



Sustainable
URBAN FRINGES
SURF



Report

Sustaining the City Region's Urban Fringe: Towards better Parish Plans in Bradford - Bradford (Worth Valley) Development Phase

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This report was compiled by:

Robert Brough and Dave Melling on behalf of Bradford Metropolitan District Council

and

Steve Littlewood, Kevin Thomas and Michelle Wishardt on behalf of the Centre for Urban Development & Environmental Management (Leeds Metropolitan University)

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1. Introduction

1.1 *All change at all levels: Emerging relationships within the city regions.*

“We need to create communities with oomph” says the Prime Minister in promoting the concept of the Big Society.ⁱ In October 2010 the Government Local Growth Plan announced that Leeds City Region (LCR) had been shortlisted to develop one of 24 Local Economic Partnerships (LEPs) and with it the chance to access a new £1.4bn regional growth fund. It also announced that the LEP will be “free to develop strategic planning frameworks to address economic development and infrastructure issues which relate to economic geography”. The Growth Plan signaled more, however, heralding “a new approach to local growth, shifting power away from central government to local communities, citizens and independent providers. This means recognising that where drivers of growth are local, decisions should be made locally.” Pursuing this theme further, the Growth Plan emphasised that it was important that the characteristics of the *rural* economy¹ and its contribution to national growth be recognised ... (particularly) in the eight core city-regions, which include Leeds.ⁱⁱ

1.1.1 To support this came confirmation of a reformed planning system and governance with explicit roles for city region LEPs and for neighbourhoods and parish councils. Planning issues which affect communities often span traditional administrative borders and LEPs are entrusted in part to take on a vital role of working with neighbourhoods and local authorities to foster sustainable economic growth, whilst local authorities now have a duty to cooperate with each other. LEPs will therefore be free to work with partner planning authorities to develop strategic planning to be integrated with the local authority-produced local development plans, whilst communities will be centre-stage in the process by being able to create neighbourhood plans. These will give local communities greater flexibility and freedoms to undertake more development than set out in the local authority plan. Such Neighbourhood Development Plans will therefore add to the wider development plan for the area, but will set out policies in relation to the development and use of land in relation to a particular localised community.

In other words, the work of the Leeds LEP and the future trajectory of the Leeds City Region will be *determined in no small part* by, firstly, the vast bulk of non-major infrastructure planning taking place at the local level, either through neighbourhoods, individual authorities, or through groups of authorities collaborating across boundaries and, secondly, the effectiveness of the right people, groups and communities sharing information and co-operating to make the best decision for their areas within and across localities.

¹ For the purposes of this paper the usage of the terms, functions and definitions of “rural”, “urban fringe” and “rural fringe” are synonymous, as expressed in the OECD paper ‘Rural Policy Reviews: England, United Kingdom 2011’

1.1.2 The above is set against a background which pre-dates the current changes in planning, governance and economic development policy and suggests both that rural delivery and rural “proofing” have not been generally as effective as they should be and that rural communities have not, historically, been sufficiently recognised in a wider context for their strategic worth. This is evidenced by Department of Environment Food & Rural Affairs (DEFRA) research which found that for rural delivery to be co-ordinated and *effectively* delivered, organisations need to have a heightened awareness of the workings of the other players in the delivery landscape. Part of the role of strategies is to determine the best direction for delivery and allow delivery agents to be aware of and work towards that common destination. However, where delivery agents were not aware of an overall strategy this co-ordination did not take place, and delivery suffered accordingly.ⁱⁱⁱ Further research looked at the extent that parish plans were being integrated into local and regional public services and planning policies and found that there has historically been little recognition, by both local authorities and mainstream service providers, of the widespread advantages that parish plans can provide.^{iv}

It is therefore in the interests of all stakeholders within the city region to subscribe to mutually supportive plans and actions if they are to progress at all levels, from the LEP to the neighbourhood or parish community.

1.2 *The notion of the urban fringe*

Given the above context, this report is intended as a timely contribution to the on-going debate about the notion of city regions, their governance, functionality, realistic aspirations and their communities. In particular, it seeks to dispel the all too common assumption that city regions in the UK are defined overwhelmingly by a series of interconnecting urban areas and the activities that take place within urban confines. The report reminds us that there is a key dimension to all city regions which at one and the same time helps to: define the character and marketability of the region; provides many of the ecosystem services that urban areas depend upon; is a home to the agricultural industry that is so vital to urban sustainability; supports a significant and very self aware population; hosts vital and dynamic commercial enterprises and services; relieves the pressure on precious flora and fauna; and delivers recreational and health benefits to urban populations that are of almost incalculable value. This dimension is the urban/rural fringe. This is the green on the map, and the small villages and towns contained within it, that one can describe, depending on your perspective, as either cementing together the various urban centres of city regions or keeping them distinct and differentiated.

