



INCLUSIVE ECONOMY STRATEGY

FOR CALDERDALE 2018-2024



#VISIONCDALE2024

Calderdale
Council

VISION 2024

Leaders Statement – Our Vision for 2024

2024 is an important year for Calderdale. It's the year that marks our 50th anniversary and will be a time to celebrate and reflect on what's been achieved over the last half century. So we are using it as an opportunity to develop a vision for the future with our partners. Vision 2024 sets out our collective aspirations for the borough. We have a compelling story to tell about the place of Calderdale; its distinctiveness, kindness, resilience, talent and enterprise. But at the same time we also recognise that there are tough decisions and challenges ahead. You can find out more about our Vision for Calderdale in 2024 [here](#).

Our Inclusive Economy Strategy is a key part of our partnership approach to delivering these aspirations and meeting these challenges. As a Council we have set ourselves the ambition to be the Best Borough in the North and the Small Business Capital of the North. We think this is realistic given the great starting point we have, coming out of the recession with thriving growth driven by our small and medium enterprises. Now we need to build on this for local people, helping them secure more and better jobs, leading to increased household incomes and well being, and to deliver this, we need more people having the opportunity to work and learn new skills - an inclusive economy - as well as more inward investment and business growth.

As the strategy says, "The Council is committed to ensuring that everyone shares the benefits of growth. Whether you're a young person thinking about your future career, someone struggling to find work or needing to re-train, a budding entrepreneur with an enterprising idea, an established company looking to expand or a business looking for new premises in an attractive, accessible part of West Yorkshire, this strategy sets out how we will support you "

This Strategy builds on important elements from our previous Business and Economy Strategy that focused on attracting and keeping strong healthy sustainable investment and businesses, and creating and keeping good jobs in Calderdale. But it has an additional and more explicit focus on the wider role that the Council, other public sector and wider partners, including businesses and the third sector, can all play in reducing inequalities across the Borough. The world is changing and we need to change with it, but in a way that brings benefits for all our communities.

At the heart of our strategy is our shared commitment to building and sustaining an inclusive economy that brings opportunity for everyone.

Our vision is that:

Calderdale's economy in 2024 will be a more inclusive local economy from which everyone benefits. By this we mean:

- **A growing economy, which**
- **Reduces Inequality, and**
- **Builds a financially and an environmentally sustainable future.**

We will focus on the following 6 key objectives to help us to achieve our vision:

- 1. Growth and Investment** - Unlocking the growth potential of our businesses and bringing new investment and jobs to the borough.
- 2. Social Value and Anchors** - Working together with other large public, private and third sector organisations to get better social value from our spending and recruitment.
- 3. Access to Good Work** - Making sure everyone has access to good jobs with good pay, terms and conditions and good opportunities for progression.
- 4. Young people and lifelong learning** - Helping our young people and other workers to use their talents and have opportunities for developing new skills.
- 5. People and Places** - Supporting our distinctive towns, villages and communities to thrive.
- 6. Targeting our efforts** - Making sure we all work together to target our effort and resources to maximise their impact.

At the heart of our approach and this Strategy is our strong belief that business, public sector organisations, the voluntary and community sector and local people must work together if we are to create growth that benefits everyone. The combined efforts of all parts of our local society will be powerful and maximise our chances of success, bringing together everyone's talents for the benefit of all.



A handwritten signature in black ink that reads "Tim Swift". The signature is written in a cursive style and is underlined with a single horizontal line.

Tim Swift
Leader of the Council



1 Introduction

The international and national economy

The global economic crisis in 2008 and the subsequent austerity programme adopted by UK Governments have had a massive impact across the UK, including in Calderdale. The world of work and business is also changing, with huge advances in digital technology, the impact of globalisation and the challenges of climate change all impacting on the world of business and work, and on our wider society. These big changes are affecting people's lives in very real ways - whether it is changes to our own personal shopping habits and the knock on effect on our town centres or the type of training we need to do to keep up to date with our skills or the multiple jobs people need to do to earn a good income.

All of these changes are leading people and decision makers to think differently about what a successful modern economy should be like. In 2018 The Government launched a new Industrial Strategy, identifying priority areas of activity to support the economy on Ideas, People, the Business Environment, Infrastructure and Place. It also set out 4 Grand Challenges, to make significant advances on Clean Energy, the Ageing Society, Artificial Intelligence and the Future of Mobility.

Brexit is clearly also a major consideration in our planning for the future. There is no doubt that Brexit is the most significant event to impact upon the British economy since the Second World War. Whatever the outcome of negotiations, it is vital that Calderdale as a place is able to respond to any economic challenges and shocks, and seize any new opportunities, and it is the Council's role as the leader of our place to guide and support this. This means that we have to plan ahead for many different possibilities and build economic and social resilience into our plans.

Working together as a Leeds City Region

The Council works closely in partnership with West and North Yorkshire councils and businesses through the West Yorkshire Combined Authority and the Leeds City Region Local Enterprise Partnership. A new Local Inclusive Industrial Strategy is being developed at this regional level, in response to the Government's Industrial Strategy. The key economic challenges identified for the region are:

- The productivity gap between our area and other parts of England
- Insufficient private investment in research and development
- Living standards which have stalled
- Stubborn deprivation which persists in some places

At a West Yorkshire level, this new Inclusive Industrial Strategy sets out to not only support jobs and economic growth, including multi-million-pound investment on roads, rail stations, colleges, housing developments and regeneration schemes but also to tackle the significant gap between the Leeds City Region's productivity and the UK average. It also recognises that the benefits of a strong economy so far have not been shared equally across the region, with one-sixth of its residents still living in poverty.

A better local economy in Calderdale

Despite these challenges Calderdale's economy is thriving, with major investment and development happening across the borough, creating more opportunities for businesses and seeing more local people in work.

The Council has worked hard to support this growth, and whilst it is very positive, we also know that we need to work harder to help those people who are currently not benefiting from the opportunities in the local economy. There are some persistent inequalities in terms of access to work, income and health between some people and places that must be tackled and reduced. As well as improving the opportunities for local people, reducing the inequality between places and the number of people living in persistent poverty can itself be a strong driver of economic growth, with more people working, a better supply of employees for local companies and more people with money to spend in local businesses.

The Council is committed to ensuring that everyone shares the benefits of growth. Whether you're a young person thinking about your future career, someone struggling to find work or needing to re-train, a budding entrepreneur with an enterprising idea, an established company looking to expand or a business looking for new premises in an attractive, accessible part of West Yorkshire, this strategy sets out how we will support you.

Our vision is for a more inclusive, resilient and sustainable Calderdale economy. We're making clear commitments and actions for how we will:

- work with our partner Anchor Organisations to use our substantial purchasing and employment power to deliver more social value, opportunities and benefits for local businesses and residents.
- create an environment in which good businesses can flourish and can offer better quality jobs for local people.

- support and celebrate an enterprising culture which helps people to realise their potential, and bring new services and products into the borough.
- improve the opportunities for people to improve their skills, secure work, progress in their chosen field and enjoy a better quality of life.

And all of this will be delivered with the unique Calderdale kindness.

This Strategy sets the overarching framework for delivery of our aspirations. In the following sections it will:

- Describe the Calderdale economy now
- Set out our key challenges and some major opportunities already on the horizon to grow our economy.
- Set out why an inclusive economy is important and what this means for the borough.
- Set out our key objectives and short, medium and long term plans to achieve them.
- Show how will we know we are making a difference and moving towards a more Inclusive Economy.

