

Economy and Enterprise Strategy 2010 -2020



Calderdale
Council

Calderdale
Forward
The Local Strategic Partnership

EVERYONE MATTERS
EVERYONE DIFFERENT
Economy
and enterprise

Economy and Enterprise Strategy

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Calderdale going forward: “A great place for business”

Foreword

Welcome to Calderdale's Economy and Enterprise Strategy.

The strategy sets out a framework for developing Calderdale's economy whilst also achieving environmental sustainability. It is focused on strengthening our performance on;

- employment
- enterprise
- skills
- innovation
- business growth
- economic diversity
- tourism and culture
- inward investment
- connectivity.

This document is the Economy and Enterprise Strategy of Calderdale's Economy and Enterprise Partnership. The Economy and Enterprise Partnership brings together a wide range of private, public sector and charitable organisations. This strategy builds on existing partnership work in the area, and sets an ambitious new plan for the future economic success of Calderdale.

“A strong and resilient economy is a key factor in delivering Calderdale's vision for the future. This strategy aims to encourage and support ambition, raise skills, and promote a spirit of innovation and enterprise amongst our residents. These are essential elements which will help to create a vibrant and successful Calderdale to which the whole community can contribute and ultimately share in its success.”



Chris Jones Principal, Calderdale College and Chair of the Economy and Enterprise Delivery Partnership.

“Like many other boroughs Calderdale has felt the effects of the global recession. The Council and our partners are providing leadership to make sure we emerge a stronger economy. The Economy and Enterprise Strategy gives clear priorities for Calderdale and balances the demands of development against the protection of our environment. There is no doubt that much hard work remains ahead of us. But, we have a strong sense of direction that will invigorate our drive for a more successful and prosperous Calderdale”.



Councillor Amanda Byrne Cabinet Member for Economy and Environment

1.0 Introduction

1.1 This is a 10 year strategy, which reflects the need for a long-term view of actions to achieve our aims and vision. It is set during a period of challenging economic conditions which not only require new ways of working but provide us with the opportunity to make the most of new business sectors. These changes require new skills to access jobs in these new sectors. We recognise the need to make the most of our environment and use this as a catalyst for attracting and retaining new business.

1.2 This Economy and Enterprise Strategy is set within the wider context of Calderdale's Sustainable Community Strategy. The Sustainable Community Strategy sets out the vision, aims, and outcomes that the Council and its partners wish to work together to deliver for the people who live, work, and visit or access services in Calderdale.

1.3 The Sustainable Community Strategy sets out a vision for Calderdale;

“Our vision is for Calderdale to be an attractive place where people are prosperous, healthy and safe, supported by excellent services and a place where we value everyone being different and through our actions demonstrate that everyone matters”

1.4 The Sustainable Community Strategy identifies seven outcomes to achieve this vision.

In terms of this Economy and Enterprise Strategy the most relevant outcome is:

“Safeguarding Calderdale’s future and fostering economic prosperity for all”

To achieve this we will;

- increase skill levels amongst the district workforce to access quality employment;
- increase employment for disadvantaged groups, disabled people and the workless;
- increase attainment levels of young people by age 19;
- increase the numbers of successful and sustainable existing and new businesses, including social enterprises;
- create and supporting dynamic and vibrant town centres; and
- work to ensure that the differences in health, quality of life and economic prosperity between different communities in Calderdale reduce.

1.5 The Economy and Enterprise Strategy has adopted the vision and outcomes from the Sustainable Community Strategy. The focus is on ensuring we can manage the impact of changes in the economy and that this is not achieved at the expense of the environment – the very thing that makes Calderdale attractive as a place to live and work.

1.6 Calderdale is home to real contrasts where lively historic town centres and vibrant markets meet dramatic countryside. We currently have over 8,000 businesses and a population in excess of 200,000 people, which is expected to grow by 25,000 over the next 20 years. There are more than 82,000 jobs (2007) in Calderdale, but nearly half of our residents commute to work outside the borough. Calderdale is a place where culture and innovation thrive and challenges are met. There is a strong history of innovation being the home of Percy Shaw (inventor), Sir Ted Hughes (Poet Laureate) and John Fielden (human rights). These traditions are still strong today through schemes such as Dean Clough, Elsie Whiteley Innovation Centre and initiatives such as 'Incredible Edible'. These facts represent some of our challenges and opportunities for the future economic prosperity of the borough.

1.7 We recognise that a cohesive community is one where people from different backgrounds have similar life opportunities, access to services, treatment and where there is a widely shared sense of the contribution individuals and communities can make. Many of Calderdale's minority communities experience economic disadvantage which this strategy aims to address. In delivering this strategy we therefore need to address ethnicity, age, gender, disability, faith/religion, sexual orientation and community cohesion issues across the borough.

1.8 The strategy will aim to ensure that the differences in health, quality of life and economic prosperity between different communities within Calderdale reduce. The potential scope of narrowing the gap activity is huge. In Calderdale our approach to this agenda deliberately focuses attention on a number of factors around health, skills, attainment, crime and housing. The key challenges for this strategy are to reduce;

- Unemployment rates between the most deprived communities and the Calderdale average
- Reduce the number of young people Not in Employment, Education or Training (NEET), particularly in our most deprived wards. In Mixenden NEET levels are currently up to 3 times higher than the Calderdale average (May 2009).

1.9 To assist the Sustainable Community Strategy vision for Calderdale over the next 10 years the Economy and Enterprise Strategy aims to build upon three key areas:

- **Business** – by working with business to develop an environment in which they prosper, in order to create the employment and investment the district needs.
- **People** – by improving people's quality of life by promoting economic growth and providing skills to ensure everyone can benefit from the opportunities created
- **Place** – by building on the location and exceptional character of Calderdale.

2.0 Calderdale's economic context

Calderdale's location

2.1 Calderdale is located in Pennine West Yorkshire and is part of Leeds City Region. The area also borders the Manchester and Central Lancashire City Regions. Calderdale is ideally placed within the M62 corridor, on a main trans-pennine rail route, between two expanding and prosperous city regions, Leeds and Manchester. Our location allows quick and easy access to a population in excess of 5.5million providing significant economic opportunities. Calderdale does face challenges; these include increasing the diversity of our business base, reducing unemployment, increasing skills and reducing congestion on our roads. We also need to narrow the gap between different communities in Calderdale by ensuring our worst performing neighbourhoods have the ability and ambition to achieve similar levels of success to our higher performing neighbourhoods. The Economy and Enterprise Strategy aims to tackle these challenges 'head-on'.

Figure 2.1 Calderdale's location



2.2 Headline facts

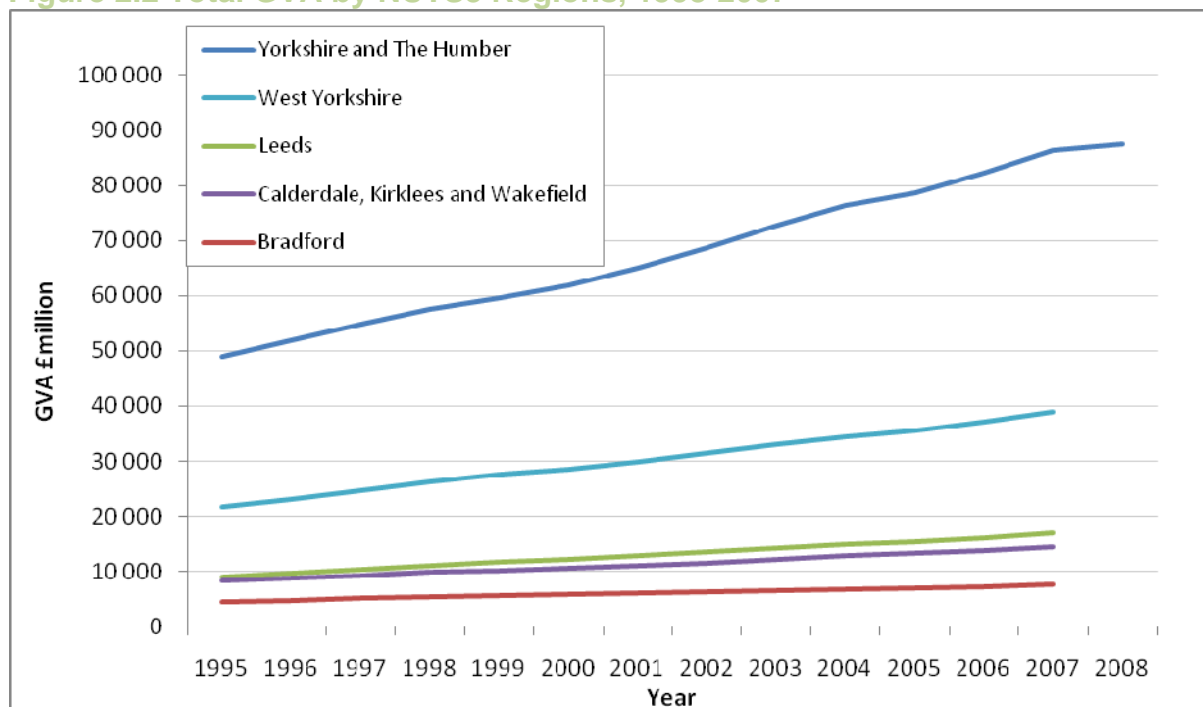
- 200,100 residents.
- Over 8,000 businesses.
- Home to major companies – HBOS/ Lloyds, Nestlé, Marshalls, Crosslee and Eureka!