1.3 *The Leeds City Region (LCR) and its urban fringe*

The LCR Partnership was selected in 2009 to become one of only two pilot city regions to be given greater powers and control over funding for areas such as

regeneration and housing, innovation and skills, and support to local businesses to help them to adapt to changing economic circumstances. At the time of writing the LCR has just set up a Local Economic Partnership (LEP) to help take this agenda forward. Importantly, the LCR Partnership has recognised that in order to ensure that the city region functions as a single economic space there is an imperative to enhance linkage between the urban and non-urban communities and to tailor policy solutions to ensure that they meet the needs of both. To this end there is a need to recognise the area's rural or ex-urban offer, and to ensure that future strategy is rural-proofed. To put it another way, there is a need to create a level playing field between urban and ex-urban areas across the city region, for the LCR to play an active role in strengthening sustainable rural and urban fringe communities, and for those communities to reciprocate by contributing to the success of the LCR.^v

1.4 *A Sustainable Urban Fringe*

The urban fringe is an area that has historically been overlooked and undervalued, much of it unplanned and the victim of happenstance, but always having the capacity to turn up jewels for those who seek them. However, in recent times, as the focus of creating “competitive” places in a globalised context has increasingly settled upon developing alliances of place and function within a city region scale, there has been a little more attention given to an appreciation of the assets of the urban fringes and to how to release their potential. This has been made manifest in a series of projects funded by, and working across, the European Union. One such project, entitled Sustainable Urban Fringes (SURF), brings together partners and experts from across the North Sea Region to exchange information and develop a common approach towards the sustainability of urban fringe areas.

1.4.1 One of the UK partners to SURF is Bradford MDC, supported by the Centre for Urban Development and Environmental Management (CUDEM) at Leeds Metropolitan University. The Bradford project is to engage communities in the urban/rural fringe of Airedale, in particular the Worth Valley so that they understand and develop both their own capacity to be more sustainable and their contribution to the competitiveness of the Leeds City Region and the wider Yorkshire Region. In essence, this is about spatial planning and helping communities to produce meaningful Parish or Neighbourhood Plans, but it is much more than this. It is about releasing the capacity of communities to define and contribute to their own quality of life, but in so doing to relate to adjacent community aspirations, to create synergies in a wider urban fringe context, and in doing so to provide a recognisable and essential support to the integrated resources and delivery mechanisms of the Leeds City Region.

1.4.2 Historically, this is an unconventional view of the urban fringe and its communities. Parish plans and the higher-level strategies designed to raise the steam in the economic powerhouse of a city region are rarely explicitly regarded as bedfellows, for example. Neither, however, are they rival approaches. They both

function at different spatial scales but have the same aspirations and adherence to principles of sustainability.^{vi} Nevertheless, both the last New Labour Government and the present Coalition Government have used the rhetoric and practice of “Localism” to fuel a “new” way of working to sustain regeneration and development and the role of localism has been given strategic as well as neighbourhood weight. The Bradford project is therefore concerned with the development of a sustainable community engagement process that allows those at the urban fringe to connect both horizontally and vertically in the wider decision making processes affecting their own, their district, and their city region future.

2. Bradford and the Sustainable Urban Fringe (SURF) Project

2.1 The SURF project is resourced by EU Interreg funds and has been developed since 2009 with 4 United Kingdom partners and 9 partners from Belgium, Germany, the Netherlands and Sweden. It runs until September 2012. The overriding goal of the SURF project is:

To develop a common approach and a set of policy guidelines to support regional and national policy to achieve sustainable economic development and competitiveness of Urban Fringes.

2.2 Within the framework of SURF, sustainable development is seen as the overarching concept. As such, it is directly linked to, and applied in the other key aims and themes described below.

SURF aims to:

- * Provide a common platform for EU experts and institutions to exchange views and experiences.
- * Analyse the challenges faced by Urban Fringes and their contribution to city region development.
- * Review existing approaches and to test and implement instruments and processes in UF development.
- * To add value to, and increase the importance of, the UF's.