This Strategy does not stand alone. It will be underpinned by objectives and actions in other key documents as part of our strategic planning framework, and has a particular relationship with Calderdale's Cohesive Communities Strategy and our Anti-Poverty Action Plan in terms of ensuring that the work we do to create an Inclusive Economy also tackles poverty and supports cohesion.

Ambition:

A sustainable future for individuals and communities supported by strategies which enable; a strong economy, positive environment and healthy population.



VISION 2024

CALDERDALE INCLUSIVE ECONOMY

Our vision - Calderdale's economy in 2024 will be a more inclusive local economy from which everyone benefits. By this we mean - a growing economy, which reduces Inequality, and builds a financially and an environmentally sustainable future.

CALDERDALE'S ECONOMY NOW

Annual Gross Value Added
£4.5bn

Weekly pay:
Calderdale **£535**
Yorkshire **£521**
England **£575**

8,500
thriving,
enterprising
businesses

number of
businesses
increased by
15%



Business density is
650 per 10,000
higher than
national
average

Neighbouring
economies worth
£150bn

Top 3 sectors:
Business admin - 17,555 jobs
Manufacturing - 14,290 jobs
Finance & insurance - 7,720 jobs

Vast majority
of businesses
are micro (up
to 9 people or
small (10-49)

THE PRODUCTIVITY GAP

There is an employment rate gap for vulnerable residents



68.5% with
mental health
conditions

28.3% with
long-term
conditions

68.1% with
learning
disabilities

Calderdale is less productive in economic terms than London and the South East

POVERTY IN THE BOROUGH



Poverty has increased in Calderdale. In 2015 it was ranked 89th out of 326 local authorities, compared to 105th in 2010.

Calderdale has too many low paid and insecure jobs. The hourly pay rate in 2017 was only **£14.28**, compared with an England average of **£16.43**



LOW SKILLS



We have relatively poor levels of attainment at A level/NVQ 4. Currently only **34%** of the population of Calderdale has a level 4 or above qualification compared to at a National average of **37%**.



Calderdale has relatively poor levels of attainment

WHAT ARE OUR BIG IDEAS FOR CHANGING THIS?



Growth and Investment - Unlocking the growth potential of our businesses and bringing new investment and jobs to the borough.



Social Value and Anchors - Working together with other large public, private and third sector organisations to get better social value from our spending and recruitment.



Access to Good Work - Making sure everyone has access to good jobs with good pay and good opportunities for progression.



Young people and lifelong learning - Helping our young people and other workers to use their existing talents and have opportunities for developing new skills.



People and Places - Supporting our distinctive towns, villages and communities to thrive.



Targeting our efforts - Making sure we all work together to target our effort and resources to maximise their impact.

2 The Calderdale Economy - Setting The Scene

Calderdale is home to market towns and communities with diverse and individual character, set in landscapes ranging from beautiful rural settings to green suburbs. When you're in the Upper Calder valley you're at the Heart of the Southern Pennines in the midst of spectacular scenery, and at the crossroads between Lancashire & Yorkshire.

Standing in this countryside, which looks beautiful, peaceful and remote, you're actually less than an hour's drive from both Leeds and Manchester city centres and in the midst of a growing Visitor Economy worth nearly £344m last year.

Some key facts about our local economy

- **The overall Gross Value Added of the Calderdale economy is worth around £4.5bn each year.**
- **There are more than 8,500 thriving, enterprising businesses in the borough.**
- **Business density is 650 per 10,000 of population, higher than the national average.**
- **Within 1 hours travel of the borough are a quarter of a million businesses, over 8m people and a workforce of more than 3m, with the combined Leeds and Manchester city region economies worth around £150bn on our doorstep.**

Between 2011 and 2016 the number of jobs in the borough increased by 9,000 to around 97,000, and the number of businesses increased by almost 15%. The vast majority of these businesses are micro business, employing up to 9 people, or small businesses employing 10-49 people. This growth has been highest in Finance and Professional Services, Logistics and Communications, Hotels and Catering and Construction.



Calderdale was the birthplace of Halifax Building Society in 1853. Now part of Lloyds Banking Group, we proudly occupy several significant buildings across the region, including the iconic Trinity Road campus holding up to 5000 of our colleagues. As a major employer, we are committed to the borough - the people, businesses, environment and communities.

Supporting Calderdale's economic vision is important to us. We recognise the crucial contribution of education and employability skills to the economic health and wealth of the region. As an employer, we need a strong pool of potential employees to draw from so we are committed to supporting educational improvement through our existing community support programmes. Our colleagues are also providing significant levels of skill based volunteering to help businesses and individuals thrive.

Working in partnership with Calderdale Council will help drive economic growth, build social cohesion and tackle disadvantage in our region. As a Group our purpose is in 'Helping Britain Prosper' and we are committed to helping Calderdale prosper. Calderdale is a critical hub for Lloyds Banking Group and we stand ready to play our part in ensuring it's future success through Calderdale Vision 2024.

Russell Galley
Managing Director Halifax Bank

From international giants such as Lloyds Bank and Covea, through to hundreds of new creative businesses, we know our borough is a great place to do business because our businesses tell us so. Business surveys have indicated that firms in Calderdale are more optimistic about the future and more profitable than neighbouring boroughs. Our own surveys shows that businesses in Calderdale rate the district highly and they report that they receive more help in Calderdale than they do in other locations. Benchmarking shows that Calderdale provides a highly competitive and affordable location for businesses seeking to secure premises and recruit staff, compared to elsewhere in the West Yorkshire area.

National issues affecting the Calderdale economy

The Calderdale economy is being affected by the national issues felt all over the UK including:

- **Changing shopping habits affecting our high streets**
- **The failure of wages to keep pace with inflation and the cost of living**
- **The growth of insecure and part time jobs, leading to underemployment and debt**
- **A failure of many employers to invest in developing the skills of their workforce**
- **Digital and technology skills becoming increasingly essential**
- **Automation replacing some low skilled jobs making it more difficult for people with few qualifications to secure good quality employment and increasing the potential for greater inequality.**

Looking forward the nature of work and jobs is changing:

- **There are more part time or short term contracts**
- **Portfolio careers, with people moving between jobs and sectors, and re-training over time will be more common**
- **Self-employment will make up a larger part of the economy, with more people running their own businesses and freelancing.**
- **Job insecurity will become increasingly common.**

The impact of Brexit

Leaving the EU will have a number of implications for the economy at both a national and local level. The Council is working with partners to manage the impact at a local level and is feeding into work being done by West Yorkshire Combined Authority. This reflects consultation and discussion with over 100 local Calderdale businesses and partners. The local business response to Brexit is broad and varied, but the overall feeling is that businesses are preparing where they feel it is appropriate, and committed to succeed within the new economic environment whatever it may take to do so. The impact of changes in migration on the economy is difficult to predict.

The Government's Office of Budget Responsibility has highlighted the net economic benefit of migration, and the risks to the economy that may arise if inward migration is reduced post-Brexit. However, if there is a continued inward migration flow of skilled workers this may dampen any negative impacts any may even result in a modest improvement in productivity over the next 3-5 years if a Soft Brexit deal is agreed.

Assessing the local risks of Brexit

Based on the best information currently available, the Council has produced a Risk and Impact Assessment which looks at all potential aspects of Brexit, from those for business and the economy, to those which may affect community cohesion and health supplies and services. It will keep this Risk and Impact Assessment under review as more details emerge of the post-Brexit environment.

The proposed Shared Prosperity Fund

The Government has said it will establish a new national Shared Prosperity Fund to replace funding for some economic and social activity, particularly in deprived communities currently funded by European funding. Critically, this Strategy will position Calderdale so that we are well placed to maximise the potential benefits of this new fund.

