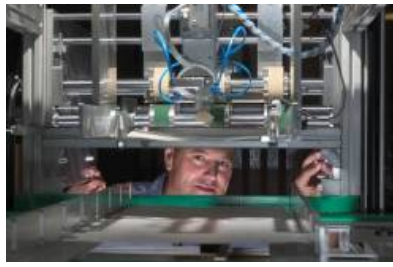


Bradford District Economic Strategy Delivery Plan

June 2009





District Economic Strategy: Delivery Plan

Introduction

This plan identifies the ways in which the priorities and commitments identified in the district's economic strategy are being delivered.

The delivery plan has been drawn together by the Department of Regeneration in Bradford Council, working closely with other departments. It reflects the full range of actions taken by the Council to deliver our shared economic goals, working as both employer and procurer, and addressing the recently strengthened economic development role and duty for local authorities.

The plan also reflects some of the key actions undertaken and planned by local partners, following dialogue and input through the Regeneration and Prosperity family of partnerships.

Contents

The delivery plan is structured by the people / business / place approach adopted in the economic strategy. It sets out the priorities and commitments to action identified in the strategy, and provides a summary of the projects that are in place to deliver against those commitments.

The focus is on delivering and deliverable projects, aiming to avoid listing a set of aspirational but not necessarily immediately achievable activity. A summary of project aims, funding and status is provided.

Economic Downturn

The economic strategy for Bradford district was developed before the economic downturn affected the country and the district. It sets out a series of medium term priorities designed to ensure a strong and resilient economy.

The actions identified in this delivery plan have been developed and refined as the economic climate has worsened. They therefore aim to deliver our priorities in a way that makes sense and delivers real change now.

In addition, a number of extra actions have been identified and are being delivered that specifically address the challenges faced by people and businesses in the current recession. **These items are shaded in the delivery plan for ease of reference like this.**

Support Mechanisms

There are some support mechanisms which do not fit into the delivery priorities identified in the strategy but which are essential to ensuring the success of that delivery. They include the Strategic Delivery Unit function integrating economic development into a broader approach to regeneration, and the resources team which work to secure funds for priority projects.

Young people equipped to succeed in the world of work

Actions: Raising Attainment
Embedding core skills
Preparing young people for work

Bradford Council is committed to delivering strong leadership in the education sector and will work with partners to ensure all school leavers attain skills in key areas such as numeracy and literacy and meet the national target for Level 2 attainment, providing a sound basis for young people to engage with the economy.

We will work with partners to develop a clear and concise information, advice and guidance service that provides effective signposts for those seeking access to education, training and employment, so that young people have the information they need to make better choices about their future.

National Indicators:

NI Code	Name	2007/08		2008/09		Traffic Light Icon
		Value	Value	Value	Target	
NI 79	Achievement of a Level 2 qualification by the age of 19			69.00%		?
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	9.40%	8.80%	9.00%		✓



B-someone

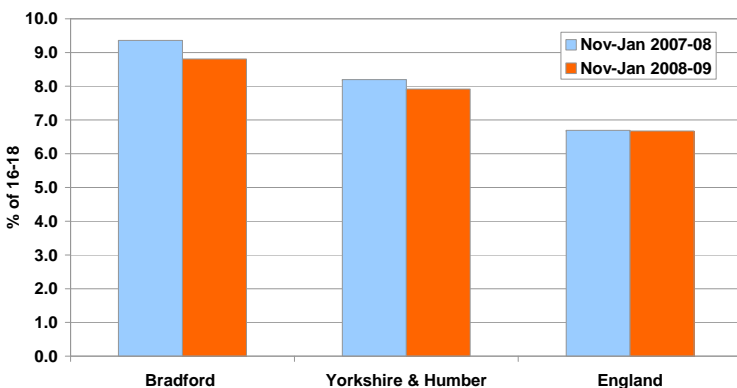


The Lighthouse Group

Analysis:

Proportion of 16-18 year olds NEET

Source: NCCIS



The number of young people not in employment education or training in Bradford has dropped by 5.9% over the last year (compared to 3.4% regionally and 0.4% nationally).

Examples of delivery:

The Council has launched **the B-someone** promotional campaign aimed at encouraging family learning. The second phase aimed at 14-19 year olds is almost complete and will increase awareness of the importance of education and learning and the role of parents.

The Lighthouse Group (TLG) was established in 1987 as a small drop in centre and community diner serving the local community of Bradford and has recently moved to a new purpose built national support centre at the top of the M606. In this venue TLG works with hundreds of young people each year, including some of the hardest to reach, to deliver a unique programme of Alternative Learning with DCSF independent school status. The facility also provides A1 grade office suites and meeting space to local businesses, and a quality café, sports hall and gymnasium.

Action	Projects	Project aim	Location	Led by	Investment over 3-5 years	Funding sources	Status
Raising attainment	Keighley College Campus	The rebuilding of Keighley College through the development of a new college campus on Dalton Lane and the redevelopment of existing sites.	Keighley	Park Lane College Keighley	£35,000,000 2008 - 2010	LSC / YF / Keighley Park Lane / Council	in development
	Retail Academy - Keighley	Development of a skills and learning centre linked to test trading facilities in the heart of Keighley's shopping area.	Keighley	Keighley Park Lane College	£345,000 2009 - 2011	LEGI / Park Lane College	up and running
	Creative & Digital Learning Centre	Based at Shipley College in Saltaire, this project is linked to Airedale Learning Line & Bolton Woods Campus.	Airedale	Shipley College	£8,000,000 2010 - 2014	LSC / Shipley College	awaiting funding
	Bolton Woods Campus	Reinforcing and securing the remaining green space between Airedale and Bradford as a leisure zone with educational opportunities; providing a new Horticulture and Sports facility.	Shipley	Shipley College	£2,000,000 2010 - 2014	LSC / Shipley College	elements subject to funding
	Redevelopment of Bradford College	Development of College new build on city centre site to provide high quality further education and vocational training facilities adjacent to the City Centre and as part of the Learning Quarter.	Bradford	Bradford College	extra large	LSC / Bradford College / Council	pursuing funding options
	Retail Academy - Bradford	Revenue support to provide skills and support for individuals and retail businesses in Bradford to increase skills levels and encourage a sustained retail business provision in the district.	Bradford	Council - Regeneration - Economic Development	£300,000 over three years	YF / private	in development
	Madrasah Project	Targeted intervention in key skills for BME communities that are likely to underachieve.	District	Education Bradford	£452,210 2008 - 2011	YF	up and running
	Bradford Young People Aspirational Work	Raising attainment and aspirations among the young people of Bradford, with resources deployed to support gaps and increase capacity to deliver innovative ways of capturing the imagination and untapped potential of young people in the district.	District	Council - Regeneration - Economic Development / Children and Young People's Services / Culture Tourism and Sport	£2,500,000 over three years	YF	in development
	Primary Capital Programme	A 14 year investment programme totalling £100m for our primary schools to improve the learning environment.	District	Council - Regeneration - Asset Management / Corporate Services - Facilities Management / Children and Young People's Services	£40,000,000 2009 - 2013	Government funded	funding approved - in feasibility
Embedding core skills	Developing Enterprise in Further Education	Development of an enterprise module integrated into the curriculum, enterprise development activity, enterprise development support and development of sustainable start up space.	District	Council - Regeneration - Economic Development	£500,000 2009 - 2011	LEGI	up and running
	Enterprise in Schools and Colleges	Working with all secondary schools, the 3 colleges, the University and businesses to provide positive enterprise experiences and work experience, and to embed a culture of enterprise.	District	Council - Regeneration - Economic Development	£2,759,000 2009 - 2011	LEGI	up and running
Preparing young people for work	Myplace Bradford	Myplace world class youth facilities delivering the outcomes of the DCSF's Myplace plan. A city centre location, accessible to all 13-19 year olds in the district.	City Centre	Council - Children and Young People's Services - Localities	£12,000,000	Lottery / others	in development
	The MORE Programme	Working with learning providers in voluntary and community sector to reduce numbers of young people not in employment, education or training by procuring innovative and exciting area based learning and re-engagement activities for 700 targeted 14 - 19 year olds supported by "Engagement Advisors".	District	Council - Regeneration - Economic Development / Children and Young People's Services	£2,000,000 2009 - 2011	LSC / ESF	commissioning
	Apprenticeships	Industry relevant skills development, underpinning knowledge and key skills for employees.	District	LSC	£8,500,000 p.a.	LSC 16-18 fully funded and 19+ co funded	up and running

Demand-led skills provision meeting the needs of employers

Actions: Improving workforce skills
 Developing higher level skills
 Co-ordinating actions

The progression to a knowledge-based economy requires an increase in attainment at Level 3 and 4 (equivalent to first degree) to maintain our competitiveness. The University of Bradford, alongside Bradford, Keighley and Shipley colleges are valuable assets and provide a well-understood way for local people to develop their skills, as well as attracting skilled people from the rest of the UK and abroad. We will strengthen the relationship between the colleges, University, Council and the private sector to ensure the courses that are provided meet current and future employment needs.