To achieve a sustainable urban fringe SURF practice integrates different identifiable qualities, taking into account both the dimensions of time and space.

The four main quality issues identified (Fig.1) are:

- social quality
- environmental quality
- spatial quality
- economic quality

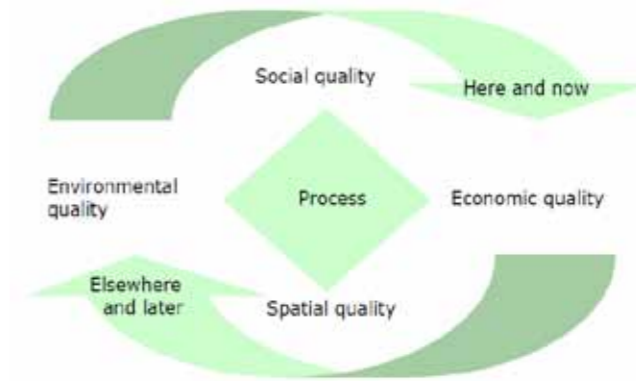


Figure 1: Sustainable Development (De Bruijn, 2004)

2.3 The challenge for the SURF project overall is to combine the different qualities and to look for synergy between them. If qualities are actually conflicting then careful choices, or trade-offs, will have to be made, or planned for, between them relative to the particular locality and its needs and characteristics. Making the right choices is fundamental and identifying and selecting the most appropriate processes of decision making, communication, planning and stakeholder involvement are central to good practice.

Sustainable development is therefore a multi level concept linking local actions to a regional and global context, and it starts from a future-oriented perspective.

Focusing on one quality only (for instance economic development) at the expense of other qualities (e.g. landscape or social well-being) cannot be considered as sustainable. Among the issues that SURF needs to consider is how to combine sustainability with the different aspirations to maintain the fringe as an entity which defines the edge of cities (as opposed to being absorbed by the city), to manage the economic or social underpinnings of the fringe, or maintain its green environment?

In trying to understand urban fringes in the context of the above, and to help develop best practice, the SURF partners are concentrating work upon four key themes: *Economic Competitiveness, Governance, the Role and Value of Green Space and Spatial Planning*. Section 3 looks at how this is taken forward in the Bradford and Leeds City Region context.

3 The Bradford project

3.1 *The Bradford project aim is:*

'To engage communities in the urban/rural fringe of Airedale, in particular the Worth Valley so that they understand and develop their contribution to the competitiveness of the Leeds City Region and the Yorkshire Region through local action'

In the Worth Valley there is a strong will to develop a new Parish Plan in line with both the emergent Localism agenda and the work being undertaken under the umbrella of the SURF project. The existing Haworth, Stanbury and Cross Roads Parish Plan and was issued in 2009 and is due for review by 2012/13. This is in line with the completion of the SURF project. This plan relates to a major portion of the Worth Valley, therefore the main community engagement has been concentrated within the area it covers.

An Airedale masterplan was developed in 2005 to ensure that there was a blueprint for the economic regeneration of Airedale to mirror that of the Bradford City Centre. It has the rural areas as one of its key priorities - an ideal location on the urban fringe in which to build on the skills gained by Bradford during its work as a Beacon Council in 'Empowering Communities and Developing Rural Services'.

The aim is for the work to embed in parish planning both governance and awareness raising processes that will increase and sustain local competitiveness, enhance engagement and forge a stronger bond between local governance, emerging neighbourhood plans and the wider Leeds City Region.

3.2 *The Haworth Parish Plan*

As a result of length community consultations the Haworth Parish Plan was published in 2009 in response to the Government policy on community led planning². It covered the administrative area of the Haworth, Crossroads and Stanbury Parish Council. This was a visionary statement and initial action plan designed to show what the local citizens thought was necessary to maintain and improve the life in three villages. It sought to enable partners and service delivery agencies in their use forward planning to link to the vision and action plan. The Plan was designed to contribute to the Bradford Council area plan for the Keighley constituency and ultimately the District wide Sustainable Community Strategy³.

The villages included in the Plan lie in the western end of the Worth Valley. In spatial planning terms parts of the villages are classed as Conservation. The areas around them are designated as either Green Belt or Village Green Space in recognition of

² <http://www.haworthparishcouncil.gov.uk/HaworthpcParishplan.htm>

³ http://www.bradford.gov.uk/bmdc/BDP/the_big_plan/

the outstanding natural beauty, historical and environmental importance. Approximately 7,000 people live in the area.⁴

The area is well known for its connection to the literary work and lives of Bronte sisters. This along with the Keighley and Worth Valley Railway and the conservation of the typical Pennine village appearance means that it plays a significant part in the tourism of the region.