- Our high value sectors are manufacturing and finance; our high growth economic sectors are creative and digital industries, tourism and leisure.
- Our new businesses registration rate of 49.1 per 10,000 working-age population is higher than the regional average of 44.3 (2008)
- The impact of the recession has resulted in the number of people claiming Job Seekers Allowance increasing from 3,100 to nearly 6,400 between April 2008 and January 2010.
- Calderdale has a large number of employment sites, however these are often constrained making development difficult.
- The proportion of residents with a qualification of NVQ level 4 or above is significantly below the national average and the gap is increasing.
- Calderdale is ranked as the 107th, out of 480 nationally, most deprived local authority (2007) – an improvement of 20 places on its previous ranking
- 18% of Calderdale businesses are in the Creative and digital sector (representing 11% of all regional businesses in this sector)
- Calderdale's GVA is £3.24 billion (2009)

The size of our economy

2.2 The size of the economy is often calculated through Total Gross Value Added (GVA). GVA reflects the scale, type and efficiency of business activity as well as overall income. To calculate GVA Calderdale's economy is measured in conjunction with those of Wakefield and Kirklees. The three local authority areas combined are a significant contributor to the regional economy. Whilst more up to date data is not available it is anticipated that since 2007 GVA will have begun to shrink within the region, due to the current economic situation.

Figure 2.2 Total GVA by NUTS3 Regions, 1998-2007



Source: ONS Regional Accounts (2009)

2.3 The Regional Econometric Model (REM) provides a realistic estimation of Calderdale's economy. The REM indicates Calderdale's economy grew by 12.1%

between 1999 and 2009. This increase was below the Leeds City Region, regional and national averages. The effects of the recession are noticeable between 2008 and 2009 where all authorities showed a contraction in GVA.

Table 2.1 Calderdale GVA (£billion) compared to other areas, 1999-2009

	1999	2006	2007	2008	2009	% Change 99-09
United Kingdom	952.9	1149.8	1180.2	1189.7	1135.6	19.2
Yorkshire & Humber	69.4	83.8	85.4	85.5	80.9	16.5
Leeds City Region	40.3	48.1	48.6	48.7	46.2	14.6
Barnsley	2.3	2.6	2.6	2.6	2.4	4.3
Bradford	6.3	7.1	7.2	7.2	6.8	7.8
Calderdale	3.0	3.5	3.5	3.5	3.3	12.1
Craven	0.8	1.0	1.1	1.2	1.1	39.2
Harrogate	2.2	2.8	3.0	3.0	2.9	35.0
Kirklees	5.0	5.7	5.6	5.6	5.3	6.1
Leeds	12.6	15.0	15.0	15.1	14.2	13.3
Selby	1.1	1.5	1.6	1.6	1.5	42.0
Wakefield	4.2	5.5	5.5	5.5	5.3	26.4

Source: Yorkshire Forward / Experian Business Strategies; Regional Econometric Model, Sept 2009

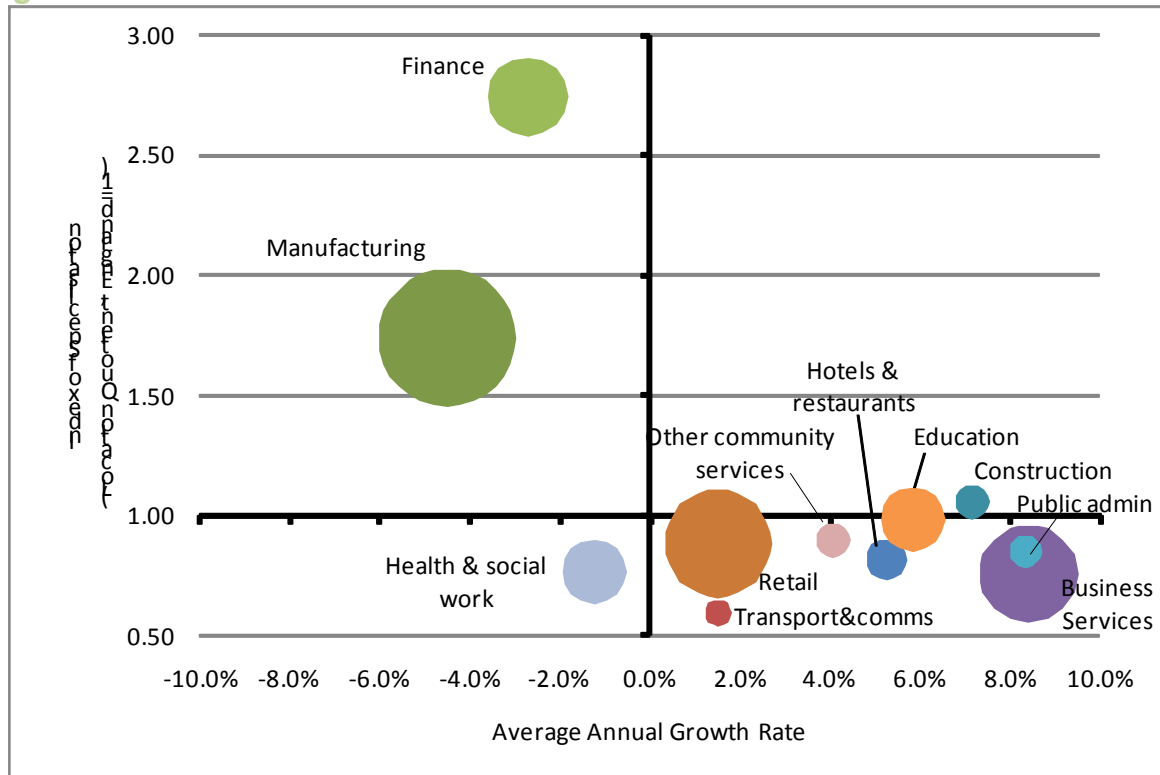
Business sectors

2.4 Calderdale has been hard hit by the current recession due to its dependence on the financial services and manufacturing sectors. The recession has had the greatest effect on many of our most deprived communities. The Economy and Enterprise Strategy reflects the challenges for Calderdale and looks to put actions in place to regenerate the area and overcome the difficulties of the recession by;

- supporting existing sectors
- diversifying into new sectors
- encouraging enterprise and physical regeneration
- narrowing the gap between the 'haves' and 'have-nots' in Calderdale.

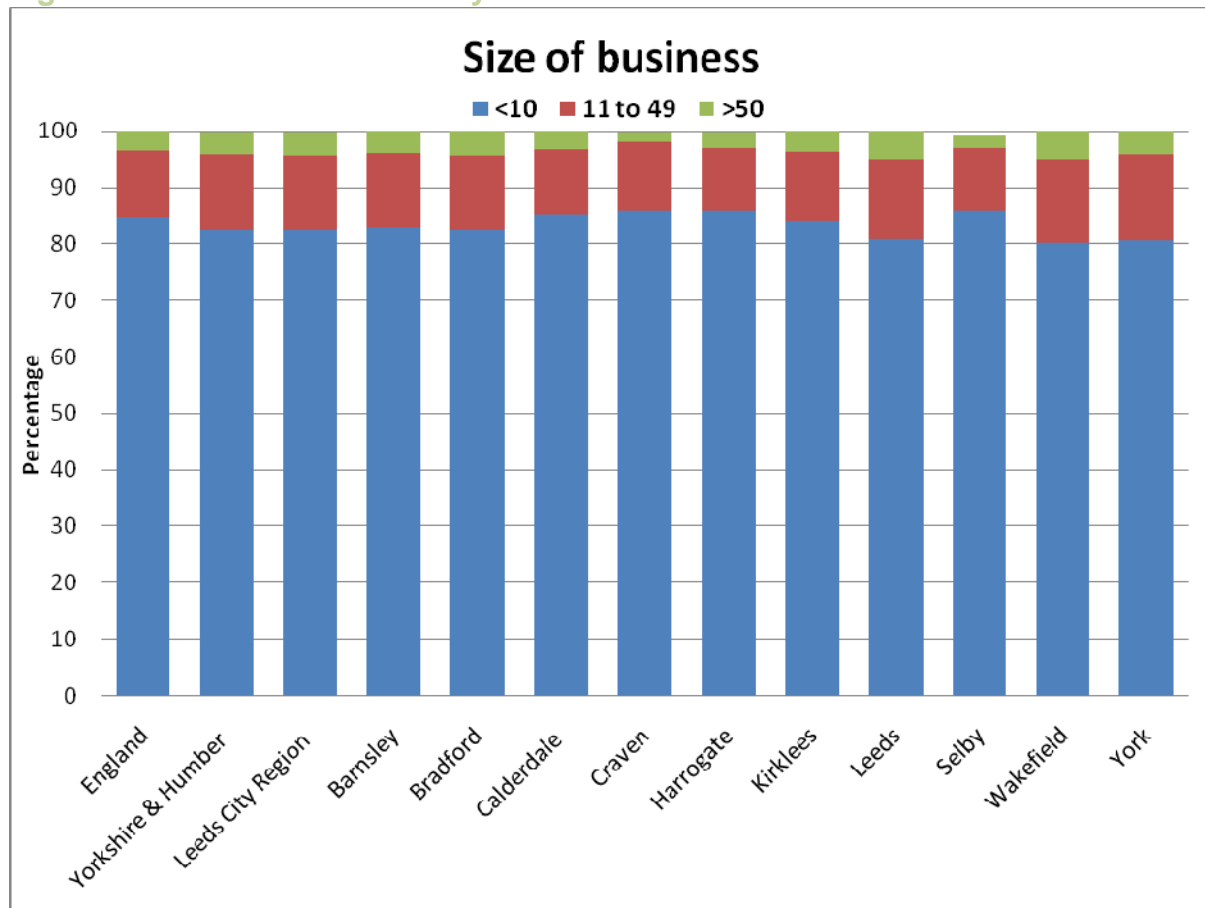
2.5 Figure 2.3 describes Calderdale's economy. The size of each circle represents the number of people employed, the vertical height the value added to Calderdale's economy, and the horizontal position growth in the sector (left of the line is a contracting sector and right of the line a growing sector). This suggests our highest value sectors, finance and manufacturing, are contracting; however we are experiencing growth in business services such as creative industries, tourism and leisure. In summary the diagram confirms our dependence on manufacturing and finance and emphasises our need for greater economic diversity.