'There is a range of commentary and analysis characterised by uncertainty in line with the lack of certainty over the exact deal for Brexit. Analysis in late 2017 by the Centre for Economic Performance, London School of Economics on the potential impact to GVA by local authority area suggested that in a "soft" Brexit scenario the GVA of Calderdale would fall by 1.3% and in a "hard" Brexit scenario by 2.4%. Risks include loss of labour, decrease in financial services and manufacturing, decrease in funding or investment, impact on public sector policy capacity and lack of confidence leading to economic shocks. Potential gains are unclear but there may be opportunities around changes to procurement laws.

The Productivity Gap

Along with the rest of the north of England, one of our borough's main challenges is around what's called the "Productivity Gap". Put simply, Calderdale is less productive in economic terms than London and the South East. In 2015, the Gross Value Added per person in Calderdale was £20,950. This compares with an average of £21,341 across Leeds City Region, and £26,159 for England as a whole.

The Leeds City Region's productivity gap with national and international peers is too large and growing. We know that productivity and living standards are closely linked, and therefore that improving productivity in both Calderdale and the Leeds City Region as a whole to be in line with the national average would be a significant contribution to a bigger, more inclusive UK economy.



Low productivity can be due to a number of factors, such as lower skills levels amongst the local working age population, under-investment in new technology by businesses, lack of investment in research and development which leads to the production of new products and services, inadequate transport infrastructure, and higher rates of absence from work or the inability to work due to ill health. Reducing the Productivity Gap for the borough is one of the key measures for this Strategy, as in order to achieve it we will need to make progress this wide range of issues.

Productivity and health

Poor health can be a significant barrier to work. Employment is a primary determinant of health, impacting on individuals, their families and communities. Unemployment is associated with an increased risk of mortality and ill health,

including limiting illnesses, cardiovascular disease, poor mental health, suicide and health-damaging behaviours. Based on work done in 2011, the loss in productivity in Calderdale related to ill health can be estimated to be approximately £300 million pounds a year.

To help create a more inclusive, and therefore more productive, economy we need to look at how we support people with limiting health conditions both into employment and staying in employment. One measure of how effective we are at present is to look at the employment rate gap between the overall rate and the rate for people with specific health conditions.

Overall, our performance is consistent with England as a whole, but that still means a significant employment rate gap. For example, for people with learning disabilities it's 68.1%, for people with long-term conditions it's 28.3% and for people with mental health conditions it's 68.5%.

In terms of in-work health, Calderdale had a sickness absence rate of 0.7% days lost between 2014-2016. This is lower than both the England average of 1.2% and the Yorkshire and Humber average of 1.3%. However, it still represents a cost to the local economy and to the individuals themselves. The level of employees with long-term limiting health conditions increases significantly amongst the over-50 work force. This will only increase with rising retirement ages and employers need to be supported to help older workers to remain in the workplace and prepare for retirement. This may include increased opportunities for flexible working or reduced hours.

Demographic change

The Productivity Gap is also affected by the demographic change underway, which is seeing our population aging and there being a lower level of working age people compared with previous generations. Nationally it is estimated that over 30% of people in employment in the UK are over the age of 50, and there are unlikely to be enough younger people entering the labour market to replace this group as they retire. This will potentially lead to skills shortages, productivity challenges and labour shortfalls as well as challenges in affording and delivering sufficient health and care services to older people.



3 A Sustainable, Growing & Inclusive Local Economy

The Calderdale inclusive economy strategy is important in delivering the vision and practical support and infrastructure that will allow businesses like ours to continue to grow and prosper in the region, creating wealth and prosperity for residents in future years.

Adrian Furness,
Claims and Operations Director,
Covéa Insurance

Calderdale's economy is growing, but to get the most benefit for local businesses and people we all need to work harder together to make that growth inclusive. To achieve this we need to have:

- the right development sites for businesses to grow
- the right transport, digital, energy and education infrastructure and
- people with the right skills to attract and retain the right companies that provide good jobs with good pay, terms and conditions and good prospects.

The Council will continue to work with and support businesses and communities by doing what it can to lever in inward investment in our roads and railways, creating new space for businesses to expand and relocate to the borough at a new Enterprise Zone in Brighouse, working jointly with Kirklees Council to secure Spatial priority Area status at the West Yorkshire Combined Authority for the area around junction 25 of the M62, designating additional land for employment and housing use in the new Local Plan, helping companies find local apprentices and employees, and using our own spend and procurement to benefit local companies and residents.

There are some amazing entrepreneurs in Calderdale and fantastic companies of all sizes across a multitude of sectors. This Strategy aims to make sure that support is there from the Council when they need it, and we do all we can to remove barriers to growth, support resilience listen and act on the intelligence we gather from business leaders and would-be entrepreneurs.



Case study - ROKT in Brighouse

Following the severe flooding of 2015, ROKT Climbing Gym's ground floor was practically destroyed. It was clear that they had a lot of work to do to get back up on their feet. Like many businesses they got some help from the Council in the form of a grant of £2,500 to help with the costs of repairs, and once the cleaning was complete a further payment from the Property Level Resilience Grant of £5,000 was awarded to help them establish resiliency measures to make sure that they would not be so badly flooded again.

Rising from the flood wreckage, they wanted to do more than just get back to where they were before the flood; they wanted to improve, to grow. With a plan for tens of thousands of pounds of investment in place they contacted the Council again to see what help was available. We were able to support their plans with a Business Enhancement Grant of £10,000 so that they could provide the very best in climbing equipment and facilities. And with the repairs complete and the new facilities installed, ROKT has gone from strength to strength. They have continued to develop not only their climbing offer, but also spin classes, yoga, a Nerf arena, escape rooms, a bar, a restaurant, and of course ROKTFACE, the highest man-made climbing wall in the UK. Recovering from the floods was only the start for them and they have continued, with the Council's support, to create a hub for leisure and sport activity in Brighouse that draws in people from all over the country.

What do businesses tell us?

We know from talking to businesses that there are challenges to overcome. For example:

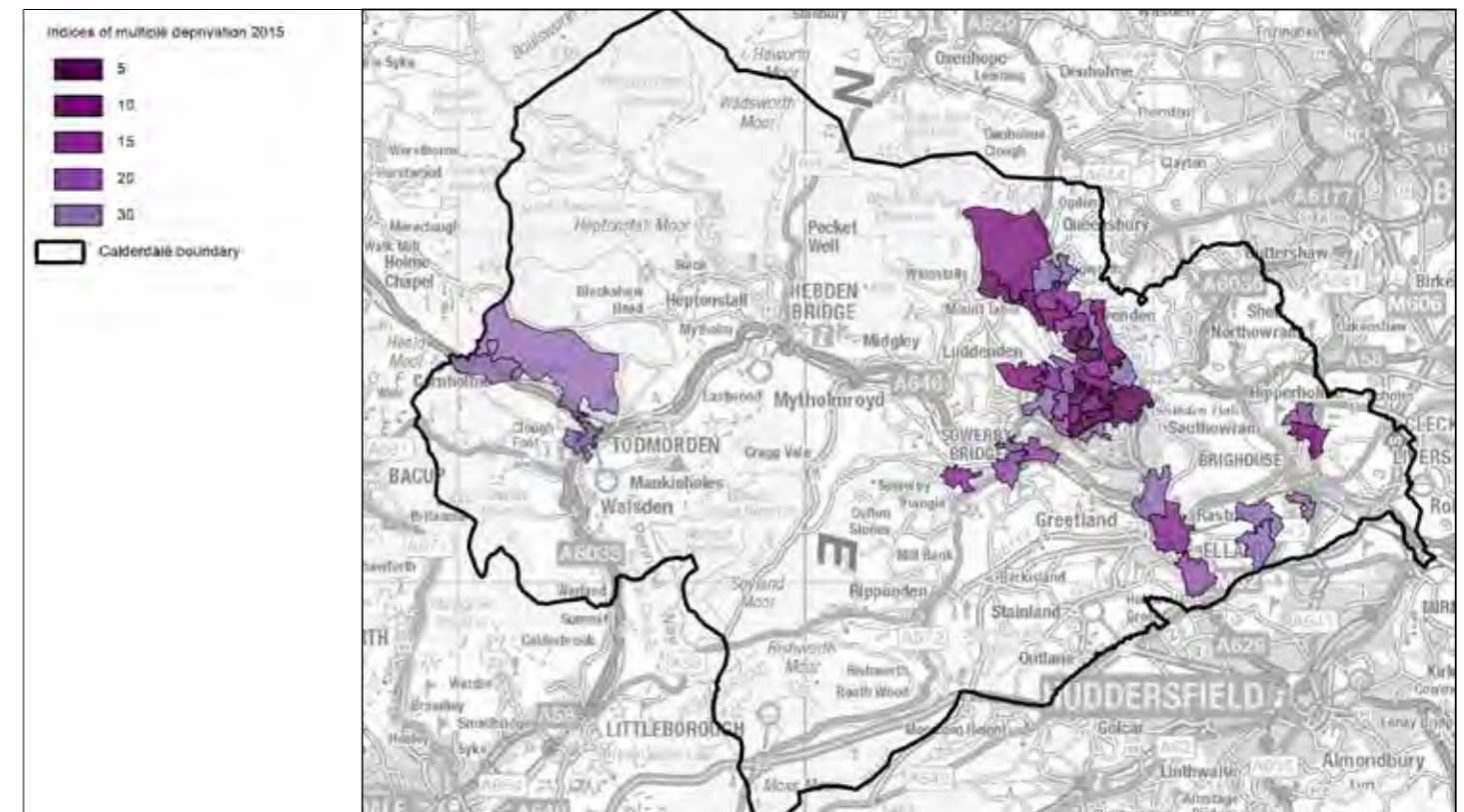
- they feel there's a lack of medium sized business plots for new premises and expansion
- they'd like some flexibility with Business Rate costs where they are investing to bring empty commercial premises back into use
- they would like more certainty on Planning matters, and our new Local Plan will help to provide that when it has been examined and adopted.

Sharing the benefits of growth - why an Inclusive Economy matters

Economic growth mustn't come at any price. Our ambition is that we have an economy which is not only vibrant and growing, but also inclusive for and delivering benefits to all our residents. What do we mean by an Inclusive Economy?

Put simply, the economic gains made since 2008 have not been shared equally, and the differences in earnings, quality of life and opportunity are getting greater between those doing well in the economy and those who are struggling to access decent, secure work. So we need to work harder in those communities where low earnings, low rates of employment, poor skills and ill health are concentrated and persistent.

The map below shows the areas of highest deprivation in Calderdale:



Poverty in the borough

There are some areas of real and persistent poverty and inequality in parts of Calderdale, especially in our most deprived wards in Halifax but also in pockets in our smaller towns and neighbourhoods. Overall Calderdale's rank in the Index of Multiple Deprivation (IMD), which measures levels of poverty across the country, worsened from 105th most deprived out of 326 local authorities in 2010 to 89th most deprived in 2015. We need to understand and tackle this so that none of our communities become permanently excluded from the benefits of economic growth.

Poverty and growth

There is growing understanding that poverty is bad for growth, and that poverty is not just a cost to individuals, but to the economy and wider society as a whole. This is because poverty indicates low levels of education and skills and high levels of poor health, which increases the demand for public services and welfare and offers a poor supply of skilled, healthy employees to work in businesses and drive forward the economy. Joseph [Rowntree Foundation research estimates](#) that the annual cost of poverty to the public purse nationally is £78bn.

In-work poverty

It's no longer safe to assume that work is a route out of poverty as more than half of people living in poverty in the UK are in a working household. The changing nature of work, with globalisation and new technology has meant that many people are in low-paid, insecure jobs that offer few prospects for promotion or a better standard of living. This makes it essential that we look closely at what type of jobs are being created by the local economy, to ensure that more people's work is adequately paid, more secure and offers the chance to learn new skills and build a career.

Equity and Equality

An Inclusive Economy focuses on equity as well as equality, and is one where all the parts of the economy, public, private and voluntary and community, work together co-operatively for positive change. Our work on this Strategy builds on local conversations with partners and the wider community on our State of Calderdale report and our work to set out the Vision 2024 for the borough.



4 Our Objectives and Approach

These are the key objectives of our new Inclusive Economy Strategy:



- 1. Growth and Investment -** Unlocking the growth potential of our businesses and bringing new investment and jobs to the borough.



- 4. Young people and lifelong learning -** Helping our young people and other workers to use their existing talents and have opportunities for developing new skills.



- 2. Social Value and Anchors -** Working together with other large public, private and third sector organisations to get better social value from our spending and recruitment.



- 5. People and Places -** Supporting our distinctive towns, villages and communities to thrive.



- 3. Access to Good Work -** Making sure everyone has access to good jobs with good pay and good opportunities for progression.



- 6. Targeting our efforts -** Making sure we all work together to target our effort and resources to maximise their impact.



Objective 1 - Growth And Investment Unlocking the Growth Potential Of Our Businesses and Bringing New Investment and Jobs to The Borough

The challenge

The Calderdale economy provides a huge market and a combination of investment, attractive environment, affordable quality of life, and leisure opportunities that are the equal of or better than anywhere else in the North of England. This is reflected by the increasing range of employers who have chosen to base themselves in the borough because of the benefits for their employees. However, we are aware that our unique geography, beautiful though it is, presents challenges to business and residents alike. We are also clear that we need to do more to develop and retain skills, and provide resilience across the borough. Alongside this is the need to support businesses respond to the changing nature of the economy, particularly the opportunities from harnessing new technology.

Key issues:

- **Topography and the space for growth** – our unique valley topography means its hard to find medium or large sites for new business or residential development to meet current and future demand.

- **Transport** – we have some specific issues with a lack of connectivity between the rail and bus network and congestion on some of our main traffic routes. We are lobbying hard for Government to speed up electrification of the Calder Valley line.

- **Flooding** - despite huge investment and a concerted partnership effort in communities Calderdale is still affected by the legacy of the 2015 floods. We are actively managing our on-going flood risk in some areas, but because of the local topography we can never completely rule out the threat of flooding. We can, however, continue to build resilience to any future flood events.

- **Lots of micro and small businesses** - the vast majority of our businesses employ less than 10 people which does potentially limit research and development investment, and growth.

Our approach going forward: Investing in our infrastructure:

Transport - Transport, public spaces and business premises - Looking to the future, we have an investment pipeline of over £200m to improve transport and public spaces and open up new opportunities for homes, business and investment in [our Next Chapter programme](#). This investment will improve our transport, public spaces and business premises, building on our heritage, our fine architecture, our vibrant business sector and our strong communities. This includes:

- A new train station at Elland, with an expected 250,000 passengers using the station every year
- Plans to expand the capacity and quality of the train station in Halifax town centre and work now ongoing at our other stations across the Calder Valley to improve accessibility and increase capacity.
- £120m improvement to the A629, which runs from Halifax to Huddersfield. The improvement programme should create over 1,700 jobs by 2026.
- A641 proposals – Employment Zone
- We are developing a cycling strategy too as we know that our residents and visitors want to find healthier, more sustainable ways to get about.
- We are well connected in other ways too with West Yorkshire Superfast Broadband rolled out to 98% of Calderdale.
- We are mobilising our digital infrastructure to help us retain and grow businesses, rolling out superfast broadband.

