

Supporting Businesses on Dalton Lane, Keighley.



**Report Completed March 2007
by Groundwork Yorkshire and the Humber**

**Jointly Commissioned by Airedale Partnership
and Groundwork Yorkshire & Humber**

Commissioning Organisations:



Key Contacts: Andy Taylor or Robert Brough
01535 618 095
www.airedalepartnership.org



Key Contacts: Claire Ruddy or Dave Best
0113 238 0188
www.groundwork-yorksandthehumber.org.uk

Written By: Claire Ruddy (Groundwork Yorkshire and the Humber)

Disclaimer: The information in this report is believed to be correct at the time of completion. The information is provided to act as a driver to assist the regeneration efforts around the Dalton Lane Area, Keighley. Groundwork can not be held responsible for changes to the content and support offered by external organisations highlighted in this report.

Contents

1.0	Executive Summary	1
2.0	Introduction	2
2.1	Green Business Parks	2
3.0	Approach	3
4.0	Findings	4
4.1	Business Support.....	4
4.2	Business Community	4
4.3	Business Performance.....	4
5.0	Business Support in Context	6
5.1	National Support	6
5.1.1	Current National Environmental Support.....	6
5.1.2	Other National Support Available	7
5.2	Regional Support	8
5.2.1	Current Regional Environmental Support.....	8
5.2.2	Other Regional Support Available	9
5.3	Local Support.....	10
6.0	Recommendations	12
6.1	Business Support.....	12
6.2	Business Community	13
6.3	Business Integration	14
6.4	Business Performance.....	14
6.5	Business Endurance	15
7.0	Moving Forward	16
	Appendix 1: Event Invitation Letter	1
	Appendix 2: Company Audit Sheets	3
	Appendix 3: Company Audit Report	4

1.0 Executive Summary

The area around Dalton Lane in Keighley has been targeted on a geographical basis as a key focus for a regeneration effort, lead by the Airedale Partnership. This regeneration will seek to deter crime, create a sense of place and encourage inward investment. The Dalton area is situated to the north west of the town centre close to the railway station and is bounded by major roads and the railway. Total land area is in the order of 50 hectares. The regeneration effort is well timed due to a number of key developments in the area such as Keighley College and the Mill Building. The Landscape Implementation Plan focuses on each of these in more detail and places them in the context of a number of regeneration projects for the area.

This report sits beside the Landscape Implementation Plan and seeks to highlight environmental opportunities and support that could be readily available to the businesses in the Dalton Area. This support is intended to assist businesses to reduce running costs and environmental impacts, through increased efficiency and process support.

Through identifying those organisations that currently offer support to businesses, at the national, regional and local levels, this report highlights the linkages required at the strategic and delivery level, to provide a package of support to the businesses based on and around Dalton Lane.

2.0 Introduction

The area around Dalton Lane in Keighley has been targeted on a geographical basis as a key focus for a regeneration effort, led by the Airedale Partnership. This regeneration will seek to deter crime, create a sense of place and encourage inward investment. The Dalton area is situated to the north west of the town centre close to the railway station and is bounded by major roads and the railway. Total land area is in the order of 50 hectares. The regeneration effort is well timed due to a number of key developments in the area such as Keighley College and the Mill Building. The Landscape Implementation Plan focuses on each of these in more detail and places them in the context of a number of regeneration projects for the area.

In addition to these large scale developments the Dalton area houses an established business community. Containing around 60 business units, the variety of businesses types and sizes has resulted from the variety of the areas uses over hundreds of years. This variety means the scope for business involvement and investment in the regeneration taking place around them will vary. In addition to the businesses the area also supports a number of clusters of residential properties. These residential communities need to be continually considered and integrated into communications and consultation for proposed changes to the area – this will avoid potential friction that could be seeded in a lack of involvement.

At present businesses feel they are seemingly overlooked by existing support organisations due to geographical remoteness. Within the West Yorkshire sub-region, and nationally, there is an extensive network of organisations which exist to assist businesses. This could indicate a lack of awareness of the type of support available and how to access it.

This report seeks to highlight opportunities and support that could be readily available to the businesses in the Dalton Area. This support is intended to assist businesses to reduce running costs and environmental impacts, through increased efficiency and process support.

2.1 Green Business Parks

Groundwork's previous involvement with Dalton Lane dates back to 2003, when the area was included in the feasibility stage of the regional Green Business Parks (GBP) programme. The programme seeks to increase the long term capability of business parks / industrial estates to endure. Approached on three themes – security, physical spatial improvements and support for business – the programme aims to empower the businesses to manage an improved business environment in the long term through working together.

The 2003 baseline assessment was predominantly funded by Bradford District Council and produced a number of recommendations for action on and around Dalton Lane. The three overall site priorities were outlined as:

- The top priority being to improve security and tackle anti-social behaviour.
- Improve traffic management, identity and image of the area.
- Develop efficient and cost-effective waste & energy management systems.

The first two of these points are now addressed through the Landscape Implementation Plan for Dalton – though they are touched upon during certain parts of this report due to the holistic approach required to support the area. The final point is one that needs to be confirmed as still being a business priority.

3.0 Approach

The focus of this work was to be centred around a lunch time workshop for businesses from the Dalton Lane area to attend. The event was to take the format of an 'Environmental Awareness Event', providing businesses in the area with an introduction to environmental issues, associated cost and business benefits in addressing these and existing services and support available. An introductory letter (provided in Appendix 1) was sent to all businesses on site using a database provided by the Airedale Partnership.

In addition to publicising the event the letter offered businesses the opportunity to receive a audit evaluating their environmental performance. These audits would give an impression as to whether issues, highlighted as existing in the 2003 GBP baseline report, were still causing problems in the Dalton Lane area.

During the December business forum meeting organised by the Airedale Partnership the opportunity was taken to highlight initiatives taking place on industrial areas across the region within the Green Business Pilot programme. The invitation to the Environmental Awareness Event and offer of free business environmental audits were reiterated.