Figure 2.3 Calderdale business sectors



Source: Ekosgen 2009

Figure 2.4 No. of businesses by size band



Source: Office for National Statistics / NOMIS, Annual Business Inquiry (workplace analysis), 2008

2.6 Calderdale is characterised by a high proportion of small businesses with over 85% of the businesses employing between 1 and 10 people. This is higher than both the Yorkshire and Humber and city region averages. Conversely the borough has fewer medium and large businesses with only 11.4% and 3.3% of the 8100 businesses employing 11-49 and 50 or more employees respectively.

2.7 Calderdale is comparable both to the national, regional and other local authorities, in terms of one year business survival rates. Whilst this data is currently only available until 2007 it is anticipated that survival rates for all areas will have decreased due to the recession.

Table 2.2 One-year business survival rates (%) by Local Authority, 2003-2007

	2003	2004	2005	2006	2007
England	92.6	94.2	94.3	96.5	95.5
Yorkshire & Humber	93.1	94.3	93.1	96.4	94.5
Leeds City Region	93.0	93.7	93.0	96.1	N/A
Barnsley	93.5	93.6	95.9	95.8	95.7
Bradford	92.6	93.7	93.8	96.0	95.7
Calderdale	93.5	94.3	91.2	95.9	92.5
Craven	93.8	91.9	88.9	96.4	92.3
Harrogate	94.3	93.0	91.2	96.0	96.6
Kirklees	93.8	93.6	93.6	96.4	95.4
Leeds	93.0	93.5	93.4	96.2	97.2
Selby	93.2	94.4	89.0	96.8	94.6
Wakefield	91.5	94.1	93.6	95.7	94.4
York	91.4	94.5	92.2	97.0	95.7

Source: ONS 2009

Skills

2.8 Qualifications within Calderdale at NVQ level 2 and above are slightly below both national and regional averages. However there is a marked difference at the upper end of the qualifications spectrum. The proportion of residents with a qualification of NVQ level 4 or above is slightly below the regional average but significantly below the national average and the gap is increasing.

Table 2.3 Qualification levels in Calderdale (Working age population)

Percentage of people qualified to level 2 and above*

Area	2000/01	2008	% change
Calderdale	57.9	62.3	+4.4
Yorks & Humber	56.3	62.9	+6.6
England	58.8	65.2	+6.4

* level 2; 5+ GCSE (A-C), O levels, NVQ level 2 etc. (Source: Nomis 2008)

Percentage of people qualified to level 4 and above**

Area	2000/01	2008	% change
Calderdale	21.5	23.7	+2.2
Yorks & Humber	20.5	25.0	+4.5
England	23.3	29.0	+6.7

** Level 4; Degree, HNC, HND, NVQ level 4 etc.

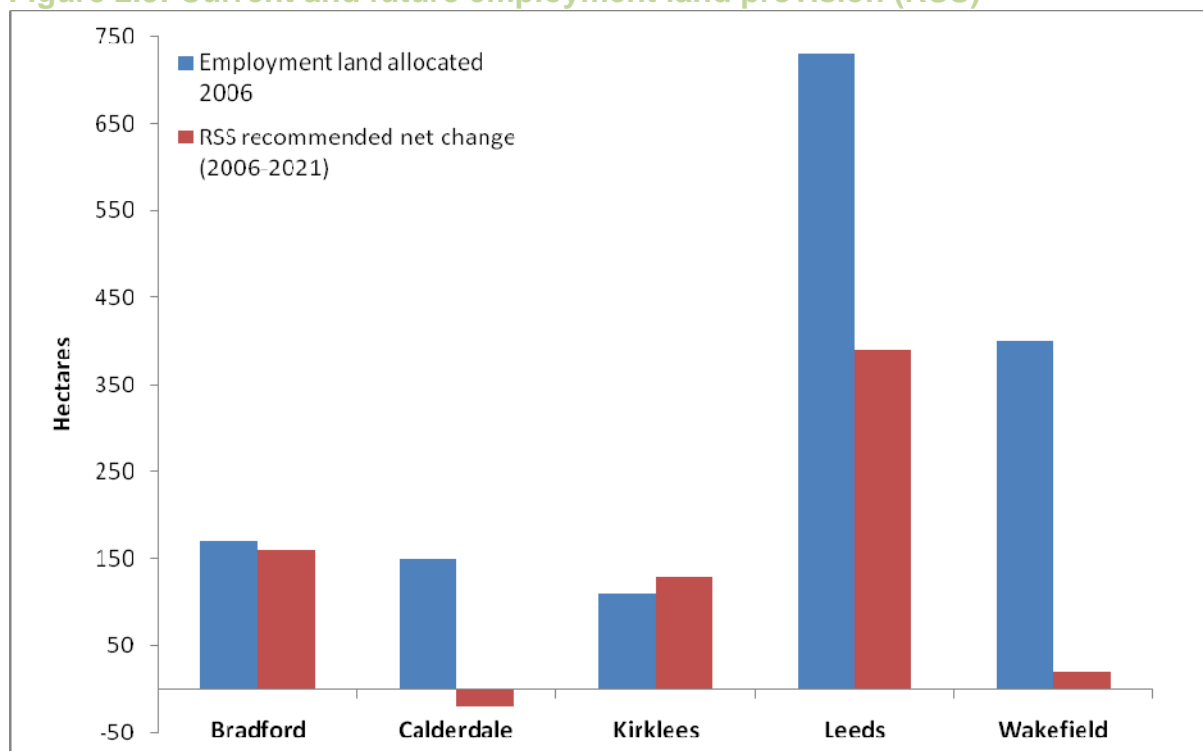
Employment land

2.9 The development plan for Calderdale, the Replacement Calderdale Unitary Development Plan (RCUDP), adopted 2006, identifies 686 hectares of protected Employment Areas. In addition allocations for 115 hectares of land for future

employment use and a further 35 hectares for mixed-use development are included in the plan.

2.10 The Regional Spatial Strategy for the Yorkshire and Humber (RSS), adopted 2008, suggests Calderdale should reduce its employment land supply by 20 hectares; due to a perceived oversupply of land. Calderdale was the only district in West Yorkshire where this was recommended. The Calderdale Employment Land Review (2008) agreed with this approach but noted whilst there was considerable amounts of allocated employment land; in practice little was available due to development constraints. There is a clear need for joint between Calderdale and our regional partners to make sure we overcome these constraints and identify new, unconstrained, sites for employment purposes.

Figure 2.5: Current and future employment land provision (RSS)



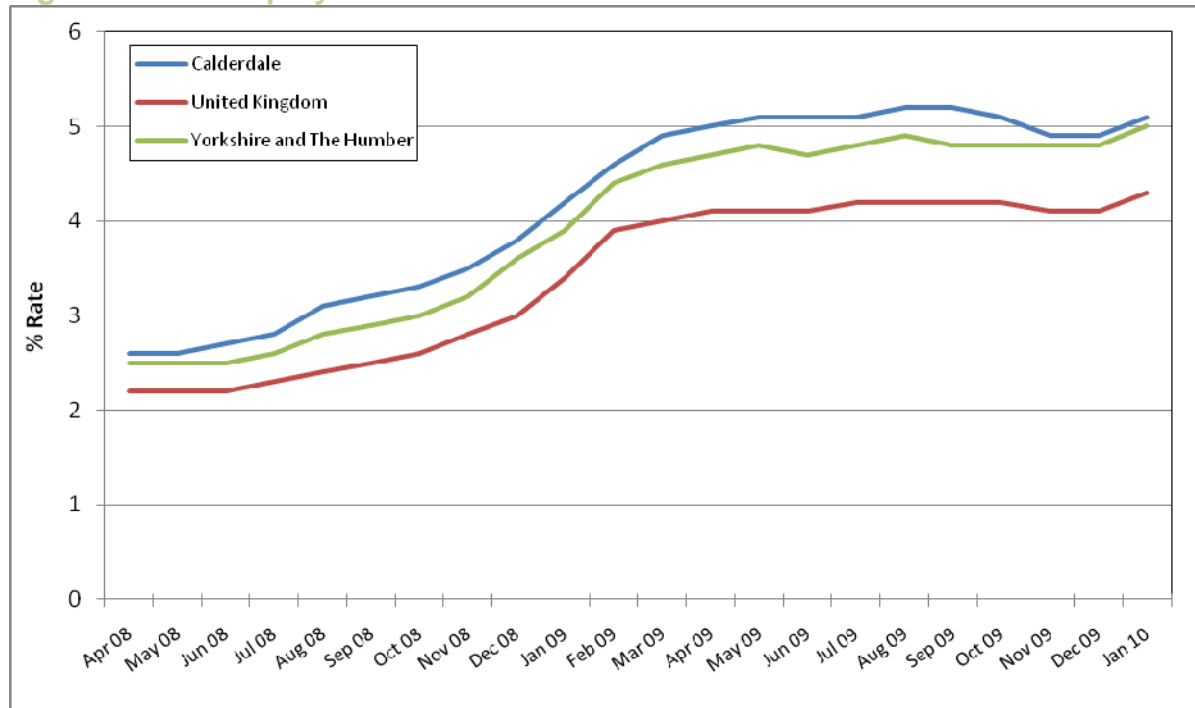
Source: Yorkshire and Humber Plan, 2008

Impact of the recession

2.11 The recession has had the effect of more than doubling the number of Job Seekers Allowance (JSA) claimants in Calderdale between April 2008 and January 2010. In terms of the rise in the overall unemployment rate, Calderdale is within the worst 25% nationally. The rise in unemployment has been particularly noticed amongst less skilled occupations as well as skilled trades; managerial and professional occupations have been less badly affected.

