to coast and to Manchester International Airport. Further investment in high-speed broadband and business centres connect Calderdale to the world, enabling a competitive, global economy.

Halifax is the main commercial town. Home to firms like Lloyds, Nestlé and McVities. Halifax is part way through a five year programme of investment including a new multi-screen cinema, leisure facilities, theatre and retail developments.

Brighouse, the second largest centre in the Borough, is a centre of manufacturing activity just a minute away from the M62 and with good rail links to Greater Manchester and Leeds. Brighouse has a highly skilled workforce and strong links to the Calderdale & Kirklees Manufacturing Alliance, the University of Huddersfield and the Engineering and Physical Laboratory.

Elland is also within sight of the motorway and combines an ancient market town with the major success story that is the Lowfield Business Park, home to approximately 40 businesses and 2,200 jobs.

Sowerby Bridge is the home for long established companies and has room for expansion on the planned Copley business park. It is already home to Lloyds International Data Centre, and has good rail and motorway links and an eclectic night life.

In Calderdale's Upper Valley, towns like Mytholmroyd, Hebden Bridge and Todmorden are magnets for creative businesses escaping the city for a vibrant, attractive place to live and work.

Across the Borough, independent shops in attractive town centres bring visitors from near and far, keen to experience Calderdale's unique offer.

* Our business survey conducted in conjunction with Kirklees and Wakefield polled 678 businesses in Calderdale

Getting Organised

Since the economic downturn of 2008, all political parties in Calderdale have joined forces to drive business activity through Calderdale's Economic Task Force. Setting aside major dedicated budgets, the Task Force has invested heavily to counter the worst impacts of the recession and to help businesses in Calderdale through the recession.

In 2013 the Economic Task Force took stock of its position and identified new strategic priorities to support business and enterprise within Calderdale in every way possible. This document sets out Calderdale's approach. It is about an economy moving from surviving to thriving. It is about a very special place and some very special people who make Calderdale flourish.

Our approach and priorities

Calderdale Council is building its strategy around six key areas of action:

- Key Account Management
- Site Unlocking
- Enterprise Culture
- Employability
- Marketing Calderdale
- Financial Resilience.

In the rest of this document we explain our approach on each of these areas and set out a clear action plan for each phase of work.

Calderdale Council knows that it can only be but one player in a much wider battle. We need the support of allies locally, regionally and nationally if we are to help businesses thrive and bring employment and prosperity to Calderdale. We are confident that the support is there and that Calderdale will continue to be a place where businesses and communities flourish. So the secret is out.

Calderdale and the City Region

Calderdale is part of Leeds City Region and also has strong links with Greater Manchester and East Lancashire. We are working closely with our colleagues in Leeds City Region to maximise resources for business investment and create opportunities for new development. For example, we have helped set up a revolving investment fund to support major business development projects across the City Region. Calderdale has contributed £1.6 million to signal our commitment. Other City Region work focuses on supply chains for advance manufacturing and extra help for 18 to 24 year olds struggling to gain employment. We will also work closely with our City Region colleagues to bring together European Regional Development and European Social Funds from 2014 onwards.

Calderdale - Some key facts

Population	220,000
All Businesses	8,500
Small and Medium Enterprises	8,486
Creative Businesses	1,200
People in Employment	102,900
Apprenticeships	935

Theme 1 - Key Account Management

Calderdale is home to a number of Britain's leading businesses. Our special landscape and great workforce mean that once businesses grow in Calderdale they don't want to leave! Calderdale Council wants to make sure this doesn't change. This means developing local supply chains wherever we can, and making sure that businesses continue to have the premises, skilled workforce, training, good communication and transport links that they need in order to thrive.

So Calderdale is upping its game on Key Account Management. We have made a start by identifying the top twenty businesses in terms of employee numbers and strategic importance to the Calderdale economy and will be working closely with them over the next few years.

At the same time we need to spot the up and coming stars and help them to expand and thrive.