Growing our talented businesses

Calderdale is home to over 8,900 businesses. We believe that this culture of entrepreneurialism gives us a firm basis for our aspiration to be the **Small Business Capital of the North:**

- We have strong growth in our financial and professional services and advanced manufacturing sectors and some very large international companies based in the borough.
- We have a large and growing creative and digital business sector with highly skilled employees, particularly in the upper Calder Valley.
- Our new Local Plan for Calderdale will allocate more land for business and housing growth.

The Plan sets out new land allocations for 9,500 new homes and 97 hectares of employment land across the borough. This includes:

- 2 new large Garden Suburbs with 3,200 new homes in the east of the borough at Brighouse
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- An Advanced Manufacturing Enterprise Zone at Clifton, with land for half a million sq ft of business and the potential to generate up to 1,300 new jobs. It will offer up to 100% business rate discount worth up to £275,000 per business over a 5 year period and Government support to ensure that superfast broadband is rolled out throughout the zone
- Across the local authority border around J25 of the M62, Kirklees have a large new housing development planned for 2,000 homes for Bradley Park. We are collaborating with our neighbours to co-ordinate this growth, to get this larger combined area designated as a new regional Spatial Priority Area. This will help us lever in more investment because of the scale and impact on the region's economy.

- Over time we may need and secure a new junction, 24a, on the M62 to help accommodate this scale of growth.

Digital Calderdale - We are well connected in other ways too with West Yorkshire Superfast Broadband rolled out to 98% of Calderdale

- We are mobilising our digital infrastructure to help us retain and grow businesses, rolling out superfast broadband by Delivering our [Digital Calderdale Strategy](#) and creating a digital environment where businesses can thrive by

- Supporting roll out of superfast Broadband, currently 91.77% of Calderdale can access superfast EU, quicker connectivity will improve business competitiveness, affordable connectivity will mean lower business costs.

- Developing an open data sources that can be used by business to innovate – currently over 200 data sets are already available with more being added all the time.

- The new Leeds Beckett Business Centre in Halifax is providing university led business support, training and mentoring with a particular focus on digital.

KEY ACTIONS:

Short term

- Ongoing assessment of Brexit impact and opportunities, including preparing for the new Shared Prosperity Fund.
- Complete Phase 1 of the A629 road improvement scheme.
- Support businesses and start-ups through the Adventure and WorksBetter programmes.
- Continued support for Broadband rollout and take up, digital support for businesses.
- Submit new draft Local Plan to the Government for examination.
- Submit Garden Communities bid for South East Calderdale.

Medium term actions (2019-2021)

- Raise the profile of the borough with inward investors.
- New package of Council incentives for businesses launched.
- Increase the numbers of business exporting.
- Council's new Local Development Company starts building its first new homes.

- New Local Plan adopted.
- Detailed masterplan completed for growth in South East Calderdale.
- Explore creation of new Advanced Manufacturing Park at Clifton Enterprise Zone.
- New 6th Form Centre opens at Northgate in Halifax.
- Phase 2 improvements work to the A629 in Halifax town centre started.
- Expand Leeds Beckett University role and impact in the borough.
- Build more business Research and Development relationship with Yorkshire and Humber North West universities.

Long term actions (2022-2024 and ongoing)

- New Enterprise Zone at Clifton welcomes first businesses.
- New homes built at new Garden Suburbs.
- 500 new homes completed through the Together Partnership.
- Phase 2 of the A629 improvements open up new Eastern Gateway to Halifax town centre for development.
- New train station at Elland opens.
- Improvements start at Halifax Train station.



Objective 2 - Social Value And Anchors Working Together with Other Large Public, Private and Third Sector Organisations to Get Better Social Value From Spending and Recruitment

The challenge

In 2012 Government introduced the Social Value Act where Councils and other public sector organisations were expected to look at Social Value as part of designing and buying services and goods as a way of ensuring that more community benefits were delivered through public spending. Calderdale has been an example of good practice in terms of implementing the Social Value Act, with our Health and Wellbeing Board adopting the Calderdale Social Value Charter in 2014. However, reflecting the national picture it has not always been easy to turn our aspirations into common practice.

Social Value - sometimes also described as community benefit - is things that are important to us, but are not measured in the same way that financial value is. If we are to rebalance the economy we need to start properly including an assessment of social value in all our decision making.

To find out more: socialvalueuk.org/what-is-social-value/

Key issues:

- We have recently undertaken some baseline analysis of the Council's current commissioning and contracting – this showed that despite our good intentions the majority of our contracts do not have explicit Social Value targets

- However, Calderdale Council's annual budget, although significantly reduced, is still around £241m each year, with 40% of that spent locally. We are proud that over 85% of this is spent in West Yorkshire and around 55% spent with small and medium sized companies.

- We have some committed and progressive local private sector employers, who already lead the way in terms of Corporate Social Responsibility.

However, we are keen to make better use of their skills and talents to support the economy for example by supporting local community organisations on Boards or with marketing.

- Our partner anchor organisations spend significant monies each year and employ a large number of people, but we have yet to capture the maximum social value benefits from this activity.

Our approach going forward – Anchor Organisations working together

In the past 12 months Calderdale's sector leaders and big employers have come together to recognise their role as 'anchor' organisations. These are organisations that, alongside their main function, can also play a significant role in their community by the way they work, who they employ and how they spend their money, all of which can have a huge impact on the local economy. As well as the Council, health services and large private employers are examples of anchor institutions. The most important thing about them all, apart from their size, is their commitment to the local area.

To give idea of how much impact our anchors could have in Calderdale let's look at jobs. The combined number of jobs in our 3 largest private sector and 2 largest public sector anchor institutions is around 19,000, or over 17% of the total workforce. The public sector spend in Calderdale in 2015-16 was just under £1.5billion². If more of this total spend could be directed into local supply chains, investing and growing local businesses and targeted at filling skills gaps and providing employment opportunities in our deprived communities, it would have a very significant impact.

²This includes DWP figures disaggregated from a regional level.



Therefore we view social value and the role that anchors can play as a real opportunity for delivering an inclusive economy.

Key parts of our approach will be to:

- Further develop our Social Value Charter with our anchor institutions, setting out high level principles and commitments to making social value a standard element of our procurement opportunities.
- Work with our own organisation and anchor institutions to encourage and embed social value as an ethos and a first point of consideration in the early stages of any procurement opportunity.
- Identify and set Social Value baselines for our commissioning and procurement activity, to deliver specific opportunities and contributions to economic and social improvement within the Borough.
- Identify and set key Social Value targets to improve our spend both locally and in West Yorkshire to continue to contribute to the growth in economic wealth of the Borough.
- Work with our suppliers to help them understand our commitment to social value and what they need to do to help deliver Social Value.
- Work with our anchor partners on recruitment processes, to open up more opportunities for residents from deprived communities and disadvantaged groups.
- Develop an approach toward Corporate Social Responsibility, which builds on the work of leading local businesses 'Day to Make a Difference' volunteering to support local services and communities.



Case study - Community Foundation for Calderdale

One of our leading anchors is the Community Foundation for Calderdale (CfFC) who are active in supporting the local voluntary, community and social enterprise sector in partnership with the Council and businesses, encouraging a strong culture of Corporate Social Responsibility (CSR). In the 2015 Boxing Day Flood, CFFC raised over £3.4m in local giving to support local businesses and households to get back on their feet.