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	61.7%		64.0%	⚠
NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher	41.3%		41.0%	✅



Creative Industries Support

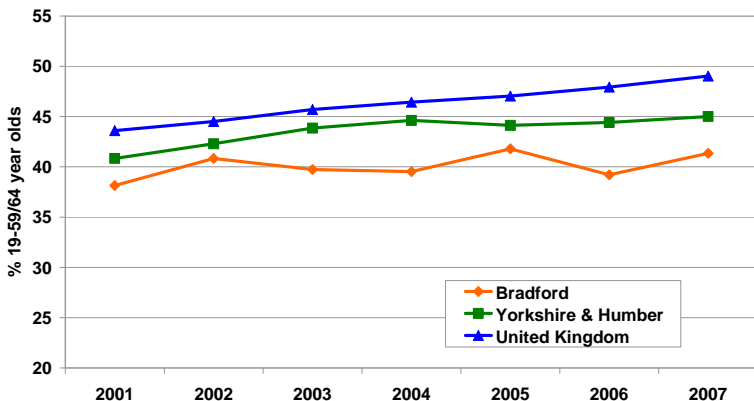


Escalate Centre

Analysis:

Proportion aged 19-59/64 qualified to at least NVQ level 3

Source: DCSF



43.4% of Bradford's population is qualified to at least level 3, lower than the regional (45%) and national rates (49%).

Examples of delivery:

The **Creative Industries Support Programme** funded through Neighbourhood Renewal Fund and Access to Employment delivered a range of skills and business development programmes which helped 79 people into employment, created 4 new jobs and enabled 123 people to improve their skills.

The University of Bradford's higher level skills programme, **Escalate**, will focus substantial resources upon the skills and training needs of the Bradford economy. They are also working with local employers to develop training programmes that will enable local businesses to emerge from the downturn in a stronger competitive position.

Action	Projects	Project aim	Location	Led by	Investment over 3-5 years	Funding sources	Status
Improving Workforce Skills	Employer Engagement	Activities that develop and support employer engagement in tackling disadvantage and remove barriers to workforce development, progression and skills attainment.	District	Council - Regeneration - Economic Development	£450,000 2009 - 2011	WNF	commissioning
	Skills Pledge	Council adoption of the skills pledge to support the upskilling of all staff to Level 2 and 3 over the next three years.	Council	CBMDC - Corporate Services - HR	mainstream provision	LSC, Council base budget	up and running
	Train to Gain	Increase the take up of qualification attainment in the district's workforce, with enhancement to broaden the programme wider than Level 2 qualifications.	District	LSC	mainstream provision	LSC	up and running
	Train to Gain Enhancement Fund	Support for people under threat of redundancy to access learning activity to help gain new employment. Qualifications not funded through Train to Gain eg part qualifications.	District	LSC	£4,800,000 p.a.	LSC,ESF,YF	project started 01 May 2008. Ends March 2011
	Skills for Jobs Fund Managers	Skills fund to give unemployed people the skills to get and sustain work.	District	LSC	£668,000 to 2010	LSC/ESF	project started 01 March 2009. Ends 31Dec 2010
	Response to Redundancy	To support workers affected by redundancy. Individuals under threat of redundancy, made redundant in the last 6 months and other unemployed.	District	LSC	£1,470,000 to 2010	LSC Train to Gain and ESF	project started 20 May 2009. Ends Dec 2010
	6 months Unemployed Training Package	To support people aged 25+ who have been unemployed for 6 months or more.	District	LSC	£1,078,000 to 2010	LSC/ESF	project started 01 May 2009. Ends July 2010
Developing Higher Level Skills	Regeneration Academy	In partnership with YF and Integreat, developing the skills of the regeneration department to deliver great places - providing training and development in project management, place making and leadership.	Council	Council - Regeneration - Economic Development	£750,000 2009 - 2012	YF, Council base budget	up and running
	City Region Multi Area Agreement	Develop and sign off a city region agreement with relevant partners and Government to remove barriers to economic growth (focus on transport and skills).	District	Council - Regeneration - Economic Development	mainstream provision	various	up and running
Co-ordinating Actions	Employment and Skills Board	Private sector led board to provide a strategic steer for adult learning and skills across the district, re-align skills provision in priority sectors to tackle local skills issues and influence provision to meet local demands. Actions agreed by board include development of a funding package for Bradford, increase in number of SMEs using Train to Gain and Apprenticeship Service.	District	Council - Regeneration - Economic Development	£230,000 2009 - 2011	WNF	up and running
	Adult Skills and Employment Team	Building on existing capacity, create a stronger adult skills and employment team within the regeneration department, to provide a strategic role, partnership support and improve the provision of skills in the district through the commissioning of skills.	District	Council - Regeneration - Economic Development	£230,000 p.a.	WNF	about to recruit
	Revision of Partnership Arrangements	Creation of Prosperity and Regeneration Partnerships across the themes of People, Business and Place, including an Employment and Skills Partnership to provide delivery support to the Employment and Skills Board, Regeneration Summits and events.	District	Council - Regeneration - Economic Development	delivered through adult skills and employment team	WNF	up and running

A large workforce employed in appropriate jobs in Bradford and the city region

Job brokerage provides demand-led solutions alongside Jobcentre Plus, working with employers and within communities to help local people into local jobs. We will work with employers to identify recruitment needs and provide access to job vacancies.

- Actions:**
- Increasing employability
 - Tackling disadvantage
 - Connecting people to employment

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 151	Overall Employment rate (working-age)	69.3%	71.3%	68.7%	🟢
NI 153	Working age people claiming out of work benefits in the worst performing	30.1%	29.9%	29.7%	🟡

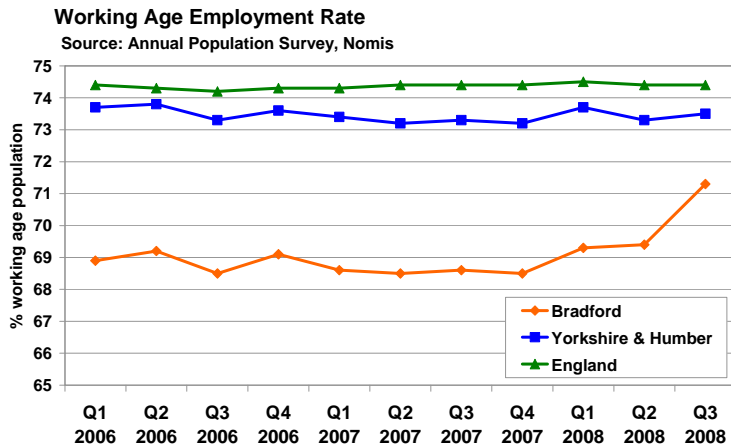


Jobs@



Youthbuild

Analysis:



Bradford's working age employment rate stands at 71.3% as of September 2008, and has a shown a positive upward trend since December 2007.

Examples of delivery:

Jobs@, the Council's job brokerage initiative, works with Bradford residents and employers to get residents into work and meet employer needs. Its team of 18 Employment Advisors work from 7 bases located in the heart of the most deprived communities in the district.

In 2008 the Accent Group were awarded the Housing Corporation Gold award for tackling worklessness, training people from disadvantaged communities to work in local construction projects in Bradford. Since it began in 1997, Accent's **Youthbuild** project has helped 20 businesses to set up, and 445 local people into jobs. In the past two years alone, 1000 trainees have gone through the Youthbuild training scheme.

Action	Projects	Project aim	Location	Led by	Investment over 3-5 years	Funding sources	Status
Increasing employability	Enhancing Next Steps	Enhance existing next step provision of information advice and guidance - focused at a neighbourhood level to add value to LSC funded provision. Precise focus of project currently in negotiation.	District	Council - Regeneration - Economic Development	£300,000 2009 - 2011	WNF	in development
	English for Speakers of Other Languages	Increasing the provision of activities that engage with communities and individuals for whom English is not a primary or frequently used language, filling gaps in mainstream provision and tackling barriers for disadvantaged groups who are not currently accessing services, to take steps towards employment.	District	Council - Regeneration - Economic Development	£350,000 2009 - 2011	WNF	contracting
	Rapid Response Service	The Rapid Response Service (RRS) is a fund of money to support individuals affected by redundancy. RRS is available to every individual losing their job through redundancy and provides information about other jobs within the labour market , jobsearch advice including CVs and general information about benefits and making a claim.	District	Jobcentre Plus	small on an ongoing basis	Jobcentre Plus	up and running
	New Deal	New Deal aims to help long term unemployed adults into sustained work. New Deal provides a wide variety of individually tailored support, including training, advice and work experience.	District	Jobcentre Plus	medium 2006 -2010	Jobcentre Plus	up and running
	Pathways to Work	Pathways to Work helps people in receipt of Incapacity Benefit or the new Employment Support Allowance by providing impartial advice, training and support to help individuals gain suitable and sustainable employment.	District	Jobcentre Plus	medium 2007 - 2009	Jobcentre Plus	up and running
	Programme Centre	Programme Centres provide support for their longer term unemployed through specific modules to help customers overcome barriers to work including motivation and confidence building, jobsearch techniques and training.	District	Jobcentre Plus	small over four years	Jobcentre Plus	up and running
	Programme Centre Plus	Programme Centre Plus has been specifically designed to offer an individually tailored package of support for those customers who have lost their job due to the economic downturn. It is open to individuals from day one of unemployment.	District	Jobcentre Plus	small 2008 - 2009	Jobcentre Plus	up and running
	Progress to Work/Progress to Work Link Up	To help individuals overcome the barriers they face as a result of their substance misuse, alcohol addiction, homelessness, and/or offending background to improve their employability and enable them to find and sustain employment.	District	Jobcentre Plus	small over five years	Jobcentre Plus	up and running
	First Step Engagement	To support those individuals furthest away from the labour market through an innovative service model that addresses their barriers to work, subsequently moving them towards and into employment.	District	Jobcentre Plus	medium 2007 - 2011	ESF	up and running
	Newstart	For unemployed migrant workers and refugees who have arrived in this country within the last 18 months and have permission to work (excludes Asylum Seekers).	District	Jobcentre Plus	medium 2007 - 2011	ESF	up and running
	Job Support	For those customers who are new to claiming Jobseeker's Allowance (JSA) or JSA customers who are harder to help i.e. persistent returners to JSA and pre or post New Deal customers.	District	Jobcentre Plus	medium 2007 - 2011	ESF	up and running
	Workstep	Provides individually tailored support to people whose disabilities present difficulties in finding or keeping employment. Support can include a job coach or mentor, access to learning and development and in some cases a wage subsidy.	District	Jobcentre Plus	medium over five years	Jobcentre Plus	up and running
	Work Preparation	A tailored work focused programme designed to meet the individual needs of customers with a wide range of health or disability problems and prepare them for work.	District	Jobcentre Plus	small over five years	Jobcentre Plus	up and running
	Newly Unemployed Offer	Additional support for people when they first become unemployed and have little or no experience of looking for work. Help includes a one hour group information session, a one to one coaching session, or a one day Provider led seminar for professional and executive customers.	District	Jobcentre Plus	small 2009 - 2010	Jobcentre Plus	up and running
	6 Month Offer	Additional help for individuals aged 25+ who have been unemployed over 6 months. Help includes supporting jobs by providing recruitment subsidies to employers, work related training, volunteering work, and help for those customers starting their own business or becoming self-employed.	District	Jobcentre Plus	small 2009 - 2010	Jobcentre Plus	up and running
Future Jobs Fund	The Future Jobs Fund aims to create 150,000 additional jobs nationally lasting at least 6 months. The jobs will be aimed primarily at 18 - 24 year olds who have been out of work approaching a year or people in unemployment hotspots. Over 7,000 people are anticipated to be eligible in Bradford district.	District	Employment and Skills Partnership	not yet determined 2009 - 2010	Jobcentre Plus	in development	