Four businesses returned the fax back form provided with the letter. This gives a good return rate of 8% when considered against the nationally recognised expected return to successful business mail outs, being 2-3%. It was decided that it would not be cost effective to hold a separate event to those that had already been organised by Airedale Partnership. Therefore, those businesses that had responded were contacted via telephone and two of these went on to take part in audits on their premises.

Discussions taking place had highlighted that if events / training / business clubs were going to be able to successfully support the businesses on Dalton there may be a need to involve more businesses than exist solely on the Dalton focus area. Inviting additional businesses from across Keighley may prove necessary in gaining sufficient attendance for courses etc.

Therefore a company from just outside the Dalton area was also audited. The audit sheets for the companies within Dalton Lane are included in Appendix 2. Appendix 3 contains the audit for the company just outside the Dalton area – the results from this audit have been compiled into a report format that has been returned to the company. In the interest of company confidentiality any references to company names have been removed.

4.0 Findings

The following findings have resulted from discussions with businesses at the Airedale Partnership Forums and during site audit. The findings have been broken down into topic areas, in relation to:

4.1 Business Support

The businesses spoken to were aware that organisations existed to support them but were confused about which organisation to approach about specific issues. Businesses commented that the time required to find the relevant information using the internet or via telephone could result in a frustrating network of referrals. Further discussion highlighted that there was a number of areas in which a business would be interested if it were:

- A: aware that the support was available;
- B: able to easily access the advice / support quickly and easily;
- C: explained who provided what support when, where and how;
- D: clear how that support could benefit their business.

The businesses highlighted that the relative remoteness of Keighley seemed to preclude them from being a focus area for business support. It was felt the neighbouring areas of Leeds and Bradford would be preferable areas to focus support due to the number of businesses populating these areas but also easier transport accessibility. In general there seems to be an atmosphere of dissatisfaction, with businesses feeling that they have been overlooked.

4.2 Business Community

Although the Dalton Area resident businesses can be clearly defined in relation to the area in which they reside, this is currently the only linkage between individual businesses. It is recognised that groups that work together have a 'louder voice' than the equivalent number of individuals working separately. There are a growing number of Business Associations being formed both within the Yorkshire and Humber region and nationally. These associations are being driven by businesses wanting to address particular issues relating to their area and in the last few years as a means of managing Industrial Estate / Business Park focused Business Improvement Districts.

Businesses attending the Airedale Partnership organised forum meetings were pleased to have a chance to share their views. A previous forum group collapsed some years ago and, although it had not been resurrected, the businesses recognised positive role it had played in creating a sense of community and allowing discussion of key area issues. The businesses therefore saw the return of such a forum as a positive step and something that they would like to see continue.

Within Keighley there is an existing Business Association focused on the retail area of the town – again this resulted from a need to address shared issues for that area. The geographical proximity means that close linkages to this existing and experienced group is needed moving forward.

4.3 Business Performance

The businesses within the Dalton Area that were audited were performing relatively well in environmental terms with no compliance or major efficiency issues evident. It was highlighted that many of the changes that had taken place had resulted from research carried out by that business and as such was the result of the personal motivation of one individual (in this case the business owner). Comments relating to the previous business forum that existed some years ago highlighted that this had been a useful means of finding out about grants that other businesses had taken advantage of.

The audited businesses did not have formalised environmental policies, despite having relatively good performance. This could become a missed opportunity as the increasing environmental accountability of businesses is meaning that customers are increasingly demanding that suppliers have an environmental policy / management system. If businesses are already taking / have taken steps to improve environmental performance then these should be both recognised and wherever possible publicised to prospective clients.

There was also evidence of some inter-trading between businesses on the estate. In this case it was wooden pallets. These pallets, used to deliver raw materials to a neighbouring business, were being used by one of the audited companies to send out their goods on. This is an excellent means of cost saving, with one company avoiding disposal costs and the other purchasing costs. It can also be assumed that the reuse of these pallets has reduced waste to landfill, thus having an environmental benefit.

One of the audited companies was a foundry. This is now the only foundry that remains in Keighley out of 40 that existed in 1979. This is evidence of the increasing economic pressures faced by businesses. In terms of environmental concerns the most significant issue was increasing energy costs. The energy intensive nature of the business meant that the increase in associated costs places an increasing strain on business viability. There was no formal monitoring of energy usage, through meter checks or with an individual appointed to explore opportunities for alternative energy sources.

Areas highlighted as key concerns by businesses were the increasing costs associated with energy usage and waste management and disposal. Additionally, there were areas of legislation that created confusion or involved the outlay of significant business time to keep up to date with. An example included the WEEE directive which due to its potential impacts on businesses operations has demanded that businesses keep up to date on its development; this has been difficult due to delayed introduction and reviews in content.

The recommendations from the 2003 GBP Feasibility Report, focused around collective recycling infrastructure for SMEs and collective energy purchase would appear to still be appropriate in line with current issues. The potential to develop initiatives around these issues should be discussed further with some of the organisations highlighted in section 5.

5.0 Business Support in Context

5.1 National Support

Nationally there are a number of organisations that offer a variety of support to businesses. This support is predominantly focused on waste, energy and resource efficiency. The following listing seeks to give an overview of the organisations that exist and the areas on which they focus. This is not a complete listing.

5.1.1 Current National Environmental Support

BREW

In 2005 the Government launched the Business Resource Efficiency and Waste (BREW) programme. The programme is designed to return a proportion of the Landfill Tax revenue paid by businesses, to businesses through the funding of environmental support organisations and programmes.

The main aims of the BREW programme are to:

- Encourage businesses to use resources more efficiently;
- Increase business competitiveness;
- Reduce the business impact on the environment through reducing the amount of waste created and sent to landfill;
- Improve the recycling and recovery markets for waste materials.