Some of the key sectors for growth in Calderdale are:

- Creative and digital industries
- Financial and business services
- Advanced manufacturing and engineering
- Green businesses

Our strength in financial and business services is exemplified by Lloyds Banking Group who employ some 6,000 people in Calderdale. The presence of Lloyds has to be used as a catalyst for the continued growth of financial and business services, and the development of our knowledge base in this sector. At the same time other similar businesses are expanding in Calderdale, attracted by its environment, expertise, and low cost base. For example, Covea Insurance is consolidating its national operations into Halifax.

The local links to major business and financial players, as well as the unique creative communities in parts of Calderdale, have given rise to a thriving, creative and digital sector. Characterised by dynamic, expanding small businesses, this sector is becoming an increasingly prominent feature of Calderdale's business landscape. The move of the BBC to Salford Quays, combined with Calderdale's excellent access to Greater Manchester and West Yorkshire, promises further growth. However, the availability of high speed internet links and high quality telephony are important for this sector, and the quality is currently patchy. Calderdale Council is committed to investing in resources to address this.

Manufacturing is still a significant sector in the Borough with nearly 20% of the workforce employed in this field. Halifax was once known as the 'town of a hundred trades' and there is still a rich vein of activity in the Borough with leading firms including Weir Valves, Halco Rock Tools and Hargreaves Foundry illustrating the diversity of work. Brighouse is home to numerous valve manufacturers such as Severn Unival, Kent Introl and Alco Valves. Calderdale's geology provides another building block for employment: firms such as Marshalls have exploited some of the best quality stone in the country and employ around 1,000 in quarrying and building product manufacture, whilst other more specialist firms such as W.T. Knowles and Parkinson Spencer Refractories were established around Calderdale to exploit the unique building and moulding clays, ideal for specialist products.

Along with our neighbouring Borough, Kirklees, Calderdale has pioneered investment in green businesses and has become home to a number of national leading firms. With national growth predicted, this sector has to be a priority for Calderdale. So the Council will be working with all our businesses to help improve their carbon footprint, promote Calderdale as a location for green businesses, facilitate local supply chains, and assist in linking to wider national investment in areas such as wind power and hydro electricity.

Theme 2 -Site Unlocking

Calderdale's stunning landscape and unique heritage of high quality, older industrial buildings have proved a prosperous home for many businesses. However, as businesses thrive and expand, our special landscape and built heritage can present a problem. Flat land is at a premium, and older properties need sensitive improvement and extension if Calderdale is to retain its unique identity.

With a green belt which has been drawn tight around the urban settlements in former times, businesses can become constrained and frustrated with regards to future location. As a Council we need to address this issue creatively. Calderdale has allocated sites for new employment use, but many have proved difficult to bring to the market. Hesitant landowners, difficult site histories, abnormal development costs, the availability of affordable development finance, and the need to invest in high quality design can all impede development of sites and premises.

So, the Council is making Site Unlocking one of its key priorities. We will be dedicating financial and other resources to opening up new sites and buildings to house our growing firms and attract new business from outside the Borough.

We know that premises in excess of 50,000 sq ft are in short supply and we know that the M62 corridor is an attractive location for firms wanting easy access to markets across the North of England.

Given this, we will be focusing on working with landowners to bring a range of sites and buildings into employment use. Our action plan sets out some of the priorities.

Where buildings have been lying decaying and derelict for long periods of time and occupy strategic sites it may be appropriate to clear the site for re use.

It is not all about manufacturing sites either. One of Calderdale's stunning successes is the Dean Clough Mill complex in Halifax. Dean Clough was once the largest carpet manufacturer in the world. It now houses 3,000 jobs in a diverse range of sectors and has further mills awaiting refurbishment. Shaw Lodge Mills, also in Halifax, is now home to a thriving mix of craft and leisure type businesses and has further space for development.