3.3 *The Policy Context*

When the Bradford project was first being developed Yorkshire Forward, the Regional Development Agency was a key partner, the Regional Spatial Strategy was the dominant spatial planning context and there was a different political emphasis, embedded in the previous Government's concept of Sustainable Communities. Of course, the "credit crunch" and subsequent austerity measures announced in the 2010 Public Spending Review by the new Coalition Government changed all that. Instead we now have some continuation of already determined plans and allocated resources, but overall it can be said that a new climate of austerity linked to a predisposition towards a devolved, or Localist, model of governance is proving a searching yet relevant test for the Bradford project.

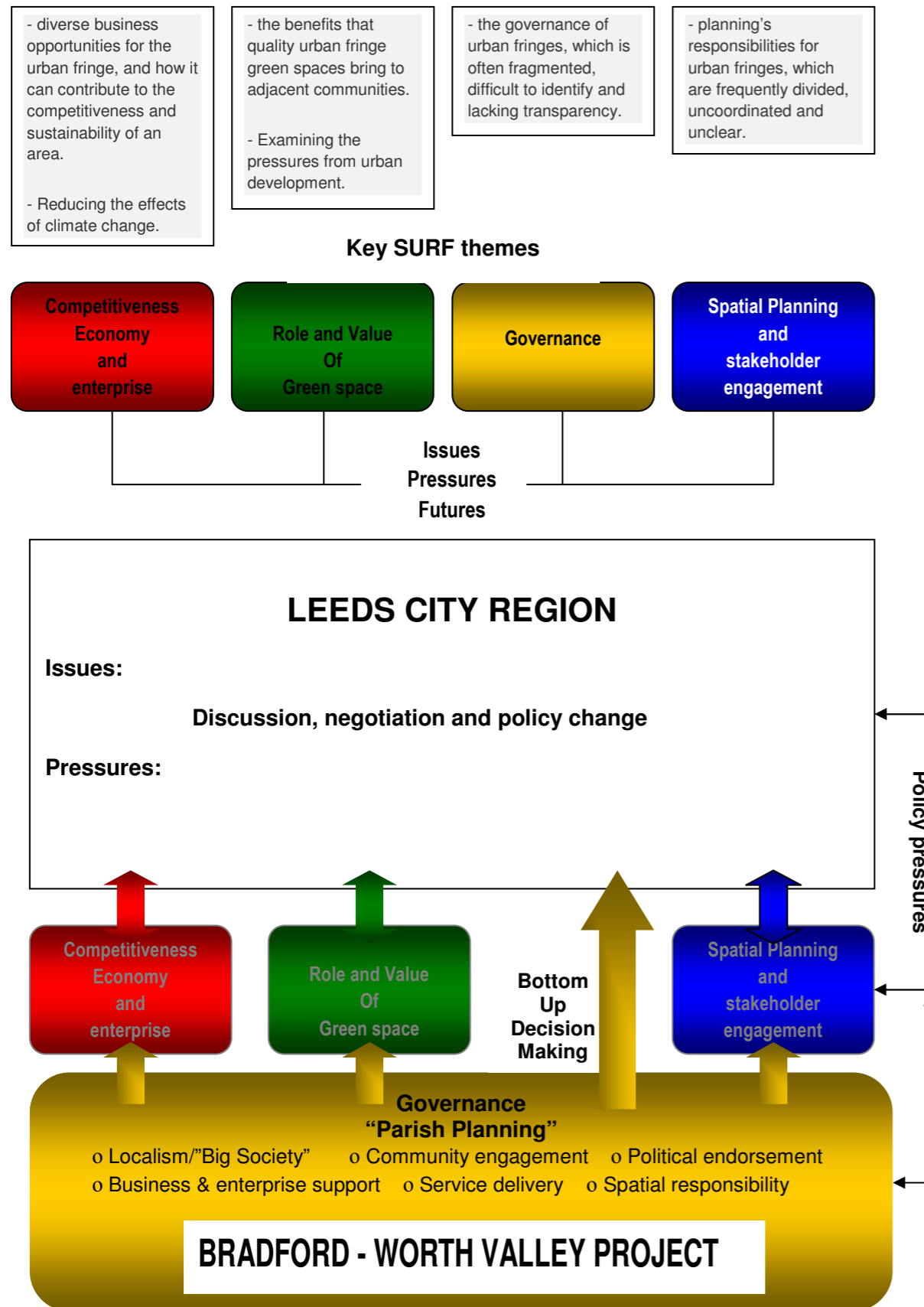
The challenge for a rural community such as Haworth in responding to this new policy context has been difficult. A year on from the changes being announced by the new government the full implications are still yet to be seen. The new structures and implementation of the Big Society and the localism agenda have still to be determined. However the role of the Leeds City Region would appear to have been strengthened through the creation of the Local Enterprise Partnership for the City Region even though funds have yet to be allocated for its working.