Business in the Community

Support businesses to work towards environmentally sustainable development as a strategic, mainstream business issue. To achieve this BITC provide:

- The Environment Index which focuses on benchmarking businesses environmental performance and how well environment issues are integrated into their management systems. Uptake of this service is predominantly by larger companies and so may not be relevant to most Dalton businesses.
- Access to the Business Environment Action Network which brings together businesses, leaders and practitioners at environmentally focused meetings, seminars and workshops.

Carbon Trust

Helps businesses cut carbon emissions and capture the commercial potential of low carbon technologies. The Trust's free support leads to reductions in energy bills and greater resource efficiency. Their primary support offered includes:

- A free helpline offering advice to businesses of any size;
- Interest free loans provided to businesses for replacing existing equipment with more efficient equivalents;
- Visits and free energy surveys by expert consultants to advise businesses with energy bills over £50,000 per year on how to cut their energy bills;
- Website with an easy accessible action plan tool;
- Publications including those providing sector specific advice to help investors understand the implications of climate change;

Environment Agency

In addition to their regulatory role the EA aim to support businesses to understand environmental legislation. This is predominantly done through their Netregs website but in addition they offer:

- Free information to SME's, helping them to understand complex environmental regulations that can affect them;
- Guidance on how to comply with environmental law as well as advice on good environmental practice.

Envirowise

Offers businesses free, independent, confidential advice on practical ways to increase profits, minimise waste and reduce environmental impact. They do this by

- A free helpline offering advice to companies of all sizes;
- On site visits from expert advisers who provide tailored guidance to help you save money through waste minimisation and resource efficiency;
- Information resources and literature including best practice guides;
- Events, from workshops and seminars, to large exhibitions;
- A website with advice and guidance by sector and region as well as the facility to put your question to an expert;
- Resource Efficiency Clubs – helps companies make measurable resource efficiency savings and share best practice across a range of businesses.

NISP

The National Industrial Symbiosis Programme helps businesses to look beyond their own boundaries with waste. The programme can use one company's waste as another's input material as well as considering symbiosis through expertise, capacity, logistics etc. Core activities include:

- A free independent facilitation service to catalyse collaborative opportunities which is delivered on a regional basis through regional coordinators;
- Workshops which bring together diverse organisations with a common theme in order to find symbiosis opportunities in a facilitated environment;
- A web based database of 'stuff people have' and 'stuff people want' to allow searches for synergies;
- Company visits from experts to identify opportunities;
- One day interactive workshops to help consolidate participants understanding of Industrial symbiosis and the use of the NISP database.

WRAP

Waste and Resources Action Programme offers a number of services to businesses relating to recycling. Including:

- The eEquip programme can help businesses lease necessary equipment and guarantees the machinery's future residual value;
- Information on recycled materials;
- Information on procuring recycled materials in the Recycled Products Guide.

5.1.2 Other National Support Available

Carbon Trust Interest Free Loans

This programme provides interest-free loans for small and medium-sized enterprises in England, Wales and Northern Ireland to purchase energy-efficient equipment such as lighting, boilers or insulation.

Value: Min amount: £5,000 - Max amount: £100,000

To apply businesses must:

- be Small and Medium-sized Enterprises (SMEs)
- have been trading for at least 12 months
- have an acceptable credit rating

Additional Info

Businesses in sectors related to agriculture and fisheries, transport or export are excluded. Any energy-saving investment where the estimated value of energy saved over the first five years exceeds the capital amount will be considered.

For more information please call 0800 085 2005 or go to www.carbontrust.co.uk/energy/takingaction/loans.htm

Craft Council Development Award

This award opportunity is aimed at makers who are about to set up in business or are within three years of setting up in business. The Development Award identifies itself with specific materials including wood, textiles, ceramics, glass and metal. The Scheme provides financial and business and professional development support for makers who are just starting out.

Annual deadlines for applications: June 1st, September 1st, December 1st and March 1st.

For further information please contact: Reference Centre, Crafts Council. Tel: 0207 806 2501, Email: reference@craftscouncil.org.uk Website: www.craftscouncil.org.uk

Partnership Investment Finance

Partnership Investment Finance ('PIF') is a £37 million fund, which has been established to enable small and medium sized enterprises and social enterprises to access financial support by way of equity investment or loan finance. The fund is managed by YFM Venture Finance, part of the YFM Group, and comprises investments from UK and European government agencies as well as investments from Barclays Bank and YFM Group.

Funds:

Micro Loan Fund: Up to £15 000

Small Loan Fund: £15 000 - £100 000

Mezzanine Fund: £100 000 - £250 000

Equity Fund: £100 000 - £1 000 000

For more information please contact Partnership Investment Finance on: Tel: 01924 237850 Fax: 01924 237851 Email: info@partnershipif.co.uk or www.partnershipif.co.uk

Rate Reliefs

There are a number of rate reliefs businesses can apply for in order to ease the impact of their business rates bill. The following types of rate relief are available:

- **Small Business Rate Relief**

This is a new scheme to assist small businesses that was introduced on 1 April 2005. The amount of mandatory rate relief will be 50% for business properties up to a rateable value of £5,000. The relief available then decreases on a sliding scale for business properties with a rateable value of up to £9,999. In addition to this relief on liability, eligible businesses whose properties have rateable values of between £10,000 and £14,999 will have their liability calculated using the small business multiplier of £0.415. You must apply for the relief each year and be eligible on 1 April of each year. The application for the relief should be submitted to your local authority within six months of the end of the financial year to which it relates.

- **Charities and charity shops**

Charities qualify for 80% rate relief. Authorities may actually cancel all or part of the rate bill for properties occupied by not-for-profit organisations although this is decided on a case-by-case basis.

Other types of relief are:

- Not a charity, but another type of non-profit-making organisation
- Property empty and unused
- Non-agricultural business on agricultural land or former agricultural buildings
- Part of your property is not being used and is completely unoccupied for a short time

For more information please visit www.mybusinessrates.gov.uk or contact local authority Business Rates Department.

Small Firms Loan Guarantee Scheme

The Small Business Service (SBS) Small Firms Loan Guarantee scheme guarantees loans from the banks and other financial institutions for small firms that have viable business proposals but who have tried and failed to get a conventional loan because of a lack of security.