2.12 In addition 7% of our working age residents are claiming incapacity benefit; whilst this reflects the national average and is better than the regional average, it is still an area of concern.

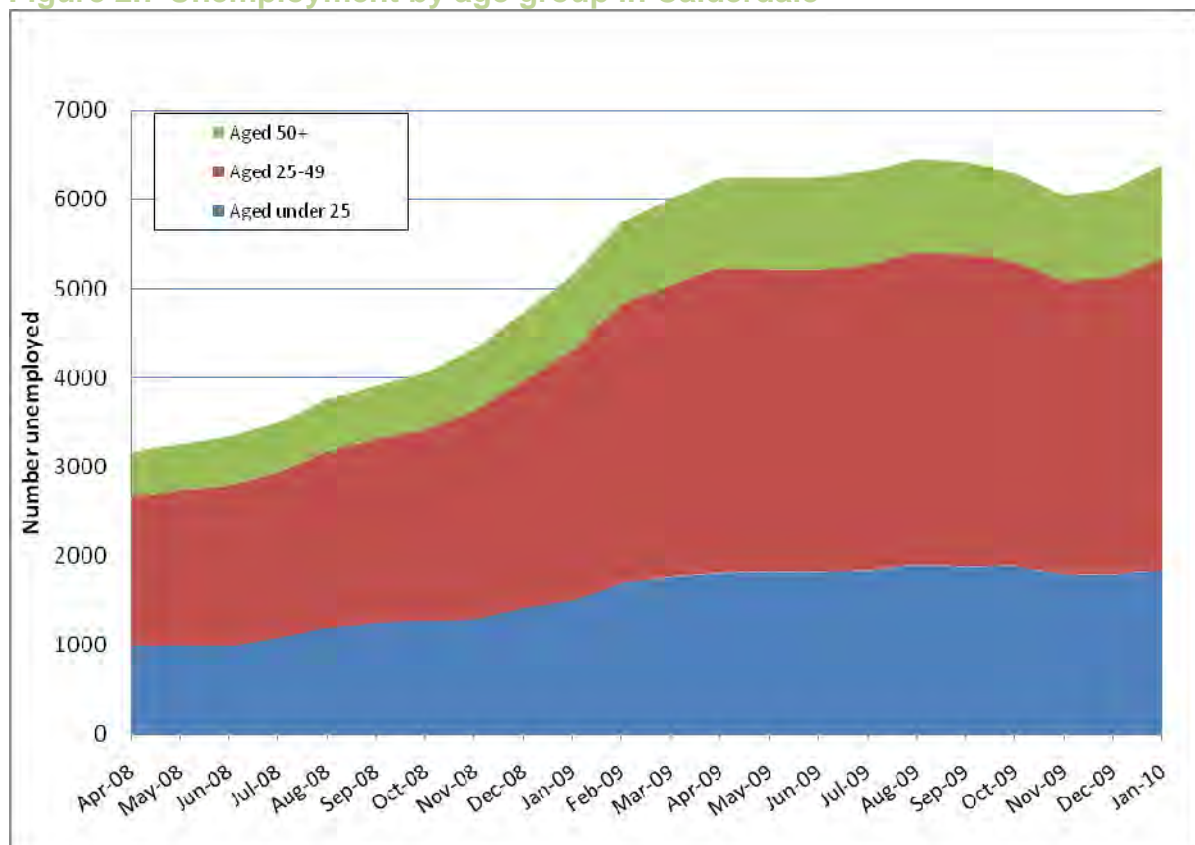
Figure 2.6 Unemployment in Calderdale



Source: NOMIS, Claimant Count Data-set

2.13 An analysis of the figures by age group shows where the impact of the recession has fallen. The Economy and Enterprise Strategy targets activities to support the differing needs of the age groups.

Figure 2.7 Unemployment by age group in Calderdale



Source: NOMIS, Claimant Count Data-set

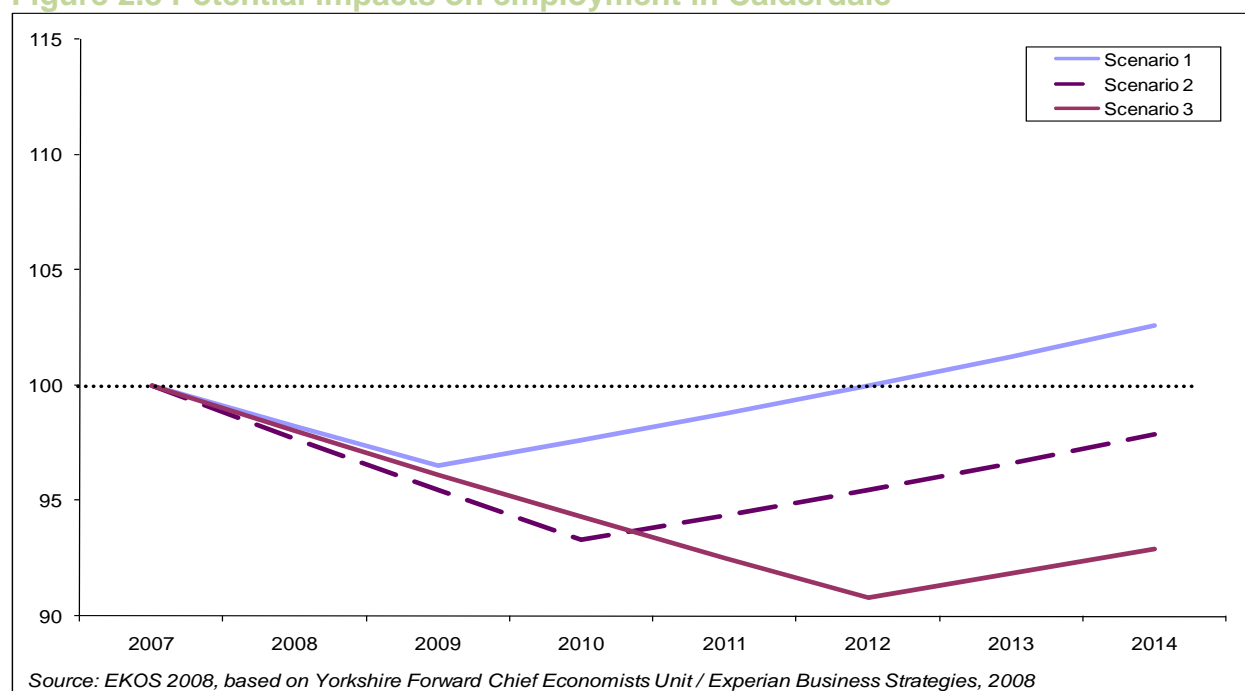
2.14 The potential impact on Calderdale's economy of the current recession is shown below. The three recessionary scenarios are based upon Calderdale's economic structure. A baseline year of 2007 has been used to indicate how long it could take the borough to recover from the recession.

2.15 The recessionary scenarios are:

- **Scenario one** - assumes the economy will experience a mild recession, where total UK employment falls by three per cent over a two-year period – this is much less severe than the 1990s recession, and is a mild recession;
- **Scenario two** - assumes a more pronounced recession will occur, during which total UK employment falls by six per cent over a three year period - this is similar to the 1990s recession, and given the benign conditions of the past fifteen years would present a challenge to local economies; and
- **Scenario three** - assumes a severe recession, during which total UK employment falls by eight per cent over a five year period - this is very severe and would suggest a long term world-wide recession.