A large workforce employed in appropriate jobs in Bradford and the city region

Actions: Increasing employability
Tackling disadvantage
Connecting people to employment

Public agencies will consider the development and co-ordination of placements, apprenticeships and traineeships, to increase local employment and reduce recruitment shortages. Contractual clauses will be implemented in regeneration programmes, to ensure that employment opportunities go to local people. This public sector leadership can be adopted by the private sector, which has already expressed support for employment compacts.

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 151	Overall Employment rate (working-age)	69.3%	71.3%	68.7%	✓
NI 153	Working age people claiming out of work benefits in the worst performing	30.1%	29.9%	29.7%	⚠



Local Employment Partnerships

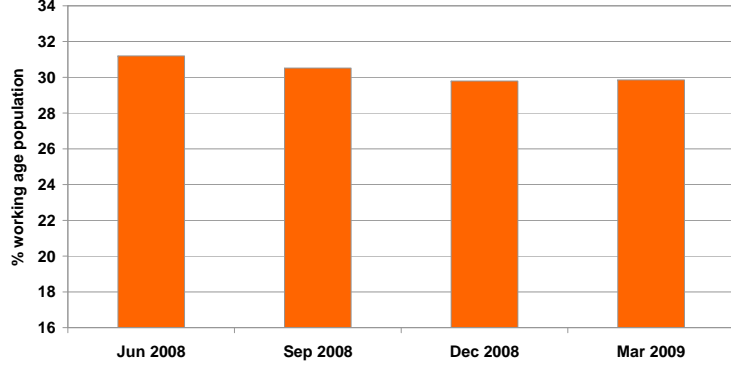


Learning & Skills Council Apprenticeships

Analysis:

NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods

Source: Jobcentre Plus



The proportion of people living in the worst performing neighbourhoods who claim a benefit is reducing.

Examples of delivery:

Local Employment Partnerships (LEP) – Jobcentre Plus have reported a magnificent response to LEP from employers in Bradford, with over 580 employers now signed up to offering work opportunities for their most disadvantaged customers. Jobcentre Plus are now extending LEPs to provide help for newly redundant people.

Apprenticeships – Responding to the Local Government Association commitment to double the number of apprentices in local government, Bradford Council is working to identify potential areas for placements and sources of funds to support the scheme. £1 million WNF has been allocated to increase the number of public sector apprenticeships.

Action	Projects	Project aim	Location	Led by	Investment over 3-5 years	Funding sources	Status
Increasing employability <i>(Continued)</i>	Young Person's Guarantee	A guaranteed offer of a job, work focused training or meaningful community activity to all 18 - 24 year olds before they have reach the 12 month stage of claiming Jobseekers Allowance. The guaranteed offer will consist of a job funded through the newly created Future Jobs Fund, support to move into key employment sectors, work focused training or a Community Task Force programme.	District	Jobcentre Plus	not yet determined 2009 - 2010	Jobcentre Plus	in development
	Employability Skills Programme	Skills for Life support and qualifications for Job Centre Plus Clients.	District	LSC	£300,000 p.a.	LSC	up and running
	Sector Routeways	Skills support for Local Employment Partnerships (LEPs) and others looking for work. Employer focused training based on routeways developed by Sector Skills Councils.	District	LSC	£575,000 to 2010	LSC/ESF	project started 01 Nov 2008. Ends 31 Oct 2010
	Offender Learning	Learning for offenders serving community sentences.	District	LSC	£135,000 p.a.	LSC/DIUS	up and running
	Adult Safeguarded Learning	A range of programmes for individuals and/or families to engage in learning for personal, social and community development.	District	LSC	£1,751,737 p.a.	LSC/DIUS	up and running
	Community Grants	Unemployed and inactive people aged 18+ from the hardest to reach communities who have difficulty in accessing mainstream provision and/or ESF priority groups include people with disabilities and health conditions, ethnic minorities, lone parents, people aged 50+	District	LSC	£156,000 to 2010	LSC/ESF	project started 01 Jan 2009. Ends 31 Dec 2010
Tackling disadvantage	Skills and Job Match	Brokerage support specifically to those aged 50+ and/or those with higher level skills. Client facing and employer facing work.	District	Council - Regeneration - Economic Development	£450,000 2009 - 2011	WNF	contracting
	Employability Programmes	Five employability programmes to enable those that are disadvantaged in the labour market to progress into employment.	District	Council - Regeneration - Economic Development	£1,600,000 2009 - 2011	WNF	contracting
	Housing Options Trailblazer	The housing options centre will be the main hub for housing, training and employment advice. The service will deliver personal aspiration plans enabling customers to become independent with improved life chances.	District	Council - Regeneration - Housing	£2,100,000 2009 - 2011	WNF / DCLG	launch imminent
	Debt Advice and Financial Inclusion	Advice work in children's and community centres, employment, benefit and debt representation at tribunals, promotion of benefit take up, financial literacy training and access to affordable credit with Bradford and District Credit Union.	District	Council - Adult Services - Commissioning Performance and Business Support	£538,000 2009 - 2011	WNF	commissioning
Connecting people to employment	Local Impact Team	An established project delivering job support and information advice and guidance. Encouraging Bradford businesses to adopt a responsive approach to the needs of the workless population of the district and raise the aspirations of residents. Work with employers on large scale redundancies - assisting in identifying alternatives, securing alternative work, and liaising with JobCentre Plus and Yorkshire Forward.	District	Council - Regeneration - Economic Development	£1,000,000 p.a.	multiple including LEGI and ERDF	up and running
	Marks and Spencer Workforce Supply Project	Joint working to retain client focus and maximise the impact of the investment within the city / city region.	District	Council - Regeneration - Economic Development	included in costs above	included in Local Impact Team	in development
	Apprenticeships and Traineeships	Looked after and vulnerable children's apprenticeships programme offering apprenticeship places within the Council and partner organisations and working with Train to Gain.	District	Council - Corporate Services - HR	£1,100,000 2009 - 2011	WNF, Council	in development
	Graduate Transition Programme	Three sector specific project managers to take forward development and delivery of transition programme. Engagement, employability skills, placements support.	District	Council - Regeneration - Economic Development	£450,000 2009 - 2011	WNF	commissioning

Priority: Promoting enterprise

More businesses creating wealth and opportunity

- Actions:**
- Increasing business start-ups
 - Making knowledge work
 - Encouraging local solutions

More Bradford residents aspire to start a business than people elsewhere in the Yorkshire and Humber region, and business start-up and survival rates are improving faster than national and regional averages.

In a university city the size of Bradford, it is critical that we use our further and higher education to tap creative and knowledge-based business development opportunities, and nurture our well-educated entrepreneurs. The development of spin-off companies and local graduate enterprises is a key to the competitiveness and value of our business growth.

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 166	Median earnings of employees in the area	£418.50		£431.25	⚠
NI 171	New business registration rate	50.7		43.4	?