For new start-up businesses loans are available for periods between 2 and 10 years on sums from £5,000 to £250,000. SBS guarantees 75% of the loan. In return for the guarantee the borrower pays SBS a premium of 2% per year on the outstanding amount of the loan. The commercial aspects of the loan are matters between the borrower and the lender.

To be eligible you must be a UK company with an annual turnover no more than £5.6 million.

For further information please go to www.businesslink.gov.uk/sflg/ or contact your local bank.

Start Up Fund

Princes Trust helps disadvantaged and unemployed young people aged between 18 and 30, to establish a new business. Bursaries (grants) are available in some circumstances to assist that applicant's prospect of establishing themselves in their chosen trade, craft or service. Loans to acquire tools or equipment, to pay for transport fees, insurance or training for the purpose of enhancing are available of up to £4000 (average £2,500) for a sole trader or £5,000 (average £3,500) for a partnership, to acquire fixed assets, for working capital or to fund further training to establish that applicant in his/her chosen business.

5.2 Regional Support

Over the past year Yorkshire Forward has carried out a review of its business support provision with a commitment to developing a range of solutions that ensure business support in Yorkshire and Humber meets the needs of its customers and ensures the regional economy achieves its full potential.

This review will generate a massive change in the business support sector. The development of a full programme following the results of the review will take place over the next year and roll-out in 2008. This will alter the funds and support available to businesses and the means by which these are accessed.

Full details of the review are available on the Yorkshire Forward website and the Executive Summary of the full review document is included in Appendix 4 for reference.

5.2.1 Current Regional Environmental Support

The following listing mirrors that shown for national support organisations but focuses on those that are specifically available to the Yorkshire and Humber Region.

Green Business Network

The Green Business Network (GBN) is an award-winning not-for-profit business support organisation delivering environmental advice and projects. The GBN has attracted national interest through innovative schemes that combine social inclusion, environmental protection / enhancement and economic

achievement. They are committed to providing innovative and sustainable solutions to businesses environmental issues and in particular, the issue of business waste.

The Manufacturing Advisory Service (MAS)

The DTI Manufacturing Advisory Service provides free advice and practical 'in-company' support to help manufacturers in the UK to improve their productivity and efficiency and move up the value chain. MAS can help businesses to address a variety of manufacturing issues including:

- Adopting modern manufacturing technique and creating a 'lean and agile' manufacturing business
- Organising factory-layouts and processes which effectively handle increased capacity and manufacturing in smaller batch sizes
- Creating a more productive workforce and achieving a continuous improvement culture
- Solving technical engineering and materials issues
- Developing more effective products - reducing manufacturing costs, product weight, product durability etc
- Managing change and developing strong manufacturing leadership skills

MAS help includes:

- Free manufacturing advice
- Free one-day diagnostic reviews
- Up to one day of free technical research
- 50% grant-subsidised manufacturing improvement projects where MAS will contribute towards half of the costs of a third party manufacturing specialist working with you to implement manufacturing change and improvements in your business
- Free and Low Cost manufacturing improvement seminars and workshops

For more information on MAS, contact 08700 111 875, visit the website at www.masyh.co.uk or email enquiries@mas-yh.co.uk

Recycling Action Yorkshire

Recycling Action Yorkshire (RAY) is a business unit within the Yorkshire and Humber Sustainable Futures Company (SFCo), a not-for-profit company. RAY is therefore a regional programme funded by Yorkshire Forward and the European Regional Development Fund. RAY works in partnership with national and regional stakeholders to stimulate the market for recycled materials throughout the recycling chain from collection and reprocessing, to manufacture and sustainable procurement. Projects focus on organics, glass, plastics and procurement.

Future Energy Yorkshire

Future Energy Yorkshire (FEY) is a business unit within the Yorkshire and Humber Sustainable Futures Company (SFCo). SFCo is a not-for-profit company, limited by guarantee and a wholly owned subsidiary of Yorkshire Forward. Any profits arising from FEY's activities will be ploughed back into further new and renewable energy projects across the region. Future Energy Yorkshire has been established to secure the economic opportunities arising from new and renewable energy technologies and projects across the Yorkshire and Humber region and to deliver greenhouse gas emissions reductions to meet regional targets. Future Energy Yorkshire establishes commercial partnerships with private and public sector organisations to fill knowledge gaps, bridge market failures and bring to fruition energy projects that will deliver significant greenhouse gas savings and economic benefits to the region.

Green Business Support Organisation (GBSO)

GBSO is a regional networking and information forum. The programme is divided into the following three distinct areas:

- Provide a forum in which the regions environmental support organisations can meet to network, collect information on regional projects, funding availability and updates from the sector;
- Organise training aimed to provide the regions environmental business support organisations with the skills and knowledge to deliver good environmental advice and support;
- Provide a consultancy fund allowing the regions consultants to advise and support SME's to improve their environmental performance.

This practitioners group benefits from an increasing business attendance ensuring focus remains on the market and allowing meaningful discussion of business needs.

5.2.2 Other Regional Support Available

Business Link West Yorkshire

Business Link West Yorkshire is one of the network of Business Link operators in England that delivers independent and impartial business advice, information and a range of services to help small firms and those trying to start up new businesses. Business Link West Yorkshire operates in partnership with other

business support organisations including the Chambers of Commerce, Local Authorities and universities of West Yorkshire.

Business Link Funding for Environmental Projects

To help businesses keep abreast of stakeholder expectations Business Link is promoting grants of up to £2,000 for environmental projects. This funding is available to businesses across West Yorkshire and is intended to assist Small to Medium sized Enterprises (SME's) access advice on environmental issues. Business Link is encouraging grant applications from SME's that are looking to improve their environmental performance. Grant funding can be accessed to cover 50% of the consultancy services, to assist businesses on any environmental projects, providing they are not linked purely to legal compliance. In some cases wage support grants can also be accessed if the company is creating additional jobs. Grants are available to cover 50% of consultancy fees up to a maximum grant of £2,000.