Across Calderdale our retail centres are characterised by high quality townscapes and a rich mix of independent stores. We will be looking to keep up occupancy at these centres, helping new retail businesses locate and thinking about upper floors and how they can be used to good effect. In Halifax local brands can be supplemented by more ambitious plans for major new retail developments on and around the current Northgate House site. This will complement the radical £20 million investment in Halifax Town Centre which will see work to revitalise the Piece Hall and extend the Square Chapel theatre delivered by 2018. It is an ambitious project but the Council has the confidence to deliver this. A confidence demonstrated by the success of our brand new £40M Broad Street Plaza comprising 280,000sqft including a multi screen cinema, gym, retail and leisure space.

We know that for our businesses to thrive they need the right environment. Part of our Site Unlocking agenda will include ensuring that we get the fiscal environment, including business rates as helpful as we can, and that we listen to businesses and address their concerns on wide-ranging agendas including car parking, town centre business security, and a fair and supportive regulatory regime.

Transport links are a vital part of the wider business agenda and can unlock previously inaccessible development sites. Calderdale is playing a leading role in the emerging programme of investment in transport across Leeds City Region. We will be driving forward ambitious plans for highway improvements in Calderdale as well as working with Metro and Network Rail to upgrade rail capacity, including electrification and new station developments.

Theme 3 – Enterprise Culture

There is already a strong Enterprise Culture in Calderdale. Calderdale is home to 6,800 small businesses. 80% of our business landscape is made up of firms with less than 10 people. We believe that having an Enterprise Culture, with an entrepreneurial spirit is critical to our future economic well being. The vibrancy which pulses through many of our business communities needs to course through our schools, and other learning establishments.

Many national programmes helping small business start ups have fallen away in recent years. In contrast Calderdale has remained committed to advice and help for new enterprise. The Council ETF funded - New Enterprise Start-Up programme has performed with increasing success since its inception in June 2009, averaging approximately 650 new enquiries per year. It regularly outperforms neighbouring local and regional districts in business start-ups pro-rata per population. The programme ensures a consistent service and has also established excellent partnership working relationships with many local organisations and local business networking groups

Additionally the 'Start Your Own Business!' outreach drop-in sessions which were introduced in April 2012 at minimal cost and in response to the Jobcentre management's request has proven to be very useful and popular. Provided to all localities including disadvantaged areas of Calderdale, this service offers individuals the opportunity to ask any questions and pick up initial advice and information on self-employment within their own locality.

We will continue to offer the full range of free services such as one to one advice and to support individuals with training, access to finance and useful business support resources wherever we can. Further to this we will extend the service by creating projects to encourage the development of enterprise skills in disadvantaged areas and with young people throughout Calderdale

We will also continue to facilitate strong business networks and encourage them to mentor new and growing enterprises.

Our Business Growth Calderdale programme commenced in 2011 and runs until 2014. It has three key delivery strands: Business Engagement, Business Cluster Development and Networking, and Intensive One to One support. With a target of engaging with 1,500 businesses and providing direct aid to 300 small and medium enterprises, the programme aims to create more than 200 new jobs and safeguard many others. The project has specialised in putting our local businesses in touch with centres of excellence in Universities. This mix has proved a fruitful one with a number of firms making a breakthrough into national contracts or developing new products which would have otherwise remained on the drawing board.

With European Funding ending for this particular project in 2014, we need to identify the most effective aspects of the programme and weave them into new support activity.

Calderdale's grass root strength in creative enterprise is demonstrated by its vigorous annual programmes of festivals and events. These help showcase our wonderful smaller towns with Hebden Bridge and Brighouse currently leading the way. The Council will continue to support these events across the Borough, with an accent on showcasing business products and employment opportunities.

We will also be working across our Council so that all staff has a culture of supporting enterprise and job creation through constructive dialogue and effective problem solving.

Theme 4 – Employability

Everyone is different, and everyone matters in Calderdale and we are committed to making sure that people in Calderdale have the best possible opportunity to achieve that dignity which comes with well paid, fulfilling work.

The number of people unemployed and claiming Job Seekers Allowance in Calderdale stood at 6,500 people in Summer 2013. Around half – 3,000 of these claimants, had been unemployed for more than 6 months. This average figure masks wide variation within the Borough: with working age unemployment ranging from just 2% in Northowram and Shelf Ward to over 10% in Park Ward (2013).