Kickstart

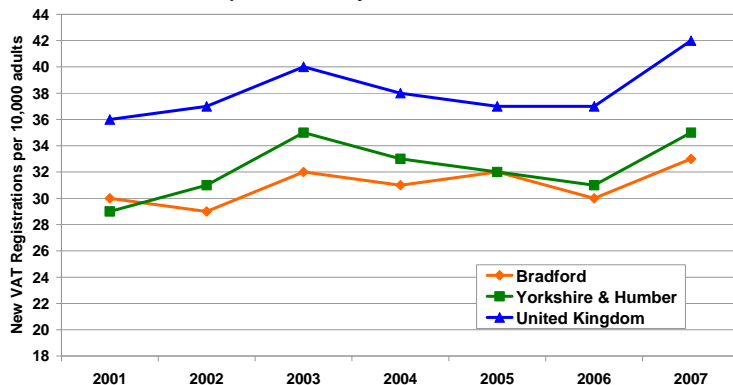


Bradford Together

Analysis:

VAT Registration Rate

Source: Annual Population Survey, Nomis



Bradford's registration rate increased from 30 during 2006 to 33 in 2007, but remains below regional (35) and national (42) averages.

Examples of delivery:

In less than three years **Bradford Kickstart** (Local Enterprise Growth Initiative – LEGI) has helped more than 750 new businesses to begin trading. During the same period around 2,000 existing businesses have been given intensive support by Kickstart's team of business advisers.

A key recent initiative in supporting local and sustainable procurement is **Bradford Together** - this sets out in a single document the opportunities for partners and suppliers to help the Council deliver sustainable regeneration and promote the development of local supply chains in the district.

Action	Projects	Project aim	Location	Led by	Investment over 3-5 years	Funding Sources	Status
Increasing business start ups	Enterprise Community Outreach	Working in communities to encourage more adults to be motivated to achieve their ambitions through enterprise, skills and employment. Promoting local role models.	District	Council - Regeneration - Economic Development	£698,694 2009 - 20011	LEGI	up and running
	Enterprise Marketing	Events and gateways across a three year period to promote take up of the Kickstart programme and engage individuals and communities. Each action is tested for value for money and part of a planned programme, leading to referrals for support towards business advice, start ups, employment or training.	District	Council - Regeneration - Economic Development	£604,614 2009 - 2011	LEGI	up and running
	Enterprise Facilitation in Communities	Sirolli, BizzFizz, Grid and Royds models operating in seven communities to coach and support local people.	District areas of need	Council - Regeneration - Economic Development	£1,524,589 2009 - 2011	LEGI	up and running
	Enterprise Facilitation in Communities Phase 2	Management of two new enterprise facilitation programmes to run in Allerton and the rural areas of Bradford.	Allerton / rural	Council - Regeneration - Economic Development	£160,000 2009 - 2011	ERDF / LEGI	commissioning
	Access to Finance	Small business loans managed through a CDFI model and addressing a barrier to business start ups and growth.	District	Council - Regeneration - Economic Development	£108,000 2009 - 2011	LEGI	up and running
	Support to Start Ups	Support aimed towards the most needy areas and under represented groups to increase the business base and self employment.	District	Council - Regeneration - Economic Development	£1,961,717 2009 - 2011	LEGI	up and running
	Support to Growing Local Companies	Enable businesses to grow through the VAT threshold and to take on more employees.	District	Council - Regeneration - Economic Development	£2,290,896 2009 - 2011	LEGI	up and running
	Professional Services Initiative	Offering access to key services that will help businesses to be profitable and to grow. Services include practical help with book-keeping, legal advice and human resources management. Services also include help with branding, marketing, promotion, public relations, web design and e-commerce which can help find new customers and develop a strong identity for the business.	District	Council - Regeneration - Economic Development	£750,000 2009 - 2011	LEGI	up and running
	Enterprise Hubs and Premises	Developing a network of hub and spoke enterprise services and facilities across deprived communities.	District	Council - Regeneration - Economic Development	£3,378,808 2009 - 2011	LEGI	up and running
	Bradford Based Enterprise Show	West Yorkshire enterprise show to coincide with National Enterprise Week 2009.	District	Council - Regeneration - Economic Development	£300,000 over one year	LEGI / YF	initial idea
	Newlands Enterprise Park	Capitalise on significant land assets from the former Newlands SRB scheme. Create major facility in North Bradford serving businesses in Bradford Leeds corridor.	LBC	Council - Regeneration - Economic Development	£4,530,000 over two years	to be determined	in development
Making knowledge work	Promoting & Enabling the Airedale Digital Corridor	Ensure that existing regional and technological products are sold into companies and marketed to potential investors into the Airedale region through employing an Invest in Bradford digital sector specialist.	Airedale	Council - Regeneration - Economic Development	£200,000 over four years	YF	in development
	Developing Enterprise in Further Education	Development of an enterprise module integrated into the curriculum, enterprise development activity, enterprise development support and development of sustainable start up space.	District	Council - Regeneration - Economic Development	£500,000 2009 - 2011	LEGI	commissioning
Encouraging local solutions	Bfunded	A funding website / advice service tailed to build the capacity of Social Enterprises and other third sector organisations to explore income diversification to attract the funds they need to achieve sustainability	District	Council - Regeneration - Economic Development	£436,000 2009 - 2011	WNF / ERDF	up and running
	Community Asset Transfer	Community asset transfer support through the creation of a staff post in Asset Management.	District	Council - Regeneration - Asset Management	£104,000 2009 - 2011	ERDF	in recruitment
	Professional Services for the Third Sector	Provision of a range of professional services to the third sector - linked to the Professional Services Initiative above.	District	Council - Regeneration - Economic Development	£375,000 2009 - 2011	WNF / ERDF	commissioning
	Third Sector Enterprise Support	Intensive support for third sector organisations aiming to become social enterprises or community businesses.	District	Council - Regeneration - Economic Development	£619,560 2009 - 2011	WNF / ERDF	commissioning
	Bradford Together	Development and adoption of a strategic procurement approach linked to local employment, skills and sustainability. "Bradford Together" has been adopted by the Council as a means of improving the local impact and sustainability through a procurement toolkit.	District	Council - Regeneration - Procurement	within Procurement service costs	base budget	up and running

A productive and competitive economy

Actions: Building on our strengths
Driving innovation
Supporting sustainable growth

The district has a long history of enterprise and is home to a number of large businesses with recognised brands operating on a national and international scale such as Wm Morrison Supermarkets Plc, Yorkshire Building Society, and Hallmark Cards Plc.

Creativity is not confined to cultural and creative industries. It is a fundamental element in research and development, design and product innovation. By building a reputation as a creative city, Bradford will draw on strengths which have emerged from its manufacturing traditions.

The development of environmental industries presents a major growth opportunity and we will support the development of this sector through interventions such as the Shipley Sustainable Resource Park.

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 166	Median earnings of employees in the area	£418.50		£431.25	▲
NI 171	New business registration rate	50.7		43.4	?



Advanced Digital Institute

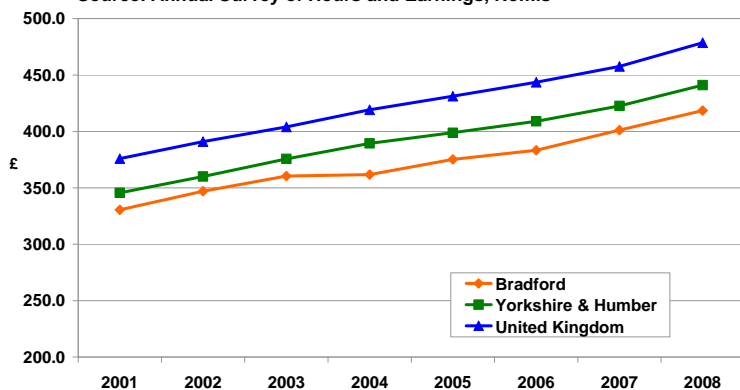


Business Enterprise Fund

Analysis:

Median Weekly Full Time Earnings for Employees

Source: Annual Survey of Hours and Earnings, Nomis



People working in Bradford earn an average of £418.50 a week. While this remains below regional and national averages, earnings in Bradford increased at a faster rate between 2006 and 2008.

Examples of delivery:

The **Advanced Digital Institute (ADI)** is the UK's first independent research and development institute helping companies develop technologies for the global market such as wireless communication, digital TV and consumer broadband. In February 2009, the ADI moved into the Waterfront building in Shipley from its previous office in the Cottingley Business Park.

The Bradford-based **Business Enterprise Fund**, which receives substantial financial support from the Kickstart programme, is offering help to local businesses at a time when they really need it. The Fund has already loaned a total of more than £1m to Kickstart clients across the district.