2.16 From the available data scenario 2 appears to most closely match the impacts of the recession in Calderdale.

Figure 2.8 Potential impacts on employment in Calderdale



Economic Resilience

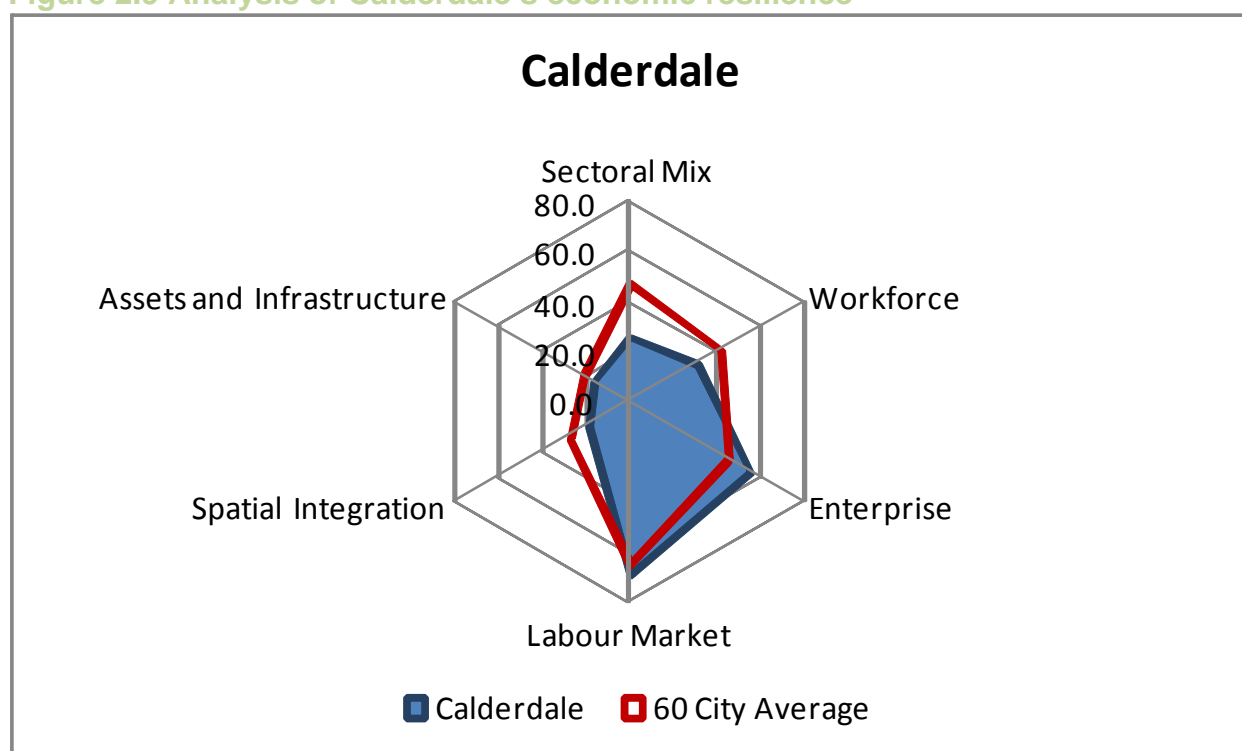
2.17 To identify how the effects of any future recession can be minimised it is important to look at the economic resilience of the Calderdale, using the Index of Economic Resilience.

2.18 The Index of Economic Resilience is designed to estimate how well an economy will deal with adverse economic conditions. In interpreting the findings from

the Index of Resilience, it is important to note that it only contains data which can be compared for all English towns and cities.

2.19 Calderdale performs relatively poorly, with an overall score of 35.0 (out of 100) compared to an average for of 43.5 for all urban areas on the Index. This places the borough in bottom place of the Yorkshire Cities. Calderdale's relative position on the Index has declined since 1998.

Figure 2.9 Analysis of Calderdale's economic resilience



Source: EKOS / EDAW Index of Economic Resilience, 2008

2.20 The spider diagram shows how Calderdale performed on the domains which make up economic resilience:

- sectoral mix;
- workforce;
- enterprise;
- labour market;
- scale and proximity; and
- assets and infrastructure.

Whilst Calderdale is below the 60-city average on the majority of domains, it performs well on the enterprise and labour market domains.

2.21 The strong performance on the **enterprise** domain (Calderdale ranks 7th out of the 60 areas on this domain) reflects the area's high business density. In Calderdale for each 1,000 employees there are around almost 76 businesses, which is the highest rate in the Yorkshire Cities group.

2.22 Calderdale also performs strongly on **labour market** domain. This reflects the lower proportions of Incapacity Benefit and long-term JSA claimants in Calderdale in comparison to other cities. However, the level of Incapacity Benefit claimants in Calderdale remains above the national average and there is scope to reduce the number of vacancies unfilled after 13 weeks.

2.23 Calderdale is below the average of the cities on the other four domains. Calderdale's worst relative performance is on the **sectoral mix** domain, (it ranks 58th of the 60 areas included in the Index). This reflects the lack of diversity of the employment base and the area's dependence on finance and manufacturing, both of which have experienced employment decline in recent years. Calderdale also has a comparatively low proportion of employment in the public sector, which is typically less vulnerable to economic cycles.

2.24 The **assets and infrastructure** domain captures some of the underlying assets which contribute to economic resilience. Calderdale, along with many other northern cities performs relatively poorly on this domain. This is partly due to not having a university, regarded as one of the key economic assets for a strong local economy. Calderdale has relatively good rail and road connections and access to level 1 international airports such as Manchester, however in the national context; it suffers in comparison to southern cities that have much better access to London by rail.

2.25 As one of the smallest Yorkshire Cities, it is not unexpected that Calderdale performs poorly against the indicator capturing the size of the local economy within the **scale and proximity** domain. Total employment in Calderdale is just 62% of the overall average. However, 28% of workers from Calderdale commute to access employment opportunities in neighbouring areas, making it less dependent upon local jobs.

2.26 The relatively poor performance on the **workforce** domain reflects the lower than average proportion of the working age population that hold qualifications at NVQ Level 4 or equivalent. In Calderdale, this is below 24% in comparison to the 60-city average of 29% and demonstrates the need to improve skills in the workforce. Calderdale also has a relatively small migrant workforce, which suggests that the impact of employment decline will be felt more severely amongst the home-grown workforce than might be the case in other areas where the migrant workforce is much larger.

3.0 Our approach

3.1 This Economy and Enterprise Strategy sets out a partnership approach to tackling economic issues and strengthening our economy.

3.2 The Economy and Enterprise Delivery Partnership is responsible for making sure the goals within the strategy are achieved. The Delivery Partnership is made up of key economic delivery partners in the public, private and voluntary sectors.

3.3 The Council has also created an 'Economic Taskforce' in response to the economic downturn. The taskforce will show leadership through the co-ordination of Council services to tackle particular issues including;

- encouraging enterprise and supporting existing companies
- encouraging employment
- supporting communities affected by the recession
- support households affected by the recession.

3.4 The approach adopted in the Economy and Enterprise Strategy can be summarised as supporting business, people and place;

- **Business** - by working with businesses to develop an environment in which they prosper, in order to create the employment and investment the district needs.
- **People** - by improving people's quality of life by promoting economic growth and providing skills to ensure everyone can benefit from the opportunities created
- **Place** - by building on the location and exceptional character of Calderdale.

Figure 3.1: Calderdale's approach



Business

3.5 Our aim is to create a strong, competitive and diverse local economy. We want the economy to be strong enough to grow, as well as encourage new businesses and social enterprises to start-up. To achieve this we need to diversify and build upon the unique natural and built environments of Calderdale together with our proximity to Leeds and Manchester to attract and retain businesses, residents, learners and visitors.

Diversified Employment Sectors

3.6 The financial services and manufacturing sectors are still strong; however our heavy reliance upon these sectors has left us vulnerable to the effects of the recession and therefore we need to encourage new forms of employment within the area.

3.7 Creative businesses are becoming increasingly important, representing 18% of all businesses in the borough and 11% of all creative businesses in Yorkshire. We will nurture these businesses by increasing start up accommodation, sharing business advice and best practice through a 'Creative Industries Network', and by improving our town centres.

3.8 Small businesses and unique shops are integral to the identity of Calderdale and make the area attractive to visitors and businesses. We are encouraging high quality local trade by developing projects such as 'Totally Locally' and 'Incredible Edible'.

3.9 Calderdale as a tourist destination has much to offer. It has well established attractions like Eureka!, the Piece Hall, Stoodley Pike, Hebden Bridge, Shibden Hall and Victoria Theatre. There are also opportunities to create an 'adrenaline gateway' based on extreme sports, sustainable tourism and the potential of Rochdale Canal and the River Calder. We aim to capitalise on these assets by ensuring we have a quality product, through business skills, regeneration, marketing and promotion.

3.10 The NHS is already the largest employer within the Yorkshire and Humber region, employing 6% of regional employees. It is anticipated, due to the needs of a changing population, employment in health will grow by 10.8% between 2006 and 2016. We aim to capitalise upon this growth by working in partnership with NHS Calderdale to ensure we have the skills and ability to look after the future needs of Calderdale residents.

3.11 A key constraint to economic growth is the absence of locally available employment land for business/developers to invest. Whilst Calderdale has a large number of sites, in reality these are often constrained making them unsuitable. We also have a shortage of small employment units both in the industrial and office sectors and especially offered as freehold. We will continue to work in partnership with Yorkshire Forward, the private sector and other agencies to bring forward employment projects such as the Sowerby Bridge/ Copley Valley and the Hopwood Lane schemes to maximise opportunities to encourage development of land for employment use. We want to encourage local businesses to benefit from major regeneration projects in the area through local supply chains. This will be achieved by:

- building on the pilot 'Supplier Adoption' project
- updating our directory of businesses
- supporting the growth of business through the 'business improvement grant'
- providing training and continued support for local businesses and social enterprises on how to win public sector tenders
- encouraging local businesses to join together to bid for public sector tenders
- developing a Sustainable Procurement Strategy.

Exemplar enterprise culture

3.12 The area already performs well on enterprise with higher than the regional average performance in new business start-ups; however the recession has hit all age groups in terms of redundancies. To combat this we are building on our strength in enterprise and providing a range of responses including:

- start-up grants, upon production of a business plan
- an 'Enterprise Network' to co-ordinate support for new start-ups
- a programme targeted at getting the over 50s back into employment, known as 'Silver Entrepreneurs'
- encouraging 'Young Enterprise' and promoting apprenticeships.

3.13 This will be complemented by the 14-19 Strategy which will promote entrepreneurship amongst young people.

Increasing Innovation and Harnessing Knowledge

3.14 Calderdale has a long and successful history of innovation; we aim to build upon this tradition of innovation by developing a programme of enterprise centres and a creative industry network. Our links with Higher Education will be used to promote the centres and provide graduates with the opportunity to return to Calderdale.