Youth unemployment is the most pernicious of social ills. It saps confidence and undermines work ethic. In the spring of 2013, 1,800 young people aged 18 to 25 were out of work in Calderdale. Providing pathways to work for young people is a priority for the Council and its allies. The Council will continue to support apprentice activity and help people into work wherever possible.

Some people need some extra help to get work, or stay in it, due to health problems, mental or physical, or because of learning difficulties. This is not easy in tough economic times but the Council remains committed to this cause.

Learning achievement by children and young people in the district is outstanding - amongst the highest in the Leeds City Region and still improving. However, Calderdale has a higher than average percentage of adults with lower or out-dated skills. Local businesses have identified a need to have a better trained and skilled workforce, which is flexible, adaptive and responsive to the knowledge economy.

In terms of our learners we know that over 3400 Calderdale students went on to higher education in 2007. Less than 4% remained within the district but over 50% went to universities and colleges in the surrounding towns and cities of Huddersfield, Leeds, Bradford and Manchester. Our ambition is to change and enhance our local higher education offer, developing more attractive options, with benefits to students and the local economy alike. Halifax has seen the redevelopment of Calderdale College to provide a 21st century learning facility. New courses in Green Technology illustrate the College's ambition.

We will advance the Higher Education opportunities within the District through the creation of a 'Technical Centre' in Calderdale, a combined approach to further and higher education which will provide an environment to generate technical skills to underpin skill shortages within the advanced engineering and manufacturing sectors.

Calderdale is developing strong links between Schools and Businesses. Calderdale will pilot with 2 schools a range of activities which will connect businesses and employability skills to young people. A minimum of 90 year 11 students will take part with 60 employers. The results of the pilots will be cascaded out to all secondary schools for the academic year starting September 2014.

In summary Calderdale will major on three key pathways to work:

- Increasing the number of Apprenticeship opportunities
- Increasing the number of paid work experience places
- Increasing the number of pre- apprenticeship and traineeship places

Theme 5 - Marketing Calderdale

We know we have a special product for business in Calderdale but we are not sure that everyone else knows yet. So now we are going to tell them. Calderdale is uniquely placed in the North of England, looking both ways to Greater Manchester and West Yorkshire. We need to make sure that Calderdale is on everyone's radar as a place to invest and to thrive as a business.

So we will be putting a real emphasis on promoting Calderdale as a place to make it: a place that combines low costs and high skills.

Calderdale was created in 1974 and as a place name is a relatively new kid on the block. So we will be making sure that our older more widely recognised place names are also used in our marketing efforts: step forward Halifax, Brighouse, Elland, Sowerby Bridge, Hebden Bridge and Todmorden.

As well as our attractive business offer, Calderdale is also a major attraction for tourism and the leisure economy. The overall value of tourism in Calderdale in 2011 was an estimated £180m. With a stunning industrial and cultural legacy, dramatic landscapes, and market towns, Calderdale has much to offer. From well established attractions like Eureka!, the Piece Hall, Rochdale Canal, Stoodley Pike, Hebden Bridge, Shibden Hall and Victoria Theatre to the opportunity to create an 'adrenaline gateway' based on extreme sports, the offer is strong. We will capitalise on these assets to make Calderdale a tourism destination of choice for overnight and daytime visitors.

Cultural business and tourism help define the economy of Calderdale. This is one of Calderdale's unique selling points and its growth is central to the success of the borough. There is mutual advantage in enhancing the visitor offer of Calderdale and marketing the area's inward investment package to businesses.

This is particularly demonstrated by the exciting opportunity presented by the Tour De France. This will visit Calderdale in July 2014 and provides a unique opportunity to showcase the Borough to the world stage. Calderdale will look to capitalise on this event by encouraging longer term stays in Calderdale, and showcasing of local businesses with the opportunity to develop links to Europe and beyond. We will work closely with 'Welcome To Yorkshire' and our other City Region partners in this work.