Action	Projects	Project aim	Location	Led by	Investment over 3-5 years	Funding Sources	Status
Building on our strengths	Buck Lane Otley Road Business Park	Capital funding for development strategy and creation of access into the site. This will be to kick start the site for future investment in the health and digital technology sector.	Airedale	Council - Regeneration - Economic Development	£1,500,000 2009 - 2012	YF	in development
	High Value Manufacturing Institute	Revenue funding to recruit initial staff and develop a High Value Manufacturing Institute to reposition Airedale as a centre for high value manufacturing within a network of local businesses.	Airedale	Council - Regeneration - Economic Development	£300,000 2009 - 2012	YF	in development
	Cultural & Creative Industries	Short term interventions supporting the creative industries sector and sustaining the recent growth in the creative sector through a programme of business support, start-ups and skills.	District	Council - Culture Tourism and Sport - Commercial and Support Services	£100,000 2009 - 2011	WNF	continuing programme
Driving innovation	Innovation Co-ordination	Creation of a staff post in Invest in Bradford to co-ordinate activity across a variety of organisations to support the development of innovative business projects.	District	Council - Regeneration - Economic Development	£130,000 2009 - 2011	LEGI	in recruitment
	Digital Innovations Buildings	Digital hub with grow on space. Links with other digital projects to enhance the digital capability of the Airedale region. Based in Saltaire (a World Heritage site) at the former Filtronics location.	Airedale	Council - Regeneration - Economic Development	£5,000,000 over three years	to be determined	in development
	Advanced Digital Institute	Creation of a hi-technology centre for engagement with digital industries; assisting local businesses to develop innovative new high value products and services through advice, and the provision of specialist technical support.	Airedale	Council - Regeneration - Economic Development	£2,000,000	YF	up and running
	ADI Future Growth Sectors	Revenue funding for the development of telehealth, energy management and "e-learning" sector teams.	Airedale	Council - Regeneration - Economic Development	£850,000 2009 - 2012	YF	in development
Supporting sustainable growth	Dockfield Road / SSRP Phase 2	Following on from the completion of the Phase 1 element of the Shipley Sustainable Resource Park scheme in 2007/8, discussions are ongoing with a private sector development partner to explore the possible delivery of later phases of the scheme involving wider mixed use developments. It is anticipated that public sector investment will be required to assist the delivery of site remediation and reclamation elements of the scheme.	Airedale	Council - Regeneration - Economic Development	£15,000,000 over two years	to be determined	in development
	Energy Efficiency Support to SMEs	In order to assist reduction of district carbon emissions (NI 186), the Environment Partnership Carbon Reduction Task Group is developing proposals for reducing district CO2 emissions through enhanced energy efficiency support to SMEs, awareness raising activities and/or transport initiatives.	District	Council – Performance and Commissioning – Partnerships	£160,000 2009-2011	WNF	in development
	Environment and Climate Change Unit	Businesses are responsible for 42% of the CO2 emissions in the Bradford district. In order to assist reduction of district carbon emissions (NI 186), the Council is establishing a new Environment and Climate Change Unit to improve its performance in carbon reduction and adaptation. The staff in the Unit will work with Future Energy Yorkshire and the Business Support Service in the Chamber of Commerce to identify and develop opportunities to work with businesses to develop skills and employment through the introduction of low carbon technologies such as biomass which will enable a step change to be made in carbon reduction.	District	Council – Environment and Neighbourhoods Department	£300,000 p.a over three to five years	Council	in development
	Sustainable Procurement	Appointment of dedicated Sustainable Procurement Officer to be based in the Corporate Procurement Service, and to lead and co-ordinate all aspects of sustainable procurement including local Meet the Buyer events.	District	Council - Regeneration - Procurement	£141,000 2009 - 2011	ERDF	appointed May 2009

Priority: Attracting investment

External investment and links generating local benefit

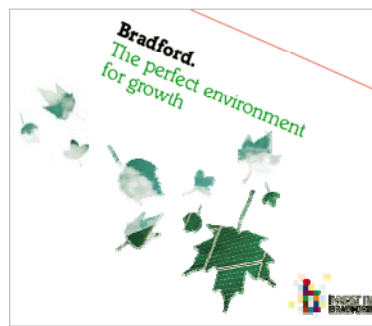
- Actions:**
- Improving services to investors
 - Supplying investment opportunities
 - Growing international trade

The regeneration and renaissance of Bradford city centre, Airedale and Manningham is increasing investment levels and will attract more businesses to relocate within the district. We will build on this culture of enterprise, encouraging new businesses, supporting and growing local companies and attracting major investors to create the high value, knowledge-based economy of our vision.

Current levels of international trade are high: Bradford equals Leeds in the volume of trade documents and ranks first in the UK for online applications. The University of Bradford's world-renowned School of Management can provide added value to local businesses through its international graduate base that spreads links to Bradford across the globe.

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 166	Median earnings of employees in the area	£418.50		£431.25	⚠
NI 171	New business registration rate	50.7		43.4	?



Invest in Bradford

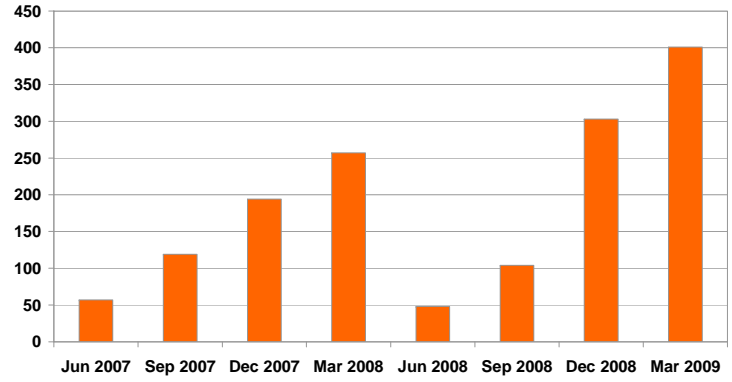


Business Support at Your Doorstep

Enterprise Europe Yorkshire

Analysis:

Number of Inward Investment Enquiries
Source: Invest in Bradford, CBMDC



The number of investment inquiries received by the Invest in Bradford team has increased over the last four quarters. 2009 totals are higher than the same period in 2008.

Examples of delivery:

Invest in Bradford provides support to over 1,000 local companies and inward investors a year. This includes Provident Financial who are moving their headquarters to a new £50m development in the centre of Bradford and creating up to 250 new jobs.

Local companies are assisted to find commercial partners in Europe through the **Enterprise Europe Yorkshire** Partner Search service and through its seminar programme which has included recent events on doing business with the Baltics and with Turkey. Enterprise Europe Yorkshire deliver training for local firms on selling to the public sector in conjunction with Business Link.

Action	Projects	Project aim	Location	Led by	Investment over 3-5 years	Funding Sources	Status
Improving services to investors	Invest in Bradford	Encouraging and facilitating business investment and retention projects within the district, by indigenous companies and potential inward investors, with an emphasis on creating high value jobs within priority sectors.	District	Council - Regeneration - Economic Development	£700,000 p.a.	LEGI, WNF, Council and other sources	up and running
	Investment Marketing	Marketing is centred upon the six priority sectors and the target audience is largely defined by business development activity that identifies companies from across the UK exhibiting "investment triggers". Marketing includes sponsorship of awards, events and advertising. The new Invest in Bradford website will be an additional channel through which IIB will communicate with its target audiences.	District	Council - Regeneration - Economic Development	£400,000 2008 - 2011	LEGI	up and running
	Promoting Airedale	Revenue funding to develop and undertake a direct sales and marketing initiative for Airedale around attracting significant new businesses to invest in the area from within the UK and international markets.	Airedale	Council - Regeneration - Economic Development	£200,000 2009 - 2012	YF	in development
	Joint Healthcare Marketing	Invest in Bradford has sought a mutually beneficial relationship with Leeds City Council to jointly market the potential investment opportunities in the Healthcare Technologies sector. LCC/IIB have commissioned research and are formulating an action plan. The partners have also attended two events together (one in the region and one in the West Midlands). LCC/IIB are now consulting with a number of potential partners (Universities, private, public healthcare) on a business plan.	District	Council - Regeneration - Economic Development	£100,000 over 5 years	YF / LCC / Council	in development
Supplying investment opportunities	Prologis	Prologis Park Bradford at Rooley Lane / M606 Staygate is 35ha development for employment business. Planning permission was achieved in 2007 for the whole site. Prologis and Marks & Spencer have a joint venture to develop a non-food logistics centre employing 2500 staff. This will create employment opportunities across a full range of occupations and skills accessible to local people in deprived areas.	South Bradford	Prologis	extra large	private, with some public infrastructure and a partnership approach aimed at maximising local employment impact	site preparation and highways works underway
	Strategic Economic Site Development	Continued investment in regeneration department portfolio of sites and premises aimed at supporting the creation and growth of new start and small businesses. Includes recent works carried out at Shipley Sustainable Resource Park.	District	Council - Regeneration - Economic Development	£350,000 over one year	Council, YF	ongoing
	Food Technology Park	Reclaim and prepare two key sites to provide 9 acres of productive employment land for redevelopment to provide new build business accommodation for companies operating predominantly in or associated with the food production sector.	District	Council - Regeneration - Economic Development	£15,000,000 over two years	to be determined	under review
Growing international trade	Enterprise Europe	Based in Bradford, this regional service provides network support for companies engaging in EU contracts. Local companies assisted to find commercial partners in Europe through Enterprise Europe Yorkshire's Partner Search service and through its seminar programme. Training for local firms on selling to the public sector delivered by Enterprise Europe Yorkshire (in conjunction with Business Link).	District	Council - Regeneration - Economic Development	£200,000 p.a.	YF	up and running

A location of choice in which to live, work and invest

Our approach to developing the four economic hubs of the city centre, Airedale, Manningham and Canal Road is based on the delivery of the masterplans that set out a coherent approach to creating economically and culturally vibrant places.

Actions: Delivering economic hubs
Generating vibrant centres
Enabling development

With quality industrial landscapes and green spaces, Bradford has a competitive advantage within the city region, offering environments attractive to the growing knowledge economy workforce and businesses which want to relocate or establish new ventures.

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 1	% of people who believe people from different backgrounds get on well together in their local area		64.3%		?
NI 5	Overall/general satisfaction with local area		70.6%		?
NI 154	Net additional homes provided	2156		1600	?