Examples of consultancy projects this funding may be used for are:

- Environmental Management Systems
- Contaminated land reports
- Advice on forthcoming legislation
- Advice on environmental best practice or reporting, waste minimisation or energy efficiency
- Any other consultancy support for environmental improvement projects

Please contact Business Link West Yorkshire for more information on 0845 833 6000 or info@blwy.co.uk

Inside Industry

Inside Industry aims to help manufacturers across Yorkshire & Humber develop high quality manufacturing capabilities by learning from the best practice technique adopted by other successful manufacturing businesses. Through Inside Industry, participants can:

- Visit the factories of exemplar manufacturing companies to see best practice in action
- Attend practical workshops covering a range of manufacturing best practice topics
- Access up to a day of on-site implementation advice and support for free.

The programme of factory visits and workshops change on a monthly basis as more exemplar manufacturing companies come on board. The best way to find out what is happening and when is by visiting the Inside industry website at www.insideindustry.co.uk

Support2Train

Support2train is a skills project offering support for nationally recognised vocational qualifications at level 2, along with skills for life qualifications and information, advice and guidance interventions. Support2train will fund an additional occupationally relevant level 2 NVQ qualification to employees aged 19 and above from SME companies in West Yorkshire, supported by literacy, numeracy or language qualifications (Skills for life) and Information, Advice & Guidance (IAG) sessions. To support the investment in the skill training of the workforce Support2train can provide 70% of the cost of training with the balance being made up from the Employer. This initiative offers employers/ees the benefits of well established, high quality training provision delivered in your workplace, which will help boost performance and improve the bottom line. This will allow employees to feel confident, valued and appreciated.

Eligibility:

- Employed
- Already have a Level 2 qualification or higher
- Aged 19+
- Interested in completing an industry recognised qualification

Appropriate training helps retain staff and reduces staff turnover. Lower staff turnover has a direct benefit to business costs and expenditure. Contact Business Link West Yorkshire for more information on 0845 833 7000 or info@blwy.co.uk

5.3 Local Support

Bradford Chamber Environmental Business Support

Bradford Chamber provides an environmental enquiry service to businesses throughout West Yorkshire, which cover all aspects of environmental management. Businesses are encouraged to use the service to: Find out how environmental legislation affects their business.

Source manufacturers of environmental products, suppliers of environmental products or environmental services.

Find examples of environmental statements and policies.

Identify companies in their sector/supply chain that require environmental standards from their suppliers.

Identify possible outlets for waste materials.

We can also signpost businesses towards green business support organisations, government departments and government agencies.

If necessary, we can act as a broker between organisations if you wish to remain anonymous.

They manage the Better Business Environment Forum's website <http://www.bbef.org.uk/> which businesses who are looking into their environmental management practices may find useful and informative.

Bradford Enterprise Fund

A loan fund for entrepreneurs who are unable to access mainstream finance to start or develop a business. Applicants will need to show they cannot borrow from a bank. May be used to top up a small grant/top up loan where bank unwilling to lend full loan amount required by business. Aim is to demonstrate the viability of the business to the banks.

For further information please contact the Information team on 01274 772777 or web: www.befund.org

Bradford Environmental Action Trust

Why Waste is a free waste exchange managed by Bradford Environmental Action Trust (BEAT). BEAT is a registered charity and company limited by guarantee. Our aim is to work towards a healthy sustainable environment, which improves the quality of life of all people in the Bradford District. We run a number of environmental projects including Bradford Waste Forum, Bradford Real Nappy Project, Forest of Bradford, Manningham and Girdlington Inspired Communities (MAGIC) – a community waste awareness project. Why Waste came out of the Pennine Waste Exchange which initially covered Bradford, Calderdale and Kirklees Districts. Why Waste now covers the whole of the Yorkshire and Humber region and is still free for businesses. The project is funded by Yorkshire Forward, The European Regional Development Fund, DEFRA, Neighbourhood Renewal Fund and Bradford District Council.

Savacomp

Bradford Council is supporting community recycling projects in the district by paying them £45.60 for every tonne of furniture they recycle in a new re-use credit system. The Council has to pay for every tonne of waste that goes to landfill and the projects save the Council money by reducing that amount. The re-use credit system is a way of passing on those savings. There are currently five furniture reuse projects operating in the Bradford District, developed with BEAT. They provide a free collection service for good quality household furniture and goods, which are then sold at a low cost to those living in deprived communities or on low incomes. A computer recycling initiative and a paint recycling scheme will also benefit from the re-use credit system. "Providing low-cost furniture, paint and computers to those on low incomes really helps those in need."

The Keighley based projects involved in the system are;

Keighley Furniture Project (01535 601999) - furniture; white goods

Savacomp (01535 692050) - IT equipment

6.0 Recommendations

6.1 Business Support

There is a clear need to ensure that businesses are aware of the organisations and networks that already exist to support them. The constantly changing opportunities for funding, training and support (be this advice, grants, etc) mean that it is important businesses are provided with an understanding of where to look for support. There is limited benefit in providing businesses with a one off overview of which organisations are what support at that current time. Doing this may mean that not all support organisations are highlighted due to differing schedules of activity.

It is proven to be more effective to highlight the relevance of a support organisation to a business through a variety of media and a number of times. The mantra of communicating 3/4 key messages seven times in seven different ways is one to which the Green Business Parks team subscribes. This repeat exposure ensures that the businesses are aware of how to access support even at times when they do not have the relevant information immediately available to them. Within the context of Dalton Lane increased awareness could be encouraged through 'signposting' businesses to support organisations through events, meetings, a newsletter, and the internet.

An additional area to ensure is covered is that of legislative updates, both in terms of new legislation and changes to existing legislation.

Events

It may be appropriate to try and attract attention from support organisations onto the Keighley area. Through organisation of an event located in the Keighley area which involves the regional and local support organisations the businesses of not just the Dalton Area but Keighley as a whole have the opportunity to increase support awareness.