Bradford Council is currently developing its response to the national government agenda. It is uncertain, at this stage how this will affect communities in its rural areas.

A model of the Bradford project within the Leeds City Region as seen through the lens of the "SURF" core themes is depicted in Fig. 2

⁴ For information on landscape character and supplementary planning guidance covering the villages see: http://www.bradford.gov.uk/NR/rdonlyres/2BEEF6C8-6C73-43FC-A41C-0DA70277A08B/0/Vol10_WorthandNorthBeckValley_October2008.pdf and http://www.bradford.gov.uk/NR/rdonlyres/61B46A2A-6DAD-4EE6-99C0-2F331F1A429E/0/Vol3_PennineUpland_October2008.pdf

Figure 2: The relationship of the Worth Valley Project to the Leeds City Region within the “SURF” model.



3.4 Project structure

The project has three distinctive stages:

- i. Development;
- ii. Implementation; and
- iii. Evaluation

This report covers the development phase and seeks to both contextualise the work and to provide some insights into practice that it is hoped will both add value to the new local planning process and inform the future of the Leeds City Region.

The project is managed and delivered by staff in the Airedale Partnership team with an overview and core reference group comprised of representatives from:

- Bradford District Partnership
- Haworth Stanbury and Crossroads Parish Council
- Leeds City Region Team
- Whoyano Business Network
- Haworth Village Association
- Bradford Council's - Keighley Area Coordinators Office
- Leeds Metropolitan University
- and (at the outset) Yorkshire Forward

Support is also provided by the Centre for Urban Development and Environmental Management (CUDM) from Leeds Metropolitan University which is also undertaking research and analysis for the wider SURF project, and therefore able to support knowledge exchange with other partners across Europe.

3.5 The Development phase

This phase has specifically looked at:

- Understanding the Haworth area and its relationship with the wider local authority and city region context.
- Engaging with sectors of the community to test and develop awareness of the parish plan and the future potential of its influence and implementation within the strategic environment
- Developing opportunities for strategic stakeholders to understand the rural fringe

The work has involved listening to the voice of the Worth valley through the core group plus existing forums and networks. Where specific workshops have been held these have been undertaken within the normal meetings of the forums and networks.

This was done in order for the SURF programme to integrate within their work and interests.