People

3.15 Our aim is to develop the existing and future workforce, to raise local learning achievement and skill levels and to meet the needs of local people. We will strive to ensure people of all abilities, ethnic groups and from every part of the borough, have an equal opportunity to gain access to sustainable worthwhile employment. Everyone is different and everyone matters in Calderdale.

Raising Aspirations and Encouraging Enterprise

3.16 The recession has more than doubled Job Seekers Allowance (JSA) claimants in Calderdale between April 2008 and January 2010. We need to address areas where unemployment is concentrated and develop programmes to encourage people back into employment or self employment. We will assist people back into work by working in partnership with the main providers and by developing new approaches to encourage people back into work.

We will also work with employers to demonstrate the positive impact of diversity in their organisations and further develop activity to address a shortfall of interaction within the BME community who have ill-health or a disability.

Skills for an Advanced Economy

3.17 Calderdale College, in partnership with three universities, has developed a local higher education offer in Halifax and Todmorden. This assisted over 800 local people to achieve level 4 or higher qualifications between 2005 and 2008. Improvements to our higher education offer are being progressed with Leeds Metropolitan University who recently secured funding to work with businesses in Calderdale to provide 60 additional higher education places.

3.18 Learning achievement by children and young people in the borough is strong, amongst the highest in the Leeds City Region. Following on from school, the number of 16 year old school leavers not in employment, education or training is relatively low compared with West Yorkshire but above that seen nationally.

3.19 More Calderdale pupils stay on in post 16 education than elsewhere in West Yorkshire. This combined with raising of the participation age from 2013 for 16 year olds and 2015 for 18 year olds will require additional capacity for learning in school sixth forms, colleges and work-based learning. We also have a higher than average percentage of adults with lower or out dated skills. Businesses have identified a need to have a better-trained and skilled workforce, which is flexible, adaptive and responsive to the knowledge economy. To ensure we have the skills to match our business needs and reduce disparities across Calderdale we will work with business, as well as further and higher education institutions in workforce development. This will include the use of creation of programmes and services, such as 'Train to Gain' and Apprenticeships. Our ambitions for an increased University presence, three skills centres across the Calderdale, improvements to Calderdale College and the Trinity Academy will all improve the opportunities for Calderdale businesses and residents to improve their skills base.

Increasing Employability and Learning

3.20 Over 3400 Calderdale students went on to higher education in 2007. However, less than 4% remained within the district and over 50% went to universities and

colleges in the surrounding towns and cities of Huddersfield, Leeds, Bradford and Manchester. Our ambition is to change our education offer by creating an enhanced university presence, particularly in Halifax, which will deliver profile, skills and financial benefits to the local economy. We are aiming to create a University Centre Calderdale, a combined approach to further and higher education which will provide a cradle to grave education opportunity for residents. This will assist in plugging our skills gap and drive inward investment through research and development activities.

3.21 Calderdale Adult Learning will continue to improve the skills and employability of adults by providing first step learning to progress learners from entry level through to level 2 and to Higher Education at level 4. Adult learning contributes to personal well-being and skills development, as well as economic participation and success. It also has an inter-generational impact because children are far more likely to thrive educationally and benefit from further and higher education if their parents and carers are at home with learning. For communities, learning supports other steps to well-being such as improved health, as well as underpinning economic success. It helps create common purpose and the capacity for self-management.

Enhancing Neighbourhood Cohesion

3.22 Calderdale is committed to promoting greater cohesion between areas and cultures as it is recognised that relations within, and between, communities are fundamental to a harmonious society built on mutual respect.

3.23 Mixed cohesive communities will be encouraged by ensuring new developments and regeneration schemes provide a mixture of house types and facilities to cater for a wide cross section of community needs. Further education has a role to play in promoting understanding and community cohesion by increasing awareness and the opportunity for individuals to meet, study and work with others with a different background.

Place

3.24 Calderdale's success depends on developing its attractive towns and villages. Sustainable communities, both urban and rural, depend on a quality of life that will attract and retain new businesses and residents. This is a unique selling point for Calderdale. We will explore the economic effects of the green agenda with the Government and the Regional Development Agency, to ensure we make the most of our fantastic environmental assets and traditions of innovation.

High quality and investable town centres

3.25 Our Town Centres are the focus for major investment and development. By promoting the uniqueness of Calderdale, we will develop a range of town centre attraction that will meet a variety of business and entertainment needs.

3.26 Some of the schemes and projects we aim to deliver include;

- Regeneration schemes;
 - Halifax Town Centre and surrounds masterplan;
 - Continuation of the Upper Calder Valley Renaissance;
- New Commercial floorspace in Halifax, Brighouse, Elland and Sowerby Bridge/ Copley Valley
- Further retail development in Halifax, Brighouse and Todmorden
- Investment in new health and/ or leisure facilities at the Shay and Broad Street, Halifax, Brighouse, Sowerby Bridge and Todmorden
- Increased University presence in Halifax
- Review the Council's own land and property to improve value for money.
- Reinvestment in the markets infrastructure to build on current success
- Maximising the cultural development opportunities provided by the Piece Hall and Eureka! and building closer links to Halifax town centre.

Integrating Sustainable Development

3.27 Sustainable development is key to ensuring we provide the jobs and infrastructure required, whilst also preserving and enhancing our unique natural and built heritage.

3.28 To achieve this the Council will lead by example through its Environmental Policy, Environmental Management Systems and a Sustainable Procurement Strategy to minimise carbon emissions and reduce the impact of Council buildings and services on the environment.

3.29 Local business will be assisted in becoming more sustainable through advice and greater links with the Alternative Technology Centre, Hebden Bridge and with higher education and vocational skills developments. We will continue to invest in the Green Business Network and provide assistance to start-up businesses. Sustainability will be placed at the heart of all our future planning decisions by the inclusion of relevant policies in the new development plan for Calderdale, the Local Development Framework (LDF).

Delivering Quality Housing and Neighbourhoods

3.30 A good supply and choice of quality affordable housing is key to Calderdale's economic prosperity. Housing has an important role in place-shaping contributing to

attractive localities and neighbourhoods and acting as a catalyst for regeneration, which can help to draw in investment by businesses, supporting productivity and consumption. Housing also contributes to the economy particularly through the construction and design sectors.

3.31 We recognise that accessibility to housing, including affordable housing, is important to enabling effective labour markets. We need to provide the right amount and mix of housing to attract and retain different professions, age-groups and levels of seniority within the workforce. Areas with an attractive range of housing can better support growing economies. Attracting inward investment depends on access to relevant markets and to a skilled workforce; and people often choose where they want to live based on the quality of the housing and the environment.

3.32 We will study our housing markets across Calderdale to ensure the supply of housing matches needs and demands. We will also encourage developers to build to a high level of sustainability as measured against the Code for Sustainable Homes and include possibilities for home-working in the design of new housing. This will encourage owners to live a more sustainable lifestyle and ensure new homes are built in a more efficient manner. We will control the amount, type and affordability of new housing by developing policies within the emerging Local Development Framework;

- to control the amount, type and location of new housing development within the area.
- to ensure that affordable housing is provided to meet the needs of local people.
- to bring forward major housing renewal schemes

3.33 We are working with national and regional government through the new growth point agenda to increase the deliverability of housing within Calderdale. This will be achieved through funded infrastructure improvements to allow greater capacity for new housing.

Increasing Collaboration and Improving Connectivity

3.34 Transport is essential to supporting economic growth, linking people with places and opportunities. A high quality accessible transport system will help to attract business investment, support enterprise and overcome barriers to employment.

3.35 Calderdale enjoys good access to the national motorway network and rail services to Manchester, Leeds and London and onwards to other city regions. Transport is a significant constraint to future growth, especially in the financial and business services sector and the housing market. Whilst patronage at Halifax railway station has grown by 4% per annum over the last 8 years, further growth on the Caldervale line has been suppressed through the capacity constraints at the station and on the line. Traffic congestion in local centres, key radial routes and on motorways and overcrowding on rail is forecast to increase, potentially making journeys longer, more unreliable, less attractive and costly to business. Our challenge is to tackle congestion in Calderdale in a sustainable way, making the most of existing transport networks to improve connectivity for business purposes.

3.36 We are actively working in collaboration with our regional partners to improve connectivity within the area. An increase in the number of rail carriages on the Caldervale line and additional rail services to London and Leeds has already been delivered. A direct train link from Halifax to London is planned to be introduced in 2010. We are also lobbying for electrification of the line from Leeds to Manchester Bradford and Halifax to enable faster more frequent services to a wider range of destinations.

3.37 Some of our key public transport priorities over the coming years include;

- developing a high quality transport interchange at Halifax Station, as Gateway to Calderdale, including a new waiting room, retail and toilet facilities and the possibility of opening a third platform to improve access and increase the number of trains;
- improved parking facilities at stations across Calderdale;
- a new railway station at Elland; and
- improved access for disabled passengers to ensure public transport accessible to all.

3.38 We are working with Metro and the Government in developing the West Yorkshire Local Transport Plan 3 (LTP3) to identify priorities for maintaining and improving our local transport systems, based on the needs and wants of residents and organisations in the region. The Calderdale Transport Vision includes ambitions to improve public transport and reduce congestion across the borough. Funding will be sought through LTP3 to ensure we deliver on our key transport ambitions.