Theme 6 – Financial Resilience

This strategy is produced at a difficult moment in the economic cycle. The task of the Council and its partners is to help our businesses and population weather the worst economic storm in recent times.

The international financial situation has required huge reductions in public spending and seen a loss of some 30% of Calderdale Council's budget.

Locally, welfare reform has seen massive changes to the landscape of support for those on low incomes or out of work. The introduction of the benefits cap, benefit adjustment to reflect under occupancy in the social housing sector, the introduction of Personal Independence Payments, and social fund reform are but a part of a wider raft of changes. Calderdale Council is committed to providing additional advice and help to people affected by these changes so that they can maximise their income and adjust sensibly to new regimes. This helps not only the individual but makes sure that as much money as possible is kept in circulation in the local economy.

Social welfare reform is designed to try and encourage recipients to find work or find better paid work or more hours of work. The Council will be developing schemes particularly to help people back into work so that their income can be maximized and benefit reductions mitigated.

Resilience is a key word in times of economic difficulty and the Council will continue to give thought to how it can best help our businesses and enterprises remain resilient through difficult trading times. We will be promoting a range of loans and grant products to help businesses to continue to move forward and develop at a time when credit is not available or is only available on difficult terms.

Our wider resilience as a Borough depends on other drivers including the housing economy. House building rates have fallen from over 1,000 a year in Calderdale to around 500 in more recent times. Calderdale will continue to vigorously support new house building as is demonstrated by delivery of 200 affordable homes in 2012/13.

Finally, we know that our expenditure as a Council is important in Calderdale. We spend around £160 million a year in delivering all kind of goods and services. Much is procured from the private and third sector and we will review our procurement policy so that local businesses are enabled to win contracts wherever compatible with good process and best value.

Theme 1-KEY ACCOUNT MANAGEMENT (KAM)

1. Export and supply chain development

Business Survey

“Listen to businesses about their key requirements and work with them to address these.”

“Work regionally and nationally to ensure Calderdale businesses benefit from opportunities for growth”

Data

25% of businesses rely on local customers for sales.
The Council's KAM programme will engage at least 20 large businesses pa.

Only 8% of Calderdale businesses sell outside of the UK

41% of businesses buy locally

Activity

Work with Calderdale's 20 top businesses to establish a close relationship facilitating business growth.

Identify and support a further 30 high growth businesses in Calderdale for intensive support

Expand the existing Supply chain development pilot by expanding current work through Business Growth Calderdale and shaping associated regional programmes with Leeds City Region and Manchester.

Work with United Kingdom Trade and Investment (UKTI), Manufacturing Advisory Service (MAS), Leeds City Region, Local Economic Partnership (LEP) and Mid Yorkshire Chamber of Commerce and Industry (MYCCI) to develop an export project to find which of our sectors in Calderdale have the biggest potential to tap into foreign markets and link this to the supply chain development

Extend the Business Growth Calderdale programme to continue support to small and medium enterprises

Data from recent business survey responses Jan 2013.

Theme 2 - UNLOCKING SITES

Business Survey

“Develop a pipeline of development sites to ensure opportunities exist to accommodate new and expanding business.”

“Working in partnership with the private sector to bring new developments to market.

Data

16% of businesses need further land for expansion

40% of employers that need more space require additional office space and 41% more warehousing and storage.

86% wish to remain in the district and require help to grow

39% of business have problems with transport congestion

16% of businesses believe they will require further land in the next 3-5 years

Activity

- Systematically identify all 1 acre plus employment sites across Calderdale and rank them in order of returns for the least public subsidy in terms of GVA, increased jobs and jobs safeguarded.
- Invite landowners and developers to submit worked up employment space proposals for future grant funding.
- Adopt bespoke flexible, adaptable and imaginative approaches to overcome development constraints using a wide range of existing and emerging statutory instruments.
- Develop one contact point for inward investment into Calderdale, identifying and securing new sources of funding to meet the cost of overcoming identified site constraints.
- Maximise the site unlocking potential of new highway and transport infrastructure in the borough.
- Identify realistic longer term strategic employment site opportunities in Calderdale and secure funding to bring to fruition.
- Provide advice and funding to bring long term vacant commercial property back into use, prioritising town centres and vacant upper floors of commercial premises.
- Engender a business friendly culture within the council itself and champion a supportive regulatory and fiscal environment to help foster inward investment and entrepreneurial risk taking.
- Deliver key investment projects in Halifax Town Centre and Copley
- Improve IT and telephony infrastructure in Calderdale enhancing broadband capacity and speeds

Data from recent business survey responses Jan 2013.