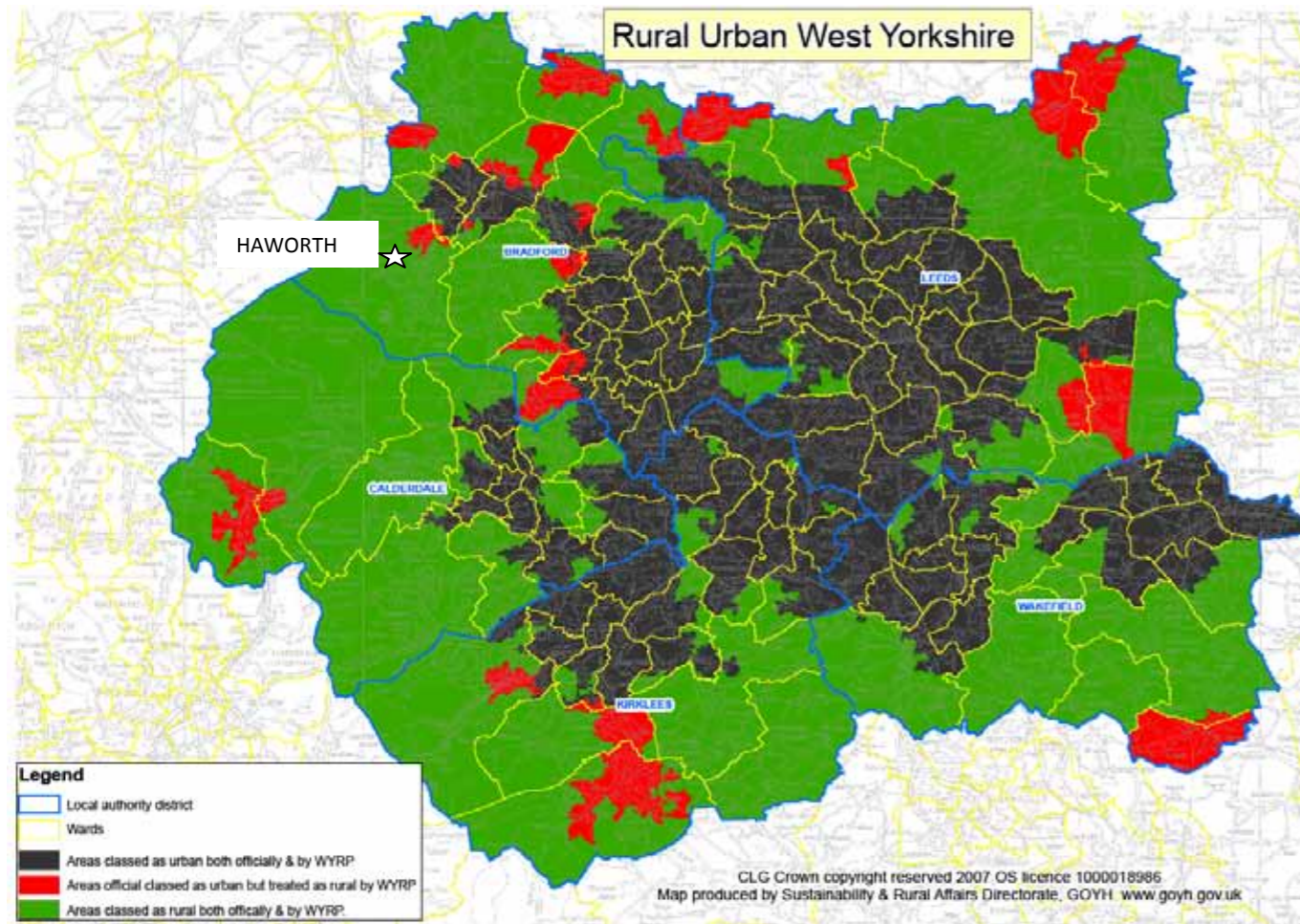
The initial core group meetings used external facilitators to ensure an open and free discussion that was written up by an organisation neutral to the project.

The research element of two MSc students was linked to the programme.

The Airedale Team has also been able to act as an advocate for the rural communities in both District wide and Leeds City Region discussions.

3.6 The Haworth area as part of the Bradford Metropolitan District and Leeds City Region urban rural fringe

Map 1 – Location of Haworth



3.6.1 A community analysis of governance in Haworth

Work with the local community has shown the following common points of agreement regarding the current governance of Haworth as shown below:

<i>Strengths (what is giving the community strong governance potential)</i>	<i>Weaknesses (What is contributing to weak governance)</i>
Community pride and identity	Unequal relationship with Bradford Council
Strong community base	The future prosperity of the city centre/major urban areas is an overriding consideration for regeneration activity
Strong parish council	The perceived distance from the centre of regional decision making
Strong parish plan	A lack of cohesion between some groups in the community
Small rural community with a good quality of life	Commuter mentality of some residents who do not connect to local business
Business rooted in the area, large number of home workers	The restrictions and lack of local decision making of the spatial planning system
The good reputation of the area	Lack of joined up thinking and activity by local groups
<i>Opportunities (enhanced or new ways of working that would strengthen the governance)</i>	<i>Threats (what might undermine the effective governance)</i>
Developing new community leaders/key players and activists to move Haworth projects forward	Top down decision making by external bodies
Working more closely with strategic agencies such as Bradford Council, Yorkshire Forward, Leeds City Region	No clear routes of communication to strategic planners and decision makers
Identify the overall strengths of the Worth valley	Little understanding locally of the regional strategies and their impact at a local level
Continue to develop activities that meet the vision of the parish plan.	Lack of local engagement with policy makers.
Business to get involved with the community and to support liaison with external agencies.	Assumed perceptions of the Worth valley held by external organisations
Further enhancement of the local business networks to support economic development	Apathy within the community
Growth of home working	The reliance of delivery organisations on the use of the internet
Increase involvement at meetings by creating an informal environment	Lack of action by the parish council and the local community has slowed down the delivery of the parish plan,
	Lack of awareness of the Parish Plan and the potential for future activity

3.6.2 Rural - the Regional Viewpoint

From a strategic point of view there has never been a formal direct relationship between the regional plans such as the Regional Economic Strategic Strategy, the Regional Spatial Strategy, the Leeds City Region (LCR) strategy and the urban rural fringe. However the implementation of these can have a significant impact on local rural communities. Up to May 2010 these were seen as significant work elements for the SURF programme to consider engaging with. However changing government policy has removed most of these, leaving the LCR as the main organisation to develop a relationship with.