Since then CFFC has become an increasingly important anchor partner, working with public sector partners and business to identify areas of shared concern and opportunities for social investment and philanthropy. They have supported the development of Watermark Calderdale - which is building a future fund for flood resilience, match funded key programmes and projects like Staying Well (our loneliness programme) and our joint Anti-Litter Campaign. This partnership will play a key role in supporting great CSR and wider collaboration between the sectors going forward.

KEY ACTIONS:

Short term

- Encouraging Corporate Social Responsibility, harnessing skills and assets of local businesses and organisations including through partnerships and co-mentoring, skills-relevant volunteering, sponsoring community initiatives etc.
- Developing a Trustee Brokerage project
- Take forward learning for the Keep it Local Pilot
- Agreeing a clarity of mission across all anchor partners and planning practical actions to be taken

Medium term actions (2019-2021)

- Routinise spend analysis and reporting of all local anchors
- Targeted work on HR and inclusion

- Market shaping to grow local supply chain through procurement, capital expenditure and commissioning and engagement with local providers
- Embed social value opportunity assessments within contract procedure rules, tenders and scoring systems
- Good Business Charter launched and businesses signing up
- Investigate and/or developing a simple and effective Social Value impact measurement to help us better understand the wider benefits that are being delivered through commissioned services and contracts

Long term actions (2022-2024 and ongoing)

- Invest in apprenticeships and support career progression
- Increase the percentage of anchor spend with local businesses





**Objectives 3 -
Access To Good Work**
Making sure everyone has
access to good jobs with good
pay and good opportunities
for progression

The challenge

The world of work is changing rapidly as is our population. We do not know enough currently about the impact and scale of the changing nature of work on our local economy – e.g. zero hour contracts, automation, the Gig economy, skills shortage etc. – and on local people’s ability to get and keep good work. We also don’t know enough about what works to get and keep our most vulnerable residents in employment.

Our population is also changing. Although 75.5% of Calderdale residents of working age are in employment (which compares well with the regional average), the Borough is affected by the national reduction in working age population with fewer people available to fill roles, which we know is already leading to vacancies in certain sectors. Like many places we have more people in work with long term health conditions and/or additional support needs who need different programmes to empower them to access good work. We also know there are workforce inequalities in relation to diversity. Although we are proud that Calderdale Council reflected relatively positively in the recent publication of [gender pay gap information](#) with the mean gender pay gap in the average hourly rate paid to men and women at 3.4%, against the national average of 18.1% we know we need to do more to ensure all people are able to access good jobs irrespective of background. Calderdale Council has undertaken its own Race Audit, which reflects the national challenge on workforce diversity and inclusion is now conducting a survey looking into the ethnicity pay gap to help inform our future plans.

We also know that, whilst unemployment rates are very low, as a country Britain is struggling with the problem of under-employment. Put simply, people are employed in jobs which are below their level of skills. There are many

different reasons for this. Sometimes it’s a shortage of the right kind of jobs, sometimes it’s about personal ambition and aspiration, sometimes other barriers such as health or family pressures. We need to understand how to help people get the most appropriate work and to support them to progress. This will include promoting flexible working, to allow for family or other caring responsibilities, and looking at new ways to overcome health barriers, such as social prescribing.

To improve the opportunities and quality of life for all residents, the nature of work and business practices also needs to change. Good work benefits not just workers, but employers too, improving worker loyalty, attendance, commitment and productivity. Good employers grow their own future talent, get the most from their employees and enjoy support from local residents and other supply chain businesses. Their own activities improve the chances for the local economy to thrive, protecting their future resilience and bringing them new customers.

“Good work: the Taylor review of modern working practices” says that “despite the overall strong levels of employment, there is evidence of persistent under-employment. Measures of under-employment, which account for workers who want more hours, remain higher than they were during the most recent recession, despite some improvements since 2012. This under-employment represents spare capacity in the labour market.”

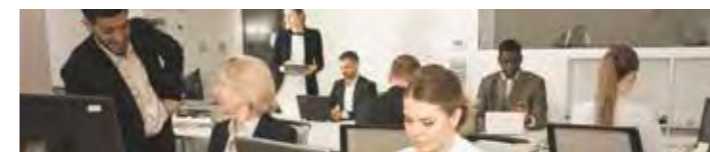
Key issues

- In Calderdale we have too many low paid and insecure jobs (as shown by ONS data analysis). The mean gross hourly pay rate in 2017 for someone within Calderdale was only £14.28, compared with an England average of £16.43.
- Calderdale has higher levels of ill health amongst residents than the regional and national average, with 7.1% of working age people claiming Employment Support Allowance. We estimate that the loss in productivity related to ill health in Calderdale to be approximately £300m a year.

- There are already some skills gaps in the local workforce affecting the ability of businesses to recruit new staff and limiting what employees can earn. In particular, we know there is growing demand for digital skills across all parts of the economy.
- Our Health, Professional Services, Research and Development in Manufacturing and Engineering sectors are reporting skills gaps too with difficulties in recruiting suitably qualified staff locally.
- We also have many people who are underemployed, that is, they are doing jobs which are below their level of skills and qualifications.

Our approach going forward

In 2015 along with the rest of the West Yorkshire Region Calderdale signed up to the **‘No Silver Bullet Charter.’** This included commitments to paying the Living Wage and taking a leadership role, challenging low pay elsewhere across the Region. We are proud to be home to some progressive and committed employers who are committed to Good Work and being Good Employers. We will build on this good practice already in Calderdale and support our local small businesses to develop and retain good jobs.



Case Study - Covéa Insurance:
The Calderdale inclusive growth strategy aligns with our aim to be a great employer for real people with real purpose. Offering a wide range of recruitment pathways allows every sector of the community to access employment opportunities with us, from school leavers, and graduates to those with experience looking to develop or learn new skills. Insurance is a rapidly changing market and our future growth and success as a business depends on our ability to attract and retain people with different skills, new ways of thinking and who challenge traditional perception.

Calderdale Council is now the lead local authority in the region working healthy workforce and a pilot authority for the Sport England’s Active England programme with a recently launched **Active Calderdale**, a Physical Activity strategy for Calderdale. A key part of this is our Active Workplace initiative, as we increasingly recognise that a healthy workforce is also more productive.

We aim to be a place with Good Employers providing Good Work for the people of Calderdale. Our Wellbeing strategy is currently in development building on this and other initiatives.

Good Employers

- Provide good work.
- Invest in growing talent, workforce training, development and welfare.
- Engage with their employees and treat them with kindness and respect.
- Use their purchasing power to help create social value, supporting local businesses and residents.
- Act as anchor organisations and make a positive difference to the place they work in.

Good Work

- Pays the national living wage or more.
- Offers secure contracts with decent terms and conditions.
- Is accessible to people with differing needs.
- Provides opportunities for in-work learning and advancement.

KEY ACTIONS:

Short term

- Supporting healthy workforce initiatives: developing existing networks, technology based support for employees, emotional wellbeing activities, promote access to occupational health support and a business health promotion package.
- Take the lead of developing Active workplaces across Calderdale.
- Use the Business Rates Pool pilot on Inclusive Growth to develop good practice around breaking down barriers into work, supporting employment opportunities and progression in our most deprived communities.
- Deliver social prescribing pilot working with GP practices to support people the mental health issues secure positive employment.
- Work with Trade Unions and local business partnerships, such as the Federation of Small Business to promote the idea of Good Work and identify how we can help partners promote this more widely with their members.

Medium term actions (2019-2021)

- Build on successful models e.g. the supported factory ISCAL, Project Search (supporting young people with additional physical or intellectual support needs into training and employment) and at Eureka with paid placements and access to work schemes co-designed to meet the needs of all our communities.
- Accreditation of employers with Good Employer's Charter, Healthy Workplace Charter, timewise assessment tool, living wage charter.