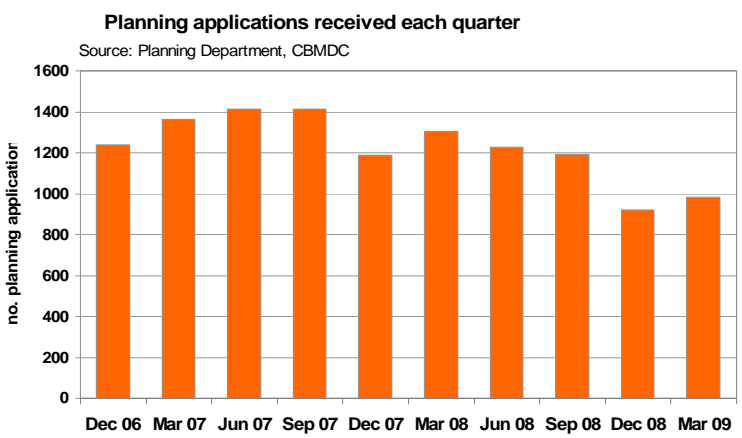


Eastbrook Hall



Park Lane College

Analysis:



The number of planning applications received by the Council's Planning Department has fallen over the last 18 months.

Examples of delivery:

The £12 million restoration of **Eastbrook Hall** was completed in November 2008. The mixed use regeneration offers 2 floors of commercial space on the Leeds Road frontage and 72 high-quality city living one and two bedroom apartments, of which 56 have been sold or let.

The New **Park Lane College Keighley Campus** is being built at Dalton Lane delivering a remediated 1.5ha brownfield site, 13,000 sq m of high quality further education accommodation on a gateway site into Keighley Town Centre, a 12% increase in FE student intake and a new 75 space Metro operated station car park.

Action	Projects	Project aim	Location	Led By	Investment over 3-5 years	Funding Sources	Status
Delivering economic hubs	Masterplan Delivery Team	Implementing the Airedale and Manningham Masterplans, developing the Canal Road Plan, overseeing the Masterplan partnerships and developing priority projects in partnership with agencies, delivery organisations and employers.	District	Council - Regeneration - Economic Development	£850,000 2009 - 2011	YF/ Council / WNF	up and running
	Canal Road Corridor Masterplan	This area of the district has the potential to meet significant housing and employment demand over the medium term. In order to be successful it requires major infrastructure investment, new residential development, new commercial development, new highways, rail and canal transport infrastructure. With masterplan status it also links the City Centre, Manningham and Airedale masterplans. In this period work will concentrate on plans and identifying early opportunities for investment, taking these forward where market opportunities exist.	Canal Road	Council - Regeneration - Economic Development	extra large long term project	WNF/ Council	Master Plan preparatory work underway
	Canal Road Masterplan Land Use	Preparatory work to takes forward land use proposals to ensure that delivery of the masterplan project is viable.	Canal Road	Council - Regeneration - Economic Development	£100,000 2009	YF/WNF/Council	underway
	Legal Model for Delivery of Canal Road projects	Preparatory work to look at possible delivery method for public private projects through a Local Asset Backed Vehicle. Council will support with asset base.	Canal Road	Council - Corporate Services - Legal and Democratic Services	£200,000 over one year	YF/WNF/Council	under consideration
	Broadway Retail Scheme - Phase One	A new major new retail destination in the city centre with associated mixed use development (including offices and residential). The construction of 500,000 sq ft of retail space (100 shops) together with 200 apartments and 40,000 sq ft offices. The scheme offers improved pedestrian connectivity; provide better and more direct routes throughout the day to reconnect Little Germany, the Cathedral Quarter, Forster Square and Canal Road areas into the remainder of the city centre.	City Centre	Council - Regeneration - Asset Management	extra large over two years	Westfield, ERDF, Transport Funding, Council, YF	preliminary works completed on time, sub structure site works completed
	New Victoria Place (Odeon)	To transform the existing derelict cinema with a new high quality commercial building which will help change perceptions of the city centre, provide new high quality office and residential space and reconnect the city centre with the higher education precinct.	City Centre	Yorkshire Forward	large	YF / private	planning application submitted
	City Park	City Park, located within the Bowl Neighbourhood, will result in a new park for Bradford and will also provide the setting for a new mixed use city centre development, which is identified as the Business Forest in the City Centre Masterplan. The project is separated into 3 key spaces; The Mirror Pool Plaza, Centenary Square and Norfolk Gardens.	City Centre	Council - Regeneration - Economic Development	£24,358,000 over 3 years	YF, Council, WNF	detailed design
	Business Forest Office Park - Phase One (Exchange Court)	The first phase of this mixed use office scheme will involve relocating the Magistrates Court to Exchange Court and the construction of up to 500,000 sq ft of new grade 'A' office space (together with associated residential and active ground floor uses) in the heart of the city centre. The development of the Business Forest will help 'kick start' Bradford's office market and initiate the process of creating a new central business district framing the PATH/Mirror Pool.	City Centre	BCR	large	HMCS / other	in final approval stages with funding partners
	Learning Quarter	Redevelopment of the Learning Quarter including design and delivery framework bringing together significant developments including University Ecovercity, Becksid Park, Listerhills Student Village and Bradford College Campus.	City Centre	BCR	extra large	private / public mix	in project planning stage
	Public Realm Bradford City Centre	Enhancement of Streetscape in city centre shopping area.	City Centre	Council	£8,000,000 over five years	LTP / other	ongoing
	Airedale Health Village	Redevelopment of Airedale Hospital; rationalisation of site layout and extension of services provided, includes telemedicine and e-prescriptions, and ill health prevention programme. Full rebrand from Airedale NHS Trust to Airedale Health Village. Sites include Airedale General Hospital, Skipton Rd, Steeton and Keighley.	Airedale	Airedale Health Trust	extra large	to be determined	feasibility
	Bingley Technology Park (Phase 1)	Development of a high quality business park which increases the supply of offices and supports business growth.	Airedale	to be confirmed	large	to be determined	feasibility
	Affordable Housing (Priestman Street/Munby Street)	To increase the provision of affordable housing in partnership with social housing providers.	Manningham	Manningham Housing Association	£1,489,000 2007 - 2009	NAHP	on site
Manningham Private Sector Housing Improvement	Private Sector Housing improvements to enhance the standard of existing houses and strategically placed to enhance other housing initiatives.	Manningham	Council - Regeneration - Housing	£9,250,000 2008 - 2011	Regional Housing Board	on site	

A location of choice in which to live, work and invest

Actions: Delivering economic hubs
Generating vibrant centres
Enabling development

Vibrant and attractive urban centres require a proactive approach to their maintenance and marketing. The Council will provide a town and city centre management service charged with ensuring that the main urban centres are clean, free from graffiti, and have an active programme of events and marketing activity. This service will work with local partnerships supported by the private sector.

The planning regime has a high impact on successfully attracting and retaining investment. Our goal is to create an environment conducive to doing business and establish a reputation for fair and open dealings. A dedicated team will be established to work closely with businesses, focusing on major applications. A planning regime with a light touch must not however sacrifice quality and will be supported by neighbourhood development frameworks that set high standards.

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 1	% of people who believe people from different backgrounds get on well together in their local area		64.3%		?
NI 5	Overall/general satisfaction with local area		70.6%		?
NI 154	Net additional homes provided	2156		1600	?

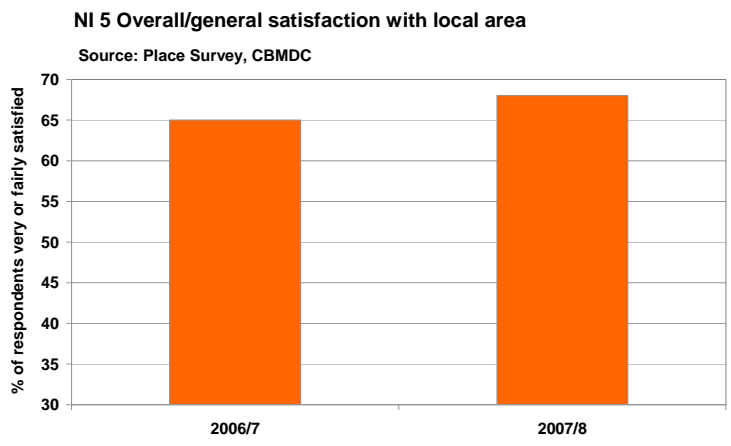


Bingley Market Square



House!

Analysis:



The overall satisfaction of local residents with the area they live in is improving.

Examples of delivery:

Bingley town centre has received a radical facelift after months of work to create a safer main street and the introduction of a £1 million market square. The new Market Square and the introduction of a three day market has provided an important boost to the ongoing renaissance of the town.

House! was an architectural design competition originating in the Manningham Masterplan and run by Bradford Council and Accent Regeneration. Architects were asked to submit designs to refurbish a derelict family home and a back to back property using energy efficient and environmentally friendly ideas. The winning architect Green Cities completed the project in January 2009.