3.39 By working with our infrastructure providers we are also trying to ensure the majority of Calderdale has access to high-speed broadband. This will assist in reducing the need to travel and have a positive impact upon ease of movement across the borough for essential journeys.

Improving Calderdale's Profile

3.40 Calderdale needs to continue to attract investment and talented people from outside our borders. We will actively promote and market the quality of life that the borough offers through its environment, housing offer, and social opportunities to attract highly skilled people to live and work here.

3.41 Our role within the city region needs to be strengthened and developed. This will be achieved by lobbying a consistent and coherent argument for the borough at all levels within Leeds City Region. In addition we will have a presence within Manchester City Region to ensure we benefit from our location between both City Regions.

4.0 Key Outcomes

4.1 The Economy and Enterprise Strategy sets out the framework for the economic success of Calderdale. It builds on the progress made over recent years, and sets the priorities for the next decade.

4.2 All of the individual projects identified within the strategy have their own project plans, which will be used to monitor progress on a quarterly basis, as part of the Council's performance management framework. Each of these individual projects will work towards achieving the priority targets identified below. The targets will be reviewed annually to reflect changing priorities and future targets set within the Local Area Agreement.

- To bring employment levels back to 2007 levels (76.3%) by 2015
- To increase the number of businesses in the borough to 9,000 by 2013
- Reduce people claiming out of work benefits to 2007 levels (12.2%) by 2013
- The number of people claiming out of work benefits in the worst performing neighbourhoods to be maintained in line with the regional average for Yorkshire and the Humber
- Increase the new business registration rate in the borough to 10% over the regional average by 2010/11
- Redevelop key parts of our town centres (Halifax, Sowerby Bridge and Todmorden) by 2015.
- To improve the shopping rankings of our town centres by 2020.
- To provide a net increase of 2.5 ha of readily available employment land by 2014.
- Reduce the number of 16 to 18 year olds who are not in education, training or employment to 6.4% by 2010/11
- Increase educational attainment at level 2 to 71% by 2010 and level 3 to 48% by 2010.
- Reduce per capita CO2 levels in Calderdale by 11.6% by 2010/11 based on 2005 Outputs

5.0 Appendix: Background data

5.1 The following section identifies some of the key baseline data upon which the Economy and Enterprise Strategy is based. Whilst the following section has been broken down into the business, people, place approach much of the data has cross-cutting implications. In most cases if the data is presented in the main body of the strategy it is not duplicated in this section.

Business

Business sectors

5.2 Calderdale has a number of large employers, in particular the Lloyds Banking Group (Formerly Halifax HBOS) employs over 6,000 within the area at its various offices and bases. The Council is the largest employer within Calderdale and, including teachers, employs in excess of 10,000 people.

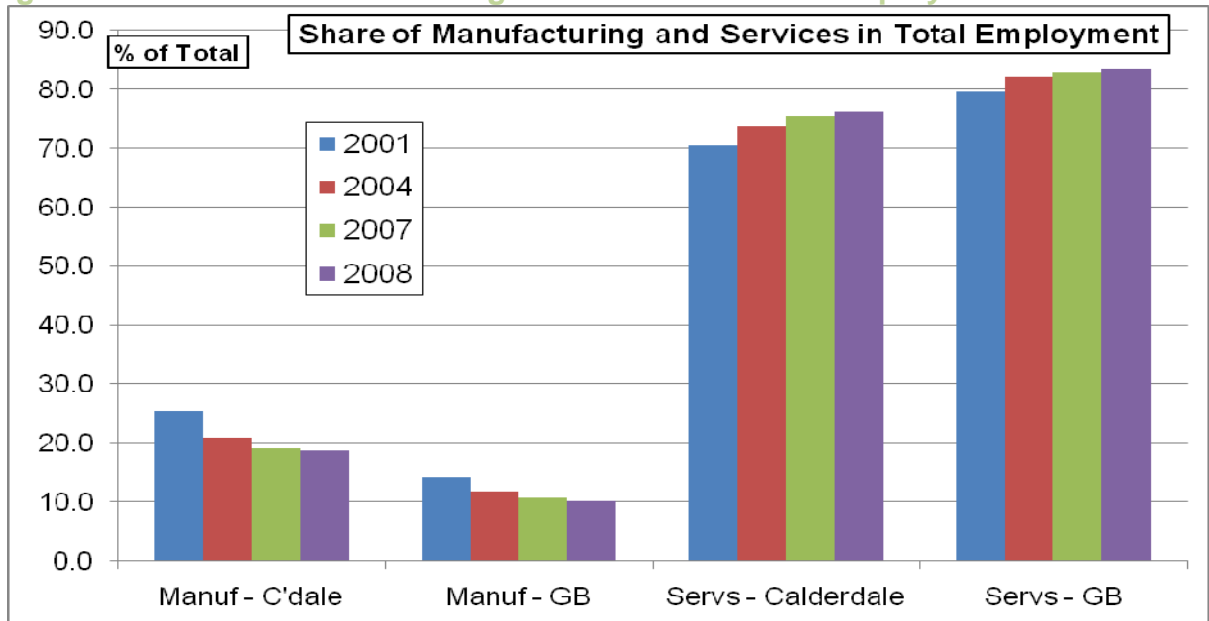
Table 5.1 Major employers within Calderdale

Organisation	Number of Employees – 2006	Number of Employees – 2007	Number of Employees - 2009
Calderdale Council	9,583	9,900	10,008
Lloyds Banking Group (Formerly HBOS)	6,300	6,300	6,300
Calderdale & Huddersfield NHS Foundation Trust	Not previously recorded		2,500
Marshall's plc	1,050	1,200	1,200
Royal & Sun Alliance	Not previously recorded		1,000
NHS Calderdale	Not previously recorded		700
Calderdale College	Not previously recorded		650
Nestle UK	600	600	580
West Yorkshire Police	Not previously recorded		521
Crosslee plc	1,100	1,100	500

Source: Calderdale Council Companies database; Calderdale MBC Central Payroll 2009 (The figures are for all employees including both full and part-time workers)

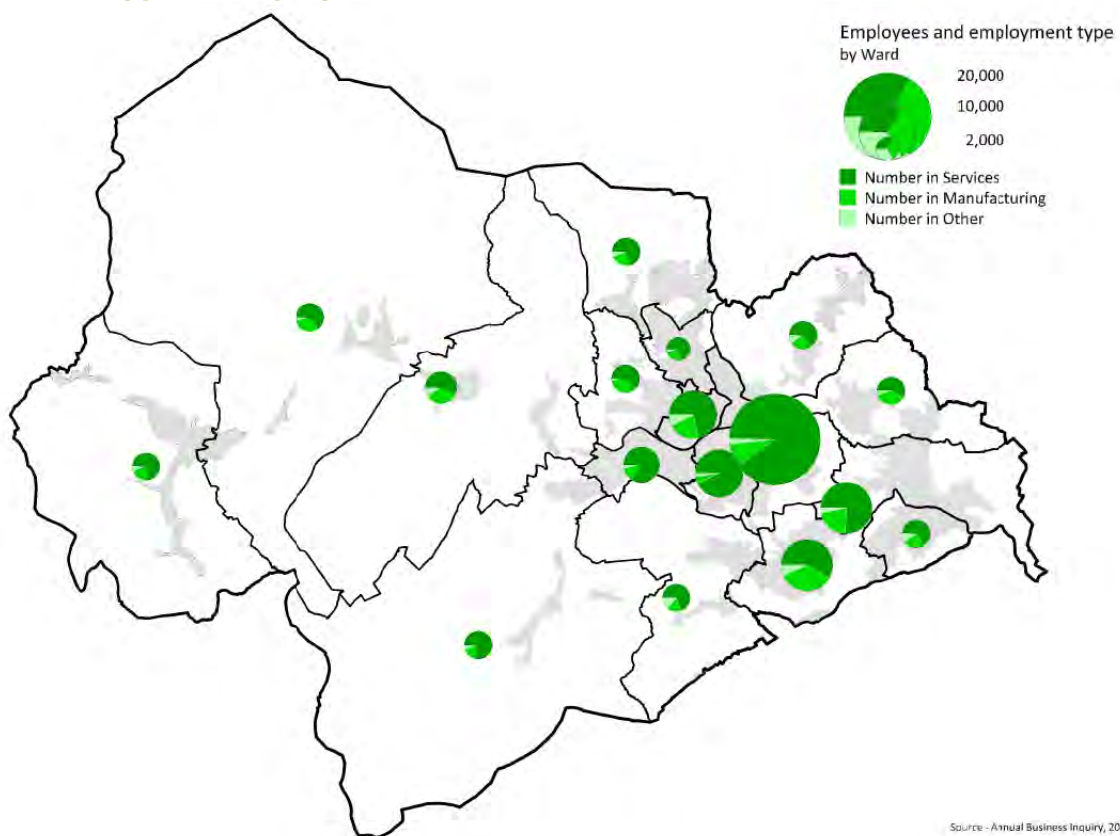
5.3 The chart below shows the changing importance of manufacturing and services in Calderdale and Great Britain, in terms of *employment*. From the data available, it appears that the trends existing before the recession are continuing at a similar rate. Manufacturing's share of Calderdale employment remains far above the national average despite the recent declines.

Figure 5.1 Share of manufacturing and services in total employment



5.4 The map below shows the distribution of employees across Calderdale, demonstrating that the majority of employees work in Halifax, Brighouse and Elland. Areas of the upper valleys have a fairly even distribution of employees in terms of overall numbers. Service industries remain the largest employer in the borough, with manufacturing most dominant as a proportion of the local workforce in Elland, Brighouse and parts of the upper valley.