As part of Bradford there may be an opportunity for Keighley businesses to share events and training with Bradford businesses. For example if training workshops, networking events and advisory seminars were located in-between Keighley and Bradford then the potential for Keighley businesses may increase. Initially, however, there needs to be a clear demonstration of the demand for increased support to Keighley businesses.

As part of a Dalton / Keighley business focused publication a programme of training taking place in the region during the next quarter could be publicised. This will ensure that businesses are aware of the type of support available and if demand was high enough could lead to the organisation of sessions based locally.

Forum Meetings

Local and Regional funding opportunities, training, or support could be highlighted at quarterly meetings of the businesses. This could be done relatively informally through written information provided for businesses to look at in their own time or more formally through an 'environmental segment' in meeting agendas.

In reality it may be more effective to use a combination of the two approaches. Having information available at each meeting but making a presentation on significant issues that may impact a large proportion of the businesses in the audience.

Newsletter

As the regeneration of Dalton Lane gets underway there may be a demand for a printed newsletter reflecting on the developments and projects taking place around the area. Estate specific newsletters are well received on many industrial estates and the presence of residential communities within Dalton may mean this is an excellent mean of communicating to all those affected by change in the area.

There is a need to evaluate the variety of options for a newsletter against the cost. The investment of time and cost involved in production of a printed newsletter mean that ideally it should be appropriate to as wide an audience as possible. It would seem appropriate to cover issues related to the physical regeneration of the area in a hard copy newsletter that can be issued to both businesses and residents. However, there are areas such as business support that are of little relevance to Dalton's residents.

It is also important to consider the Keighley Business Association News that is currently produced for those, predominantly retail, members of the Association. In the interest of awareness it may be suitable to provide information for this publication. For example, there would be a 'Daltons Development' Column

included to focus on regeneration projects taking place that quarter or a business case study from making environmental improvements.

Groundwork's Environmental Business Services team already produce an e-newsletter which provides information on a variety of business environmental issues. This is sent out to subscribed businesses on a monthly basis and content is determined by the imminent changes or opportunities that are occurring in the environmental sector. At present many of the subscribed businesses use the newsletter to assist them in keeping up to date with legislation and support that may assist them in maintaining internal environmental management systems.

This newsletter could be distributed to the Dalton Lane Businesses in a reformatted form. This would be a quick win achievable at little or no cost.

Internet

The internet allows quick access to information and it is increasingly being used as a means of communicating with the business community. In response to this Groundwork's Environmental Business Services Team will be setting up their own website, as part of this a large links section will be developed to signpost businesses to existing support. Presently there is the opportunity to ensure this reflects the organisations that would interest Keighley businesses. This research could then be integrated into the Airedale Partnerships website, the Green Business Parks website or alternatively a separate Dalton regeneration specific website.

6.2 Business Community

It is clear from the positive response to the forum meetings organised by the Airedale Partnership that the businesses would like to see these continue. It is important therefore that they are given a definite structure. This structure should be discussed with businesses to allow the opportunity to express the frequency, format etc that they would be happy with. Encouraging this level of ownership will increase the likelihood of business attendance.

Initially the geographically specific nature of the development and regeneration taking place around the Dalton Lane area will necessitate ongoing consultation and highly focused discussion. These discussions will be best carried out in meeting separate to those of other businesses in the Keighley area. In the longer term, however, there may be an opportunity to have joint meetings with the existing Keighley Business Association. This could happen on a twice yearly basis – i.e. two annual meetings focused specifically on the Dalton Area and two meetings focused on the wider Keighley Business Community.

In terms of content relating to Dalton Lane there are clear areas that will need to be covered including:

- The Business Watch scheme – feedback on the number of crimes in the area, number of reported incidents, any reductions / increases in crime figures and what this may be attributed to;
- Resident Relations – discussion of concerns / positive feedback from the residential members of the Dalton area. This could be feed back through a Resident Representative who attends a neighbourhood forum with the purpose of providing communication between the residents and businesses. The reverse of this arrangement could also be advantageous with a Business Representative attending neighbourhood forums.
- Dalton within Keighley – it is likely that the development of the College and Mill will place different pressures on the Dalton area from those which it has traditionally faced. These could be issues relating to traffic flow, street cleanliness, etc. There will need to be the opportunity to discuss these issues as they emerge and there will need to be feedback on how issues raised by businesses at previous meetings have been addressed.
- Key Developments – again these will initially focus around the development of the Mill Building and the College. In the long term, however, this section could look at new businesses that have moved onto the site, providing an overview of key operations and background.
- Spatial Improvements – an opportunity to consult businesses on the priority regeneration projects for the coming quarter. This consultation can then be used to act as a starting point for taking the projects included in the Landscape Implementation Plan through a clear consultation period. This discussion will ensure businesses are happy before significant time and resources are invested in working up proposals. Updates on previously discussed schemes can also be given.
- Support Opportunities – this could include topics such as grant funding available for implementing new technologies, training available in HR / e-commerce / finance / etc during the coming quarter, funding opportunities for businesses to capitalise on.

6.3 Business Integration

It is important that in the long term the businesses and the residential community work together to face the joint issues that face their area. This may not always be an easy alliance as there will invariably be specific cases that cause tensions. However, the overall attitude needs to be one of cooperation as a means of leveraging support and investment.

The audits carried out within the boundaries of Dalton Lane indicated that environmental performance was generally good. A similar audit completed just outside the Dalton boundaries showed that there were significant steps that could be taken to improve performance and save the business money. The substantial network of businesses throughout Keighley may mean that it is more appropriate to offer training and events on a Keighley wide basis. This will create a greater critical mass of potential attendees which could result in reduced costs and ensure take-up is adequate to run workshop groups etc. This relies on a good database that breaks down business listings by sector, allowing targeting of groups that may have an interest in a specific publication / event / training session etc.