Action	Projects	Project aim	Location	Led By	Investment over 3-5 years	Funding Sources	Status
Delivering economic hubs (continued)	Drewton Road Development	Create an attractive gateway across Hamm Strasse with active frontages and a high quality safe pedestrian environment.	Manningham	Council - Regeneration - Economic Development	to be determined	to be determined	business case development
	Green Lane Estate	Mixed use development of the existing Green Lane estate and potentially adjoining sites to improve the mix and quality of housing in the area and increase the supply of commercial and retail premises.	Manningham	Council - Regeneration - Housing	large	HCA / Incommunities	under consideration
	Manningham Corridors Public Realm Development	Public realm improvements across the four major roads within the Masterplan area in character with the conservation status of the area. To improve the retail offer and facilitate business performance improvements.	Manningham	Council - Regeneration - Economic Development	£4,500,000 over two years	to be determined	initial exploratory work being undertaken
	CBC Basement Development	The development of the basement area of Carlisle Business Centre to expand the range of units on offer and to ensure the long term sustainability of the centre. This will contribute to the positive impact CBC has in the area as a development trust supporting many of the Voluntary, Faith and Community organisations.	Manningham	Carlisle Business Centre	£300,000 2009 - 2010	CBC, LEGI	in progress
	Lister Mills Regeneration Phase 3 (Manningham Mills)	To continue the comprehensive redevelopment of Lister Mills to enhance the mix and quality of housing in the area and increase the supply of commercial premises.	Manningham	Urban Splash	large	multiple	pending
	Hillside Road (Barkerend Road) Housing	To create a regenerated area of high quality, mixed tenure housing supported by high quality local services including a new PCT hub on this key regeneration corridor.	LBC	Council - Regeneration - Housing	£17,400,000 2008 - 2011	Regional Housing Board / National Affordable Housing Grand / RSL investment	on site
	Ravenscliffe Housing	Part of the northern challenge will create 133 homes for rental. To revitalise communities by ensuring that decent homes standards are met and that new stock is affordable wherever possible. At the same time to address issues of worklessness.	LBC	Council - Regeneration - Housing	£4,320,000 2009 - 2011	HCA / private / incommunities	funding in place
	Laisterdyke - rejuvenation of private sector housing	Urban design framework to determine options to achieve regeneration of private sector housing and stimulate housing market on this key corridor by physical and environmental schemes. Housing and environmental schemes to regenerate the existing neighbourhoods.	LBC	Council - Regeneration - Housing	£5,000,000 2009 - 2011	Regional Housing Board	design framework
	Holmewood	Collaborative approach to promote community capacity building and new build affordable homes. Revitalising communities to ensure houses meet the decent homes standard and that new mixed tenure housing stock is affordable wherever possible. Also addressing issue of worklessness.	LBC	Incommunities / Council - Regeneration - Housing	large	to be determined	land mapping underway
Generating Vibrant Centres	Urban Centres Team	Making the towns of Shipley, Keighley, Bingley and the city centre of Bradford vibrant and successful places.	Urban centres	Council - Regeneration - Economic Development	£860,000 over three years	Council	continuous service
	Bradford City of Film	Using the popularity and accessibility of film to all, the project will deliver a wide range of education, skills, entrepreneurship and tourism proposals. An application to UNESCO to be the world's first City of Film has been submitted and is under consideration.	District	Council - Regeneration - Economic Development	£200,000 over two years	WNF	company being established. UNESCO designation awaited
	National Media Museum	This project will create an Internet Gallery at the National Media Museum in Bradford. The Gallery will be a physical exhibition, located on the ground floor of the Museum, and a virtual gallery exploring the history, evolution and social impact of the internet.	District	National Media Museum	£1,000,000 over two years	YF	in development
	Major Events	Support for major events which deliver economic benefit to the region e.g. Great Yorkshire Run, Bradford Mela, International Market, building on 2012 objectives to enhance the region as outward facing, culturally rich and internationally connected.	District	Council - Culture Tourism and Sport - Commercial and Support Services	£550,000 plus base 2009 - 2011	WNF	ongoing
Enabling development	Major Planning Application Process	Development of a prioritised approach to major planning applications in order to maximise efficiency and impact. Creation of a team to progress major applications.	District	Council - Regeneration - Planning	base	Council base budget supported by planning fees	up and running
	LDF Core Strategy	Provide policy framework to guide employment investment and ensure supply of land and buildings to meet market requirements.	District	Council - Regeneration - Planning	£474,408 2009 - 2012	Council base budget - partially confirmed	in progress
	LDF Shipley & Canal Rd Corridor Area Action Plan	Planning framework to guide appropriate development, S106 issues and creates basis for compulsory purchase and delivery of regeneration projects.	Canal Road	Council - Regeneration - Planning	£363,250 2009 - 2013	Council base budget - partially confirmed	in progress
	LDF Bradford City Centre Area Action Plan	Set out the spatial delivery of the regeneration of the city centre and establish in a statutory plan.	City Centre	Council - Regeneration - Planning	£278,250 2009 - 2013	Council base budget - partially confirmed	in progress
	Neighbourhood Development Plans	Work alongside Neighbourhood Management and service co-ordination work to develop a framework for assessing physical neighbourhood development need and opportunity, and commission Neighbourhood Development Plans in prioritised areas.	District	Council - Environment and Neighbourhoods - Neighbourhoods	to be determined	to be determined	initial proposal

Effective and sustainable connections enabling growth

Actions: Investing in transport
Linking the city region
Connecting communities and business

The connection of our urban villages and communities to the growth of commercial centres and the city region is vital to ensuring the whole district benefits from economic growth.

The ability of businesses to travel to other businesses and for people to get to work is crucial to the economy's success. Local connections will need to reflect the anticipated growth of the city centre, Airedale corridor and other centres, as well as some dispersal of work locations resulting from advances in technology.

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 167	Congestion – average journey time per mile during the morning peak	4.13		4.3	



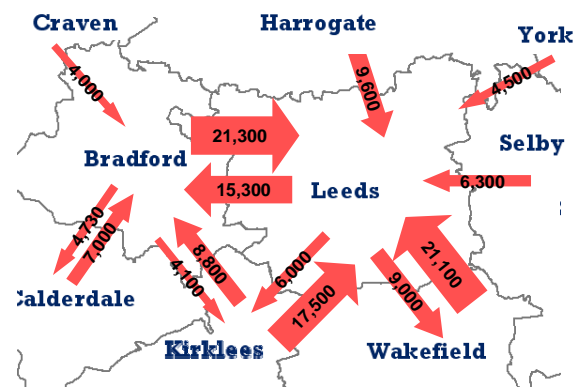
FreeCityBus



Bradford Carshare

Analysis:

Key Commuter Flows
Source: 2001 Census, ONS



The largest two-way flow of commuters within the Leeds City Region is between Leeds and Bradford, with an average of 35,000 trips to work daily.

Delivered to date:

FreeCityBus - Funding until 2013 has been agreed by Bradford Council and Metro, the West Yorkshire Passenger Transport Authority. During the six-month trial period passenger numbers approached 420,000 – more than four times the target.

The **Bradford Carshare** scheme encourages people to share when driving to work, has approximately 900 members and is making savings of approximately 100 tonnes of CO₂ and 300,000 vehicle miles per year. The implementation of a carshare lane on the M606 by the Highways Agency has boosted the success of the scheme.

Action	Projects	Project aim	Location	Led By	Investment over 3-5 years	Funding Sources	Status
Investing in transport	Connecting Airedale	Major transportation improvements along the Canal Road Corridor to connect Airedale and enable regeneration in the Aire Valley and on Canal Road.	Airedale	Council - Regeneration - Transportation	extra large long term project	Regional Transport Plan	awaiting funding
	Shipley Area Traffic Mgmt/Bus Prioritisation	General traffic management to relieve congestion, and bus prioritisation.	Airedale	Council - Regeneration - Transportation	£650,000 2006 - 2011	Local Transport Plan	in progress
Linking the city region	A647 Leeds Rd / A6177 Killinghall Rd Junction Improvement	Address congestion and improve bus prioritisation to assist traffic flows and enable development and access to employment.	LBC	Council - Regeneration - Transportation	£700,000 2009 - 2011	Local Transport Plan	feasibility
	Airport Rail Link	Improved connectivity between Leeds, Bradford, Harrogate and York and LBIA through the provision of an Airedale train line to LBIA. Provide additional light or heavy rail capacity linking the Wharfedale and Airedale lines.	Airedale	Council - Regeneration - Economic Development	extra large long term project	to be determined	feasibility
Connecting communities and business	Keighley Station Improvements	Refurbishment of Keighley Station and provision of high quality public realm link to the town centre. Linked to wider transport strategy for the town.	Airedale	Council - Regeneration - Economic Development	to be determined	Regional Transport Plan	feasibility
	Keighley - Area Bus Priorities and Traffic Management Measures	Various bus priorities and traffic management measures to address congestion.	Airedale	Council - Regeneration - Transportation	£500,000 start 2012	Local Transport Plan	proposals being considered
	Improvements to Public Transport Infrastructure	Upgraded bus stops and signalling to assist buses.	District	Council - Regeneration - Transportation	£1,250,000 2006 - 2011	Local Transport Plan	in progress
	Airedale Greenway	Builds on the existing infrastructure of the road and canal to complete an 11 km route for cyclists and pedestrians connecting the three main urban centres of Airedale from Keighley, to Bingley and on to Shipley from the Leeds Liverpool Canal tow path, plus improvements to key access points and intersections along the towpath.	Airedale	Council - Regeneration - Economic Development	£1,500,000 2009 - 2013	Local Transport Plan / Sustrans / S106 Contributions	feasibility
	Airedale Hospital - Steeton/Silsden	Bus, cycle, and pedestrian routes to link Airedale Hospital and large employment sites with Steeton/Silsden rail station.	Airedale	Council - Regeneration - Transportation	£300,000 2009 - 2011	Local Transport Plan	bus route not viable, pedestrian and cycle route in feasibility
	Cycling Initiatives	Various cycle transport improvements and provision.	District	Council - Regeneration - Transportation	£930,000 2006 - 2011	Local Transport Plan	in progress
	Connect 2	Living Street for walkers and cyclists. Connect 2 is part of the larger Living Street project.	District	Council - Regeneration - Transportation	£3,500,000 2008 - 2013	Local Transport Plan / Sustrans / Trident	design

A positive external image and sense of local pride

- Actions:**
- Improving experiences
 - Raising community pride
 - Marketing the district

The scale and pace of change happening in Bradford gives us the opportunity to reposition the city and the district as a quality location in which to live, work and invest.