Long term actions (2022-2024 and ongoing)

- Continue to co-design pathways to address barriers to employment, supporting people with health issues and in particular mental health issues into work.



Objective 4 - Young People And Lifelong Learning - Helping Our Young People And Other Workers To Use Their Existing Talents And Have Opportunities For Developing New Skills

The challenge:

Our young people are key to the future of our local economy, and to the future health and well-being of Calderdale as place to live. We need to make sure that we are doing all we can to support the next generation with the opportunities, attitudes and skills that will prepare them for successful futures.

However, we also need to support everyone to keep focussed on refreshing and developing their skills so that our people can build their own resilience to the changes in the world of work. Nationally and locally we already know that there are skills gaps emerging both in traditional and new sectors. In particular, the digital challenge is facing many of our residents looking for work as they do not have the right skills to flourish in the modern workplace.

Key issues:

- We have relatively poor levels of attainment at A level/NVQ 4. Currently only 34% of the population of Calderdale has a level 4 or above qualification compared to at a National average of 37%.
- We still lack capacity for young people to study at 6th Form level, and have only a limited university presence at the new Leeds Beckett University Business Centre. Young people tell us that this is a leading reason for why they choose move outside our area to study and many do not return. Although Calderdale do have relative high levels of people with degree level qualifications and above, particularly in certain wards.

- Nationally there are well documented issues with the business response to the new Apprenticeship Levy and in particular problems for businesses in accessing this to support in work training. In work training is not as extensive as we need it to be to help our workforce develop and retain the skills they need to flourish and enable their employers to grow and respond to new technological challenges.

Our approach going forward:

We have a high performing local Calderdale College which has introduced a new curriculum focussed increasingly on creative, digital and enterprise skills, with a new Digihub being launched in September 2018 where students and businesses can work directly together. A new 6th Form Centre in Northgate House in Halifax will bring 600 more 16-18 year olds into the town centre 5 days a week from September 2019.

Key issues:

Our Calderdale anchor organisations are also absolutely committed to developing local apprenticeships, we will be:

- Identifying opportunities for apprenticeships across the organisations involved
- Supporting the recruitment of apprenticeships from areas of deprivation and BME populations which are currently under-represented in the workforce
- Supporting pathways from apprenticeships into employment, aiming to link with the local supply chains developed as part of our Social Value work



KEY ACTIONS:

Short term (2018)

- Secure Apprentice Hub for Calderdale
- Business and education programmes to showcase future skill shortage careers

Medium term actions (2019-2021)

- Link business and schools to support work experience and pathways into employment
- Early exposure to digital and coding, expanding areas of good practice

Long term actions (2022-2024 and ongoing)

- Market Calderdale as a healthy place for children to encourage people to move here
- Support children to discover the borough
- Developing adult education around business commercial skills, finance & budgeting and entrepreneurship



Objective 5 - People And Places - Supporting Our Distinctive Towns, Villages And Communities To Thrive

The challenge:

Calderdale competes to attract large scale investment with larger cities. Recent work done by the Centre for Towns clearly sets out that there are some specific challenges facing places like Calderdale which are characterised by medium to small market towns and rural areas. Their research also shows that some national issues, such as our ageing population and inequality are playing out differently and need different solutions in towns and rural areas compared with cities.

Key issues:

- We have some shops and small businesses which are struggling in many of our urban centres. We need to do more to support our town centres meet the challenges of the 21st century.
- Some of our towns were massively impacted by the 2015 flooding and are continuing to be affected by the work being done to help manage the potential impact of flooding the future.
- Our communities are very different, with very different needs and life outcomes, infrastructure and capacity. The life expectancy of the average adult man in our richest ward is over 7 years more than in our poorest, for women it's over 9 years³. We therefore need to work with our communities to co-produce local plans and projects which are tailored to meet their specific needs and aspirations.
- Whilst there are large disparities in income between those in the top 10% and those in the bottom 10%, the greatest gap is in relative wealth. By wealth we mean owning those things that create income. So we will encourage and support the creation of social enterprises, co-operatives and employee ownership schemes.

³ *The headline health outcomes for Calderdale residents are set out in our [Joint Strategic Needs Assessment](#)*

Our approach going forward

Make more of our distinctive tourism and cultural offer

One of our strengths is the diversity of our towns and communities. Our heritage townscapes and landscape is of international significance. In 2017 our Visitor Economy was worth £344m. Not only is this on a consistent upward trend since 2010 but a dramatic increase of 5% from the previous year. The tourism industry accounts for 7% of all jobs in Calderdale. However a lot of the jobs are seasonal and a considerable amount considered 'meanwhile' jobs - e.g. retail/restaurant/bar work/room attendants etc. As part of our refreshed Visitor Economy Strategy (due in 2019) we intend to develop a detailed plan that creates career path opportunities for the sector with targeted support from Further Education providers linked to apprenticeships.

On top of this our investment in our cultural offer - with more investment on the horizon - will help us to make the most of our Piece Hall moment and place Calderdale firmly on the map as a tourism destination now and in the future.

Getting the most out of all our local talents

Calderdale is home to a thriving small business, community and social enterprise sector which has provided a strong foundation for community based economic development and inclusive economy. This builds on a strong 'DIY' tradition that has inspired generations of creator/makers in Calderdale. Indeed all sectors have embraced alternative delivery models for services and solutions: We have a high percentage of small businesses, a proud record of innovation and inspiration in our approach supporting Creative Calderdale and a strong local Community Foundation active in Calderdale (CFFC) that is taking an increasingly strategic role bridging the gap between the business, third sector and public sector and supporting a more inclusive economy.



Working with local business

- Town Boards - all of our towns and neighbourhoods have their own distinctive voices, needs and aspirations. And we know that wider wellbeing of communities and access to service has an impact on the economic resilience of our communities. In 2014 we established Town Boards in each of our market towns so that we can work with communities and businesses to design shared plans for our local communities. We will be continuing this to help us identify local priorities for future investment.

- Our ongoing flood resilience programmes are building capacity into our towns. Giving our businesses the infrastructure and skills to bounce back, including protecting local supply chains and national work on flood insurance and

- There is already a programme of investment in our town centres, with a Halifax Business Improvement District up and running and Brighouse about to launch its own

- We are investing in our award winning markets, alongside shop local schemes, as part of reinvigorating our town centres, in particular the heritage assets of Halifax Borough and Todmorden Indoor Markets.

A thriving third sector

- In 2015 Calderdale became the first Council to adopt a community anchor policy, recognising the vital role that key local organisations play in keeping their local neighbourhood economically resilient as well as cohesive. We will continue to support key local organisations and a sustainable third sector as part of this Strategy building on the relationship and principle of parity of esteem between the sectors.

- A current example of this creativity and cross sectoral approach to economic development is the Soil Association's Food for Life programme, where local partners are taking forward a whole system approach to developing a good food economy across the borough. It also builds on community initiatives already vibrant in Calderdale, which has a history of genuinely bottom up social action including the Incredible Edible movement that has grown out of Todmorden and Calderdale Bootstrap which is encouraging new social entrepreneurs.

- Calderdale took part in a national pilot programme, Keep it Local, with Locality and New Economics Foundation along with 3 of our local community anchor organisations to see how much community anchors benefit their local economies. This showed that for every pound spent in spent in Halifax Opportunities Trust for example £2.43 was spent in the local economy⁴. We will build on the learning from this pilot in our social value work going forward.