Theme 3 - ENTERPRISE CULTURE

2. Enterprise Project; Growing new businesses and their survivability.

Business Survey	Data	Activity
<p>“Increase the number of successful and sustainable new businesses in Calderdale</p>	<p>Only 27% of small businesses have a business plan</p>	<p>Provide advice, guidance and support to people that are considering self-employment and starting their own business by offering confidential and bespoke advice, assistance with writing a business plan, advice on market research, cash flow forecasting, funding, marketing and all aspects of starting a new business to Calderdale residents and those intending to start a business in the district.</p>
<p>“Improve the quality of support and advice provided to new businesses by working in partnership to provide high quality support to enterprise</p>	<p>21% of business wish to have links to business mentors</p>	<p>Create a programme of Young Enterprise education with partners to raise awareness among young people in education of the opportunities and support available for learning about self-employment and starting a business in Calderdale. This will ensure primary and secondary schools and colleges are actively integrated into the programme and participants gain an appreciation of the basic principles and values of enterprise.</p>
<p>“Ensure young people are given the opportunity and support to consider self employment</p>	<p>Demand for pre start-up assistance is consistently strong with an average of 650 new enquiries p.a , including from those in more disadvantaged areas with average attendance at outreach drop-in sessions of over 200 visitors pa</p>	<p>Create a pool of Research Advisers from across the universities who will work with the growth companies in the district to disseminate their knowledge for innovation</p> <p>Increase participation of new businesses in business network meetings and business support events to raise the profile, develop new business relationships and partnerships and raise activity and inter trading in the local business community.</p> <p>Maintain structured follow-up of growing young businesses in Calderdale to monitor and support their continued development and improve survival by developing mentoring of new businesses by experienced businesses</p>
	<p>35% of business have barriers to growth with limited access to finance</p>	<p>Develop a Pre enterprise support project, delivered direct within the communities of disadvantaged areas. This would be an extension to, and operated in conjunction with, the current outreach ‘Start Your Own Business!’ drop-in sessions and with the support and cooperation of partner organisations</p>

Theme 4 - EMPLOYABILITY

1. Employability skills to grow a future workforce

Aim	Data	Activity
‘Increase workforce skills through improved training opportunities’	42% of business require technical skills to innovate	<p>Increase employability and key skills activity for young people with a paid work experience grant package with in work support</p> <p>Create a pool of Research Advisers from across the universities who will work with the growth companies in the district to disseminate their knowledge for innovation.</p>
“Listen to businesses about their skills needs.”	428 age 16 yr olds in Oct 2012 are NEET	<p>Create and deliver a pre apprenticeship project, with particular focus on youth unemployment and children leaving care. The project will take forward the findings from the Community Task force / Apprenticeship pilots</p> <p>Deliver a business and engagement project to raise the awareness of apprenticeship and traineeship opportunities with business to grow local opportunities</p>
“Increase the number of young people gaining NVQ level 2 qualifications at 19	Only 4.8% of young people enter apprenticeships	<p>Create an education and business partnership project which takes forward the learning from the pilot work and builds employability skills with young people. Increase the number of young people gaining NVQ level 2 qualifications at 19</p> <p>Development of a technical skills Campus to link the work of supply chains and support growth in skills required for advanced manufacturing. Deliver a range of technical skills which are business driven in key sectors for growth to both employed and unemployed local people.</p>
‘Have a NEET free District, Reduce youth unemployment’	78% of employers identified skills in their workforce that need developing in the next 2 to 3 years.	<p>Work with the College and Higher Education institutions to deliver courses to teachers and tutors around Enterprise Education (Teacher Professional Development), and also deliver courses on generic enterprise skills to the wider Calderdale population.</p> <p>To investigate, design and deliver the best way of supporting people who have learning difficulties and or disabilities / health issues into sustainable employment for at least 16 hours per week</p> <p>Ensure that the Council fulfils its corporate parent responsibilities to looked after children gain employment.</p> <p>Run focused programmes to reduce unemployment amongst young people in wards with high unemployment.</p>