Working with the Bradford SURF programme a study for a post graduate dissertation looked at the relationship between rural development and the LCR. This proved a useful exercise as it provided a more independent view of the relationship between the LCR and its rural fringe. The research concluded that:

1. The City Region is about overarching and strategic level interventions relating principally to the economy of the urban conglomeration.
2. The City Region should not specifically focus on delivery in the rural/rural fringe as evidence from previous programmes suggests that such work is best addressed at a more local level.
3. The role of the Local Authority Officers who sit on the LCR delivery groups is key to ensuring a joined up approach between the City Region and the more local activity in rural areas.
4. Rural issues should be generally mainstreamed into the LCR. However it should be recognised that occasionally, as with housing developments, there may need to be a specific rural intervention undertaken by the City Region.
5. The LCR should undertake work to consider what the rural areas offer in relation to the economy and the over all well - being of the City Region.

The Leeds City Region (LCR) has initially had difficulty with understanding the rural offer of the rural fringe and how to relate to this. This is a large challenge as the initial City Region concept was based on a partnership approach to urban economic growth without reference to the hinterland of the City Region. To understand the rural communities more and open up the debate the LCR has been an active member of the Bradford core SURF group.

The LCR has hosted a number of workshops the most important being a specific themed roundtable in late 2010 to consider the relationship between rural communities and their work. This resulted in a rural reference group being formed from Local authorities, the voluntary sector and other interested parties. This group

will support the LCR 'rural proof' its work'. The LCR has also developed a basic rural web page to encourage understanding of the rural offer to the City Region.⁵

There is also a definitive map of the regions rural fringe.⁶ The involvement of the LCR staff in the Bradford SURF programme and the use of Bradford staff as an advocate for the rural fringe within the City Region discussions have both supported these developments.

3.6.3 Parish Plans and the Bradford District Sustainable Community Strategy

There is a history of neighbourhood planning in the Bradford District. In the rural fringes this has been mainly led by the Parish Councils and this usually expressed in the form of a community based parish plan. The relationship between these plans and broader area and district wide plans has often been a concern for local communities as it affects service delivery and resource allocation.

The Bradford Sustainable Community Strategy has been reviewed during 2010 with a new version is due to be developed during 2011. The existing Parish Plans of the District have all been assessed as part of the development of the evidence base for the next Strategy, and as such have contributed to the State of the District report released last autumn. As the Community Strategy is a District wide 'plan' only those issues which are common across the Parishes will be picked up in the new strategy. Anything localised will not be taken into consideration unless it is an issue which though neighbourhood specifics has ramifications for the District as a whole

Eventually it is expected that the Community Strategy will focus on 4 or 5 key outcomes for the District. Where relevant the Parishes need see how some of the issues they are dealing with in their area contribute to outcomes in the strategy.

3.7 The Current Haworth Parish Plan

3.7.1 Review of the plan

The Haworth, Cross Roads and Stanbury Parish Council is very proud of the current Plan. It has been held to be a model of best practice organisations such as Carnegie UK and Action for Market Towns during 2009. A great deal of activity has been taken on the issues highlighted and some good outcomes achieved. The Plan has been used by the Parish Council in discussions with external agencies service delivery and development.

⁵ See <http://www.leedscityregion.gov.uk/areas-of-work/sustainable-development/rural-proofing/>

⁶ See http://www.leedscityregion.gov.uk/uploadedFiles/Research_and_Publications/Housing/Leeds%20City%20Region%20map%20rural%20and%20urban%20areas.%20July09.pdf

However the local community and the core group both recognised the following issues:

1. The strategic policy context for any plan is constantly changing and currently seems to be incomprehensible. Recent government policy has removed many of the rural support agencies and neighbourhood planning has a new context linked to formal spatial planning.
2. Locally developed plans may take years to develop through good stakeholder engagement; meanwhile the political policy can change virtually overnight. This makes it difficult for communities to develop working relationships with the correct agencies at any given time. One result of this is that rural communities are rarely involved in strategic discussions.
3. Partnerships and alliances are difficult to keep motivated and focussed over time. The Parish Council may see the parish plan as a five year working document, other organisations tend to focus on reaching their organisations targets within a year and then moving on to other priorities.
4. Those involved initially with the parish plan and resulting actions may move out of the parish or develop new interests thus reducing the motivation and drive for projects within the community.
5. The plans need to be reviewed regularly in both formal and informal ways. There is a need to clearly link activity that has taken place with the issues and targets in the plan so that communities can see that progress is being made.