⁴ *Keep It local pilot report: Powerful communities, strong economies including the HOT case study:* https://locality.org.uk/wp-content/uploads/2018/03/LOCALITY-KEEP-IT-LOCAL-002_revised260318_summary.pdf

- Calderdale is also the site of one of the 20 pilot Place Based Social Action pilots nationally. This project will seek to develop a vision and plan for getting people in Halifax to be more socially active, getting involved in everything from volunteering to setting up their own community enterprises

- Calderdale is noted as a leading authority for community asset transfers with communities taking on running a range of buildings which demonstrates that there is a willingness to give local people that chance to create social and economic solutions in their own communities. A review of our community asset management approach will take place to ensure that we continue to build from national good practice and our own learning in this area.



KEY ACTIONS:

Short term (2018)

- Deliver Visitor Economy Strategy
- Review community asset transfer framework and work to support sustainable community asset transfers
- Build on Place Based Social Action pilot in Halifax and develop volunteering as a key focus for engaging people in their local communities
- CSR Trustee Development
- Launch BRP inclusive economy and culture projects
- Town Boards - local visions and plans, creatively unlocking underused land

Medium term actions (2019-2021)

- Identifying community role models to encourage entrepreneurship
- Linking communities to apprenticeships and employment

Long term actions (2022-2024 and ongoing)

- Place events as a driver of local engagement
- Iconic town centre refurbishments



Case Study - Halifax Opportunities Trust (HOT): exists to create a vibrant multi-cultural and self-sustaining community. We care about fairness, equality and inclusivity which we achieve through the activities we carry out and also the manner in which we operate. Our work covers five main areas: we work alongside people in Calderdale to find good jobs; to develop their knowledge, skills and qualifications; to address isolation and loneliness; to grow businesses and to give children a great start in life. Quality is very important to us and we can show excellence of provision via our external awards and quality marks. Equally important to us is our impact on the local economy and how we carry out our work. HOTs annual turnover is around £5m per year, making it one of the largest charities in Calderdale and the UK. We employ well over 200 staff which also means we are one of the largest local employers. The majority of our resources are used to pay, reward and support our staff as they are our most important asset. We pay the Real Living Wage to our lowest paid staff and have a pay differential of 1:3 between lowest and highest paid employees. This means we fairly remunerate all staff, whilst at the same time not wasting charitable resources on inflated pay/benefits. We retain modest reserves so that we can use our surpluses to develop and run new initiatives that meet local need. We operate using social enterprise principles, so the vast majority of our income is earned via trading (primarily public service contracts, rental income and income from nurseries). Over the past 18 years HOT has brought around £10m of external funding into Calderdale and our two business centres generate £14m GVA annually to the local economy and enable 304 FTE jobs. We ensure that we 'buy local' to keep money circulating locally. In 2018 we carried out an LM3 exercise which shows that for every £1 we spend as an organisation, £2.43 is generated within the local economy.



Objective 6 - Targeting Our Efforts
Making Sure We All Work Together to Target Our Effort and Resources to Maximise Their Impact

The challenge:

As set out at the start of this strategy we know that we need to harness the talents and capacity all of our sectors and communities to deliver an inclusive economy. We need to work towards a common vision and understanding of our assets and where we need to do more together. We have incomplete data to work with, and we need to do better at sharing our business intelligence. Making the structures, collaborative working arrangements and ways to share data robust and effective for the benefit of all partners will be a key challenge going forward.

Key issues:

- We have incomplete knowledge of how our business and community sectors and residents are doing, where our skills gaps are and what they need to develop.
- Our partnership arrangements with key sectors are developing but could be better.
- We need to know more about the potential impact of Brexit so that we can put effective plans in place to support our businesses and communities whatever happens after March 2019.

An opportunity for innovation and leading the way:

The Business Rates Pool Inclusive Growth Pilot scheme in Halifax:
 Calderdale Council recently secured £1 million to deliver a pilot initiative to work collaboratively as local anchors to:

- Review employment levels from our target deprived communities of Park and Warley.
- Identify how these can be increased.
- Develop programmes to support and upskill local employees.
- Review barriers to employment and redesign pathways into work.
- Strengthen local supply chains.

The Pilot will give partners the opportunity to test our strategic aspiration from an inclusive economy in practical ways in our most deprived communities.

KEY ACTIONS:

Short term (2018)

- Set up local steering group for Inclusive Economy and the BRP Pilot in Halifax
- Detailed analysis including opportunities and threats for key accounts and sectors
- Understanding market gaps to target anchor institutions work

Medium term actions (2019-2021)

- Readily available data eg Google Maps
- Partners' data eg WYCA and Leeds Beckett University
- Asset mapping with local communities to support social cohesion
- Establish comprehensive system for gathering business intelligence

Long term actions (2022-2024 and ongoing)

- Building on the experiences and evaluation of Town Boards and their local insight
- Better understanding the needs of migrant communities

6 MEASURING SUCCESS

We are proposing to use the JRF Inclusive Economy outcome measurement plus some key local measures. These will be developed as part of the detailed action planning following the launch of the Strategy.



Calderdale's Inclusive Economy Strategy 2018-24

Our vision is that: Calderdale's economy in 2024 will be a more inclusive local economy from which everyone benefits. By this we mean: A growing economy, which Reduces Inequality, and Builds a financially and an environmentally sustainable future.

The 6 key objectives to help us to achieve our vision:

Growth and Investment

Attract inward investment, generate local investment & improve access to finance
New and affordable quality housing and ethical landlords charter; Effective use of technology to improve quality of life, productivity and service delivery; Selling the story of Calderdale's places, people, sectors and heritage; Meanwhile use of empty properties; Alternative energy suppliers & local credit union

Social Value and Anchors

Clarity of mission across local anchors with focused work programmes and changing culture; Targeted work on HR and inclusion; Grow local supply chain; Mentoring community organisations and brokering relationships; Good Employer's Charter, Healthy Workplace Charter, pay living wage, invest in apprenticeships and support career progression

Access to Good Work

Driving growth in high skills, high value sectors; Supporting healthy workforce initiatives including a business health promotion package; timewise assessment tool; Promote living wage, invest in apprenticeships and support career progression
Co-design pathways to address barriers to employment
Focus on mental health as a key barrier

Young people and lifelong learning

We will: Link business and schools; Inspire & encourage early exposure to digital and coding, digital inclusion; Emphasise Calderdale as a healthy place for children to encourage people to move here; Support children to discover the borough; Support learning opportunities for adults - especially business commercial skills, finance & budgeting;

People and Places

Nurturing a new community economy, volunteering, community asset transfers; identifying community role models; Prioritising deprived populations and focusing on assets; Linking communities to apprenticeships, and employment; Town Boards - local visions and plans; creatively unlocking underused land; Place events; Symbolic town centre refurbishments

Targeting our efforts

Opportunities and threats for key accounts and sectors including food, manufacturing, online business etc; Market gaps to target anchor institutions work; Town boards and local insight; Readily available data eg Google Maps; Partners' data eg WYCA and Leeds Beckett; Needs of communities and local assets; Role of events & cultural organisations

The key idea underpinning our strategy is that of common wealth: the public sector, business, the VCS and local people all thriving together. We will aim to develop the unique identity of each local place. Market towns with distinct identity, rural communities within beautiful natural settings, garden suburbs and Halifax Town Centre as a creative and cultural centre.

A founding principle of our approach and this new Inclusive Economy Strategy is that business, public sector organisations, the voluntary and community sector and local people must work together if we are to create growth that benefits everyone. The combined efforts of all parts of our local society will be powerful and maximise our chances of success, bringing together everyone's talents for the benefit of everyone.





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