Theme 5 - MARKETING CALDERDALE

Business Survey

“Make Calderdale a destination of choice for business and tourism”

“develop the brand for Calderdale

‘Maximise all opportunities from Tour de France’

‘Maximise all the District assets to grow the economy’

‘Bring business diversity into the economy’

Data

58% of businesses rate Calderdale as a good or excellent place to do business

Activity

Improve the profile of Calderdale as a destination to grow inward investment, and the visitor economy through development of new branding material

Use new branding material to promote an inward investment offer to business

Review web based Business and Economy marketing material and update, facilitating a joined up approach across partner agencies

Invest in festivals and events with associated publicity

Identify and support Business Ambassadors for Calderdale

Develop the visitor economy, building on the Borough’s strengths including extreme sports and eco-tourism, and produce guides and promotional material to boost the tourism offer.

Maximise all opportunities available from the Tour De France activities.

Theme 6 – FINANCIAL RESILIENCE

2. Financial awareness and support package

Aim	Data	Activity
<p>“Support residents who are affected by changes within the new welfare reform</p>	<p>The income of households claiming benefits will on average reduce by £1,615 a year</p>	<ul style="list-style-type: none"> • Enhance advice provision in response to the Welfare Reform agenda • Work closely with the third sector to encourage self help and community schemes including food banks • Develop targeted programmes to move long term welfare recipients into work
<p>‘Enable local people to be in control of their finances and have the knowledge and ability to be financially independent.’</p>	<p>This is equivalent to around £1 in every £7 of income for these households.</p>	<ul style="list-style-type: none"> • Review the Council’s Procurement Strategy and methodology to support local business and local labour in winning work • Provide advice and support on flood resilience to businesses at risk • Review Calderdale’s capacity to assist business with loan finance
<p>‘Encourage CMBC services to be accessed through web support, and educate local residents on how to get the most from digital services.’</p>	<p>Three fifths (59%) of all reductions fall on households where somebody works.</p>	<ul style="list-style-type: none"> • Support third sector employment incubation and community enterprises including Elsie Whiteley, Hanson Lane, Hebden Bridge Town Hall and Centre at Threeways • Support low carbon use in business to reduce costs and CO² emissions • Develop a pilot project for live/work accommodation

D. TOP 10 PERFORMANCE TARGETS

NUMBER	PERFORMANCE TARGET	CURRENT STATUS	2016 INTERMEDIATE TARGET (2016)	2020 TARGET
1	18 to 24 year olds in receipt of Job Seekers Allowance	1800	1500	1200
2	Increase apprenticeship opportunities through CMBC direct support. (eg. Grow Your Future programme or successor)	100	300	500
3	Provide one-to-one business start-up advice and support	30 per month/360 per year	35 per month/420 per year	40 per month/480 per year
4	Number of registered new business starts supported	100 per year	110 per year	125 per year
5	Engage and build relationships with the Key Business Accounts in Calderdale	20	30	50
6	Business supported to export in partnership with UKTI and the Leeds City Region LEP to develop a KAM Export initiative	10	15	25
7	Vacant floorspace brought back into use and reoccupied (sqft)	N/A	40,000 Sq ft	100,000 Sq ft
8	Number of hectares of employment land brought forward	N/A	20 Hectares	50 Hectares
9	Jobs Created per annum with Council support that last at least 12 months	250	300	350
10	Jobs Safeguarded per annum with Council support that last at least 12 months	70	80	100