3.7.2 Key ideas for the future development of the parish plan

1. The plan needs to be locally based but aware of the strategic context
2. It needs to contain measures that are achievable and not just a community 'wish list'.
3. In order for the plan to be effective there needs to be improved opportunities for local people to have some influence over strategies and policy that affect them. This would give rural communities a stronger voice.
4. A good quality parish plan should enable external agencies to aggregate issues and actions and therefore be in position to act as advocates on behalf of the community.
5. There should be stronger links between the local economy, the plan and business support opportunities.

3.8 Developing the understanding of the rural fringe

The Airedale Partnership team have been able to use their expanded knowledge of the Worth Valley to act as an advocate for rural communities within Bradford Council external agencies and other organisations. This has seen some positive results.

The Bradford Council Regeneration department has included rural awareness sessions in its Regeneration Academy. This programme is available to all staff in the department including those in land use planning, highway engineering, countryside management, economic development, building control, conservation etc.

The Bradford Local Economic Assessment has for the first time seen the publication of a rural economy theme paper.⁷ The increasing awareness of the rural economy and understanding of this 'rural fringe' surrounding the District has enabled the 2011 Bradford Economic Strategy to look beyond the urban core and encompass it.

The Local Housing Investment Plan has developed a specific rural housing action priority. Publication of this strategic document has currently been postponed until the implications of the new government policy have been determined.

The SURF workshop for business was held within an existing meeting of the Whoyano business network. This provided an ideal opportunity to persuade those organisations providing support to showcase the type of support they could offer. A number of the external organisations have maintained links with local enterprises and expressed a wish to have similar opportunities for such group meetings in the future.

Whoyano is an independent business network consisting of a wide variety of small businesses operating in and around Haworth. During the last year stronger links have been forged between this organisation and the Haworth Parish Council and both have expressed a wish to work together to help develop the local economy.

One area of concern amongst all the consultations was the lack of understanding around rural business development between the rural businesses, District and Parish councillors and the planning department. Two seminars looking at this have been hosted by the Airedale Partnership in conjunction with the Growing Routes programme of the Yorkshire Agricultural Society. This proved popular with participants from all of the groups. The model is now being considered for use in other large Councils with rural fringes.

As stated above work with the Leeds City Region team has seen the creation of a rural reference group with the remit of looking at ways of integrating rural issues into work streams when appropriate.

⁷

<http://www.investinbradford.com/Resources/Invest%20In%20Bradford/Bradford%20Economy/Documents/THEMATIC%20PAPER%2017%20-%20Rural%20economy.pdf>

3.9 Future work of the Bradford SURF project

Three priorities have been identified for 2011-2012 by the core group.

1. To support the Haworth PC in:
 - a) Reviewing and reporting on the current parish plan.
 - b) Developing a framework for the revised plan
 - c) Considering ways of making the plan to be responsive to strategy and policy changes
2. To support the Whoyano business network develop its vision, programmes and activities so that they can be offered as an economic element of the revised parish plan.
3. To work with the Leeds City Region, Bradford Council and other appropriate agencies to help integrate rural issues into work streams as appropriate.

ⁱ Prime Minister's speech on the Big Society, 19 July 2010

ⁱⁱ HM Government (2010) *Local growth: Realising every Place's potential*. HMSO

ⁱⁱⁱ Haskins, C. (2003) *A report on the delivery of government policies in rural England* DEFRA, Rural Delivery Review, Oct

^{iv} SQW Consulting (2007) *Integration of parish plans into the wider systems of local government*, report to the department of Environment, Food and Rural Affairs , July.

^v Rural Links Workshop 2009

^{vi} Knight, A. (2010) *City regions and Rural Development: An examination of the Leeds City Region Experience*. Dissertation submitted for the award of MSc European Rural Development, University of Gloucestershire, December.