Whilst it will be advantageous for the Dalton Lane businesses to be 'integrated' with both the residents with whom they share their area and businesses from the rest of the Keighley area, it is important to continually understand the specific issues faced by businesses within Dalton.

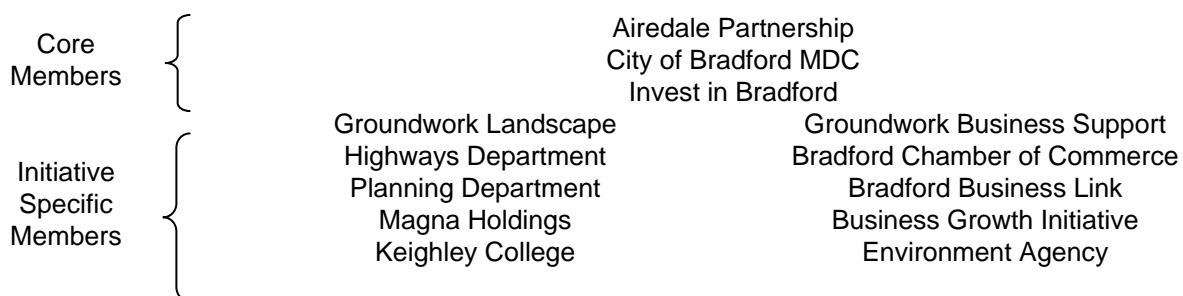
6.4 Business Performance

During the regeneration of the area around Dalton Lane it will be appropriate to provide updates on support available through the business forum meetings. In the longer term however, this process will need to be driven by businesses. This can be done by businesses understanding where to look for the appropriate support – through an increased understanding of existing support. Alternatively, and very simply, groups of businesses who work together and meet on a regular basis are able to generate interest from support organisations as these meetings provide an opportunity to communicate their services to a substantial group of businesses at one time.

The key to making business support organisations come to the businesses is to have a clear group of stakeholders and partners to the Dalton Area that are aware of its needs and can act to alert support organisations to the opportunities available there. It is important that the partners and stakeholders have a very clear understanding of the type of support that the businesses need. For example, there is no benefit in inviting a support organisation that has a very specialist service that would not benefit many businesses on Dalton. However, a presentation regarding a new environmental legislation, finance training, HR support etc will clearly be of interest to many. The best approach is to use a full understanding of support available to propose some topics that could be discussed in more detail at the next meeting. Those that businesses highlight as of interest can then be covered in more detail at the next meeting. This approach ensures businesses steer the meetings and do not feel that their time is being wasted.

In order to ensure the businesses of Dalton Lane are represented in this way it would be hugely beneficial to set up a steering group involving key stakeholders and partners. This could perhaps best be approached through a two pronged approach. The dual focus of supporting businesses and regenerating the area creates two separate areas for discussion. Practically it may be more efficient to have two groups – one focused on supporting businesses and the other on the physical spatial improvements being implemented in the area.

Figure 1: Potential Dalton Lane Stakeholder Groups.



Involvement in these groups will ensure that all stakeholders and partners are fully engaged in the issues faced by Dalton Lane. Additionally, the organisations involved in these groups may facilitate leverage of funding. These groups could also provide a forum for discussion with potential future partners / stakeholders to highlight how they could provide added value to the work that was taking place so far.

6.5 Business Endurance

The overall aims of the Green Business Parks programme are based on two principles. The first being to facilitate the cooperative working of businesses, based in a specific area, to work together to address shared issues. Allowing them to manage the environment in which they do business in the long term. The second is to make businesses operate in a way that is more capable of enduring future market, legislative, financial and customer pressures. The overall idea is to make businesses parks / industrial estates more sustainable. However, by the very nature of the purpose of these existing industrial areas they will never be truly sustainable, and to reflect this we have developed the term 'capable of enduring' to highlight the huge potential for improvement from the current baseline situation.

Both of these aims have been reflected in this report but as with all regeneration efforts it is vital to consider the long term options for maintenance and investment. For all eight areas involved in the GBP programme the intention is to create a Business Improvement District (BID). A BID is a partnership between the local authority and the local business community which develops and takes forward a project which will benefit the trading/business environment as well as the wider community.

The local business community identifies a requirement for capital project(s) or services that will have a positive impact on the trading / business environment. It develops a project proposal and business plan for the delivery of a project or services. The business plan identifies how much funding needs to be raised and how the finance will be managed and monitored and how the project will be managed.

The Local Authority is responsible for organizing the business vote on the proposed plan and once the vote has been passed, the Local Authority will collect an additional levy on the business rate and that amount money will be used to fund projects within the BID. It will only be used to deliver additional services/capital improvements that the business community has identified as necessary to add value to the trading environment. This is why the business plan has to be driven by the businesses. The vote acts as a final check that over 50% of the businesses involved are in favour of providing some funding to improve and maintain their area.

A BID is the vehicle to secure sustainable funding to deliver services and improvements to tackle specific problems local to the area. This allows long term maintenance associated with some regeneration schemes to be funded in the longer term. It is worth considering the exit strategy at the start of any regeneration effort, especially with regard to large scale landscaping or security measures. For example, a CCTV system has an initial installation cost but also significant ongoing costs associated with monitoring and maintenance.

The ideal scenario therefore is to complete some low cost regeneration projects with minimal maintenance whilst building a relationship with the business community. Then a position can be reached in which a BID business plan has been worked up to cover maintenance issues associated with other schemes. If the BID vote is successful then installation of these schemes, such as CCTV cameras, can be installed. The BID system allows for this approach and experience has shown that if too much is completed prior to going to BID vote businesses do not see the benefit in a yes vote – leaving other organisations trying to find funds to maintain the benefit from initial investment.

In general Business Improvement Districts take between 18 months – 2 years to develop before they go to vote. The level of consultation required with businesses can necessitate an almost full time role for an individual 'BID development officer'. In terms of the Business Improvement District, the geographical areas and initiatives that this covers and the associated costs, these all need to be determined by the businesses.