We will build a common understanding that our diversity is an economic strength, and create support mechanisms that make best use of these distinctive opportunities.

National Indicators:

NI Code	Name	2007/08	2008/09		Traffic Light Icon
		Value	Value	Target	
NI 1	% of people who believe people from different backgrounds get on well together in their local area		64.3%		?
NI 5	Overall/general satisfaction with local area		70.6%		?



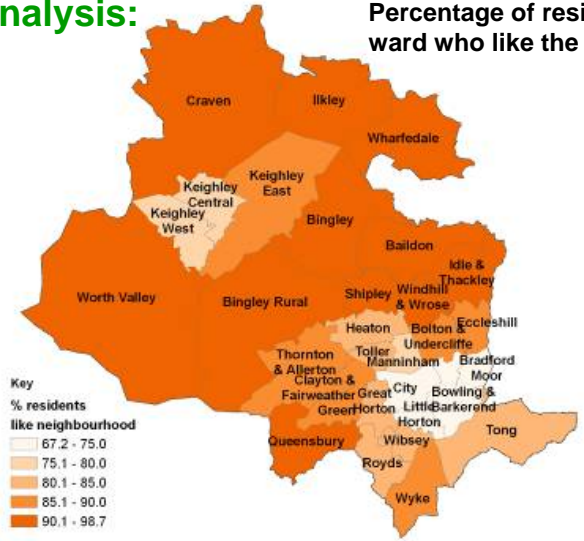
Bradford Continental Market



'Bollywood Steps'

Analysis:

Percentage of residents in each ward who like the area they live in



According to Acxiom Ltd's Household Lifestyle survey, 87% of Bradford residents like the neighbourhood they live in. Satisfaction with the local area varies across the district.

Source: Acxiom Ltd, 2008 Data Map reproduced from Ordnance Survey material © Crown copyright. Bradford Metropolitan District Council Licence No.100023455. 2009

Delivered to date:

Markets - Annual footfall at the three indoor retail markets - Oastler Shopping Centre, Kirkgate Market Hall and Keighley Market Hall - is eight million. This helps sustain approximately 800 jobs. Special market days are hosted alongside popular annual events such as the Bradford Classic Car Show and St George's Day. Continental and Christmas markets and monthly farmers' markets further boost the area's profile and attract visitors.

The **International Indian Film Awards** were held in Yorkshire in June 2007 supported by Yorkshire Forward. Core events ran across the region and included an IIFA Film Festival and Workshop in Bradford. Fringe events included 'Bollywood Steps' – a stage spectacular inspired by Bollywood movies, plus the Bradford Mini Mela and 'Bollywood Bazaar'. Our Unesco bid for **City of Film** Status has gained wide support.

Action	Projects	Project aim	Location	Led By	Investment over 3-5 years	Funding Sources	Status
Improving experiences	Gateways & Corridors	To create character, unity, a high visual impact and an improved quality of life for both local communities and visitors to the city by: raising the status of Bradford as a city; creating a safer and more prosperous environment for local people to live and work; aiding commercial development along the gateway routes and in the city centre; and promoting and marketing the city by means of enhancing the appearance of the major routes into the city.	District	Council - Regeneration - Planning	c. £2,000,000 p.a	LTP, YF, other programmes	ongoing
	Locality Plans and Strategic Investment	Developing small scale locality plans to improve urban areas where private investment might follow.	District	Council - Regeneration - Economic Development	£2,521,000 2009 - 2011	LEGI	ongoing programme
	Grosvenor Ground Development	Working in partnership with community groups to bring back into beneficial use a key area of derelict land enhancing the environment and improving a main Manningham corridor. Delivery of the project will focus on engagement with the local community leading to higher levels of economic participation.	Manningham	Council - Regeneration - Economic Development / Bradford Community Environment Project / Grosvenor Ground Committee	£150,000 2009 - 2011	Council, Lottery	ongoing programme
	Scotchman Road Development	To bring back into beneficial use the derelict Astroturf site on Scotchman Road providing an exercise facility for the local community. Delivery of the project and the enhanced facility will enable engagement with the local community leading to increased economic participation and social cohesion.	Manningham	Council - Regeneration - Economic Development / Manningham Mills Sports Association	£600,000 2009 - 2011	Council, Private sector and Sport England	ongoing programme
	Neighbourhood Action Plans	Neighbourhood action plans in each of the 80 neighbourhoods of the district. Residents and Services working together to take action which improves the lives of local people.	District	Council - Environment and Neighbourhoods	included in project and service costs	Council	ongoing
	Area Action Plans	Two year prioritised Area Action Plans adopted by each Area Committee. Each Plan will contain a number of priorities for Regeneration and Prosperity to be implemented by the Council and its partners	District	Council - Environment and Neighbourhoods	£4,750,000	Council	ongoing
Raising Community Pride	LEADER Programme	To develop and promote a strong "sense of place" in rural communities.	Rural areas of the district	Pennine Prospects	£2,400,000 over six years	Rural Development Programme for England	up and running
	SURF (Sustainable Urban Fringes)	Improve the economic viability of the urban fringe, working with EU partners on an Interreg IVB bid, developing a sustainable engagement process that will enable communities in the urban fringe to better connect to the decision making processes affecting their future both locally and on a city region scale.	District	Council - Culture Tourism and Sport	£140,000 2009 - 2012	Interreg (EU funding)	awaiting bid outcome
Marketing the district	City Centre Animation and Marketing	Animate Bradford City Centre during the build of the Broadway development to assist positioning Bradford as a major regional city, once all the physical regeneration of the masterplan is complete.	City Centre	Council - Regeneration - Economic Development	£180,000 2009 - 2012	part of urban centres activity	ongoing
	Marketing the District Internally and Externally	City Centre marketing by BCR to attract investors and improve the image of the City centre and the District. Promotion of the b logo, and b products such as b someone, bfunded b active which strengthen the Bradford offer to residents and visitors. Develop visitor economy linking to regional initiatives, appointment of a visitor economy manager and focus on Haworth, Saltaire and city centre.	District	CBMDC - DCX - Public Affairs and Communications	£500,000 p.a.	Council, YF, BCR	ongoing

District Economic Strategy: Delivery Plan





Abbreviations and Acronyms

ADI	Advanced Digital Institute
BCR	Bradford Centre Regeneration
BME	Black and Minority Ethnic
CBC	Carlisle Business Centre
CDFI	Community Development Finance Institution
DCSF	Department for Children, Schools and Families
ERDF	European Regional Development Fund
ESF	European Social Fund
FE	Further Education
HCA	Homes and Communities Agency
HMCS	Her Majesty's Courts Service
IIB	Invest in Bradford
LABV	Local Asset Backed Vehicle
LBC	Leeds Bradford Corridor
LCC	Leeds City Council
LEGI	Local Enterprise Growth Initiative
Level 2	Equivalent to GCSE A* - C
Level 3	Equivalent to A Levels
Level 4	Equivalent to Degree
LSC	Learning and Skills Council
LTP	Local Transport Plan
NAHP	National Affordable Housing Programme
NCCIS	National Connexions Customer Information System
NI	National Indicator
ONS	Office of National Statistics
PCT	Primary Care Trust
RSL	Registered Social Landlord
SME	Small and Medium Sized Enterprise
SRB	Single Regeneration Budget
SSRP	Shipley Sustainable Resource Park
WNF	Working Neighbourhoods Fund
YF	Yorkshire Forward

Project Finances

S	Small	Local small scale/value < £1 million
M	Medium	Area based medium scale/value £1-20 million
L	Large	District wide large scale/value £20 million plus
XL	Extra Large	Regional scale project/value £100 million plus

National Indicators (NIs): Key to Symbols

On target	Within variance	Below target	Data not yet available
			

Leadership

The economic strategy was drawn up and signed up to by the private sector led Bradford district Economic Partnership and Bradford Council, together with local and regional partners.

This delivery plan has been produced by the Council, working closely with partners in the new Regeneration and Prosperity family of partnerships.

Building on the achievements made by previous partnerships, Bradford Council and the department of regeneration have been leading a Team Regeneration approach that will bring all regeneration players and partners together to work collectively to deliver a shared set of priorities.

Such an approach reflects the culture of co-operation and mutual dependency that is necessary to deliver economic and wider shared goals articulated in the Big Plan. It is this collaborative approach that combines talents, resources and influence that will allow us to enable and deliver projects and programmes to regenerate our city centre and major towns for the benefit of the whole of the district and its people.