7.0 Moving Forward

The constantly improving environmental performance sector for businesses means that any method of support provision needs to be evaluated within a long term context. The review of Business Support in the Yorkshire and Humber region means that we are nearing a period of change which will have a significant impact on funding available to businesses and the gateways by which they access this. In reflection of this change in funding availability, the activities (training, events, etc) which support organisations can deliver will also change. Under the vision of the review, Business Link will act as a gateway to support for businesses. This will ensure that a business benefits from a 'no wrong door' approach. Business Link will then broker a link between a business and the appropriate organisation to provide the support they need.

This report is intended to act as a framework of suggestion rather than a definitive set of actions - this is for two reasons. Firstly, the changes in environmental support sector in terms of funding and support offered varies so frequent a basis that a document focused to heavily on these will date rapidly. Secondly, the needs of businesses must remain the central focus of any support, i.e the businesses need to confirm the need for a specific type of support (though they may do this after an explanation of the support on offer) - it needs to be visible to them that the support has directly resulted from their request. This approach on other Green Business Park estates has proven to increase businesses ownership and trust in those organisations providing support.

Ongoing support should be made available to businesses on Dalton Lane before, during and after the revision in the regional support structure. Through its existing Green Business Parks programme Groundwork has already made linkages at strategic and delivery level with those national and regional support organisations highlighted in section 5. This creates an opportunity to provide Dalton Businesses an annual programme of support based on the needs they identify exist. Support would include:

- Environmental Awareness and Practical Environmental Management;
- Support to develop Environmental Management Systems such as ISO 14001 or the more SME friendly BS 8555;
- Facilitated training on non-environmental issues;
- Practical support implementing staff awareness systems.

Much of this support could be drawn down with the organisations outlined in section 5. This will ensure increased business awareness of existing support organisations. As part of an annual programme of support there should be a number of core activities. These can then be augmented with support / funding that becomes available over time.

A continuously reviewed programme of support will ensure flexibility and provide differing options both for the businesses and partners to evaluate during a delivery phase. This is increasingly important due to the regional changes in business support - meaning even more unpredictability than normal. The Business Link Gateway will not be implemented until 2008 but in the interim it is important to link with Business Links and we would expect them to be involved in a steering group for the business support aspect of the improvements on Dalton and to lead on non-environmental training support.

In order to allow for ongoing review over a regeneration period that could cover a number of years, and continuing to drive change, a series of quarterly action plans should be drawn up. For example, in April a programme of priority areas would be identified for delivery between July and December, this provides an opportunity for feedback from businesses and promotion of support etc. The following action planning meeting would be held in June to discuss, evaluate and set priority areas for delivery between October and the following April. This rolling programme development allows the necessary confirmation of need from businesses and remains adaptable in terms of opportunities that arise within the business support sector.

A now widely accepted view in the environmental business support sector is that businesses take greater ownership of support they pay for. Evidence has shown that a business that makes financial contribution to a programme of support, be this training, audits or other support, will ensure staff attendance, and greater probability of driving change in that business. A business will want to see a return on investment and if they can not see potential benefits of support then they will not make a financial contribution to it. Offering support as subsidised rather than free ensures that businesses take ownership of the investment and lessons learned. Additionally, it provides a means of privately match funding support.

The next business forum provides an opportunity to have structured discussions with businesses around their current needs and to develop a 6 month programme of support to address these.

Appendix 1: Event Invitation Letter

<<Name>>
<<Job Title>>
<<Organisation>>
<<Address 1>>
<<Address 2>>
<<City>>
<<Postcode>>

<<Date>>

Dear colleague

Over the next few months Groundwork will be supporting the Airedale Partnership to deliver a package of activities that aim to drive forward the regeneration element of the Dalton Lane Industrial area.

The overall activities focus on addressing the key businesses concerns as identified in an area survey conducted in 2003 which include:

- High crime levels and vandalism
- Poor area identity and infrastructure
- Business environmental issues

Groundwork is a national environmental regeneration organisation with 25 years of experience of advising and supporting businesses to address and improve environmental issues relating to the management of energy, waste, and raw materials, process efficiencies, and legislation.

The Groundwork Environmental Business Team for the Yorkshire and Humber region will be responsible for addressing the business environmental issues in the Dalton Lane area by providing the following activities:

Free environmental support

On site environmental audit

The advisory audit will provide an opportunity to identify environmental improvements and financial savings through evaluating processes, resource use and waste reduction.

Environmental Awareness event

The event on the 25th January will provide businesses in the area with an introduction to environmental issues, the associated cost and business benefits and the services and support available to address these issues.

If you are interested in the audit and/or the event please return the enclosed form to Groundwork. Alternatively if you have any questions please contact Dave Best at Groundwork. Details are on the next page.

The participation of businesses in the regeneration project is vital. The Airedale Partnership will be holding a lunch time business event on the 14th December at the Mill Clock Tower between 12:00 – 14:00. The event is a follow-on from one held in March this year. It is an opportunity for the businesses in the area to find out more about the work being undertaken by Groundwork including planned activities for security, estate identity and environmental issues and to be updated on progress in other areas of activity in Dalton Lane. There will also be an opportunity to feedback any comments or ideas you may have to add value to the activities. Please come along to the event on the 14th to get involved. A formal invite will be sent by the Airedale Partnership.

Fax back booking Form

Name _____

Job Title _____

Company Name _____

Company Address _____

Phone Number _____

Fax _____

Email _____

Type of Business _____

I would like an on site environmental review

Yes/ No

I would like to attend the environmental awareness event on the 25th Jan

Yes/ No

Please return this form to or contact:

Dave Best
Groundwork Yorkshire and the Humber
Environment and Business Centre
Morley
Leeds
LS27 9SL
Telephone: 0113 238 0601
Fax: 0113 252 5057
E-mail: dbest@groundwork.org.uk

Appendix 2: Company Audit Sheets

Appendix 3: Company Audit Report

Appendix 4: Regional Business Support Review