Figure 5.2 Type of employment across Calderdale

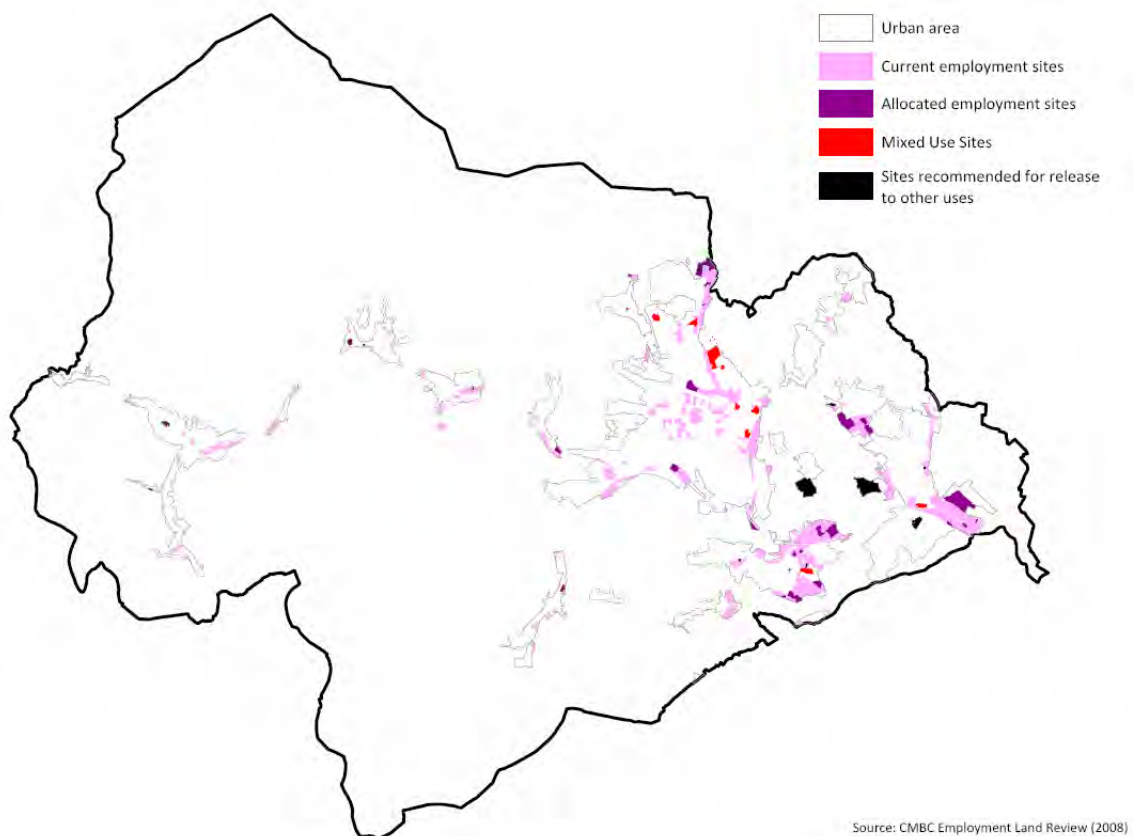


Employment land

5.5 Figure 5.3 shows current employment sites in use, allocated employment sites available for development and mixed use sites, as designated in the Calderdale Unitary Development Plan (UDP). It also shows those sites that the recent Employment Land Review (ELR) recommends should be considered further for potential release to other uses.

5.6 The ELR also looked at the likely demand for employment land (both office and industrial/warehousing requirements) to 2026. Accounting for the total available land supply in relation to the total anticipated demand, the ELR demonstrates the net land balance. Only Halifax is shown to have a deficit of Office type employment land over this period. A significant surplus of industrial/warehousing land is evident in all areas, and significant surplus office space is also evident in east Calderdale, over 80% of which is due to inclusion of the potential prestige office park at Wakefield Road, Clifton.

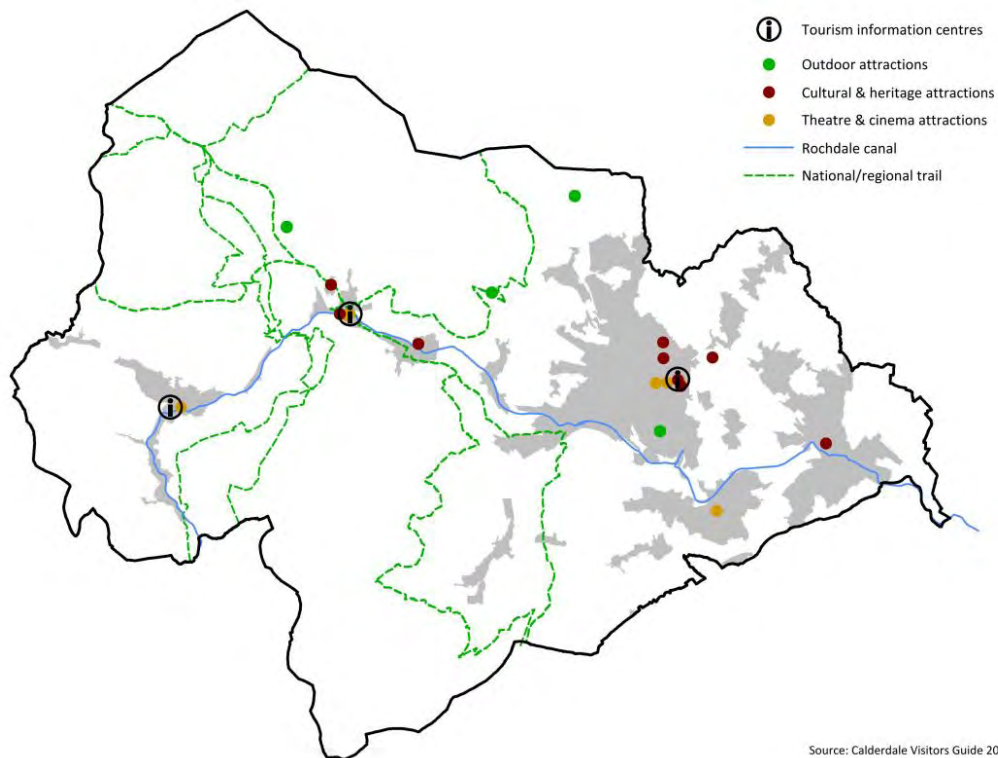
Figure 5.3 Employment land in Calderdale



Tourist attractions

5.7 The main outdoor attractions in Calderdale include Ogden Water Country Park, Hardcastle Crags & Gibson Mill and Manor Heath Park & Jungle Experience. In addition a number of the nationally or regionally significant tourist trails (e.g. The Pennine Way national Trail, the Pennine Bridleway & the Pennine Cycleway) run through the upper valleys. The cultural and heritage attractions include the museums and art galleries in the borough, including the Hebden Bridge Alternative Technology Centre.

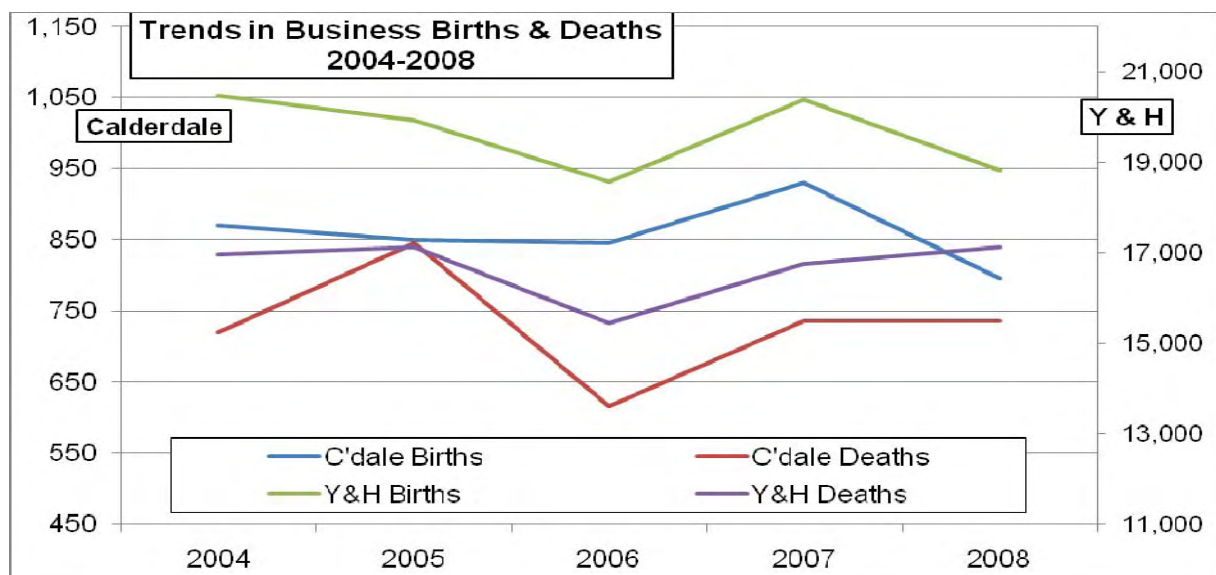
Figure 5.4 Calderdale's main tourist attractions



Business registrations

5.8 An indicator of the health of the economy is the number of Business Births and Deaths. Figure 5.5 shows trends in these from 2004 to 2008 and illustrates the fact that over that period there was a substantial excess of registrations over de-registrations.

Figure 5.5 Calderdale VAT registrations and de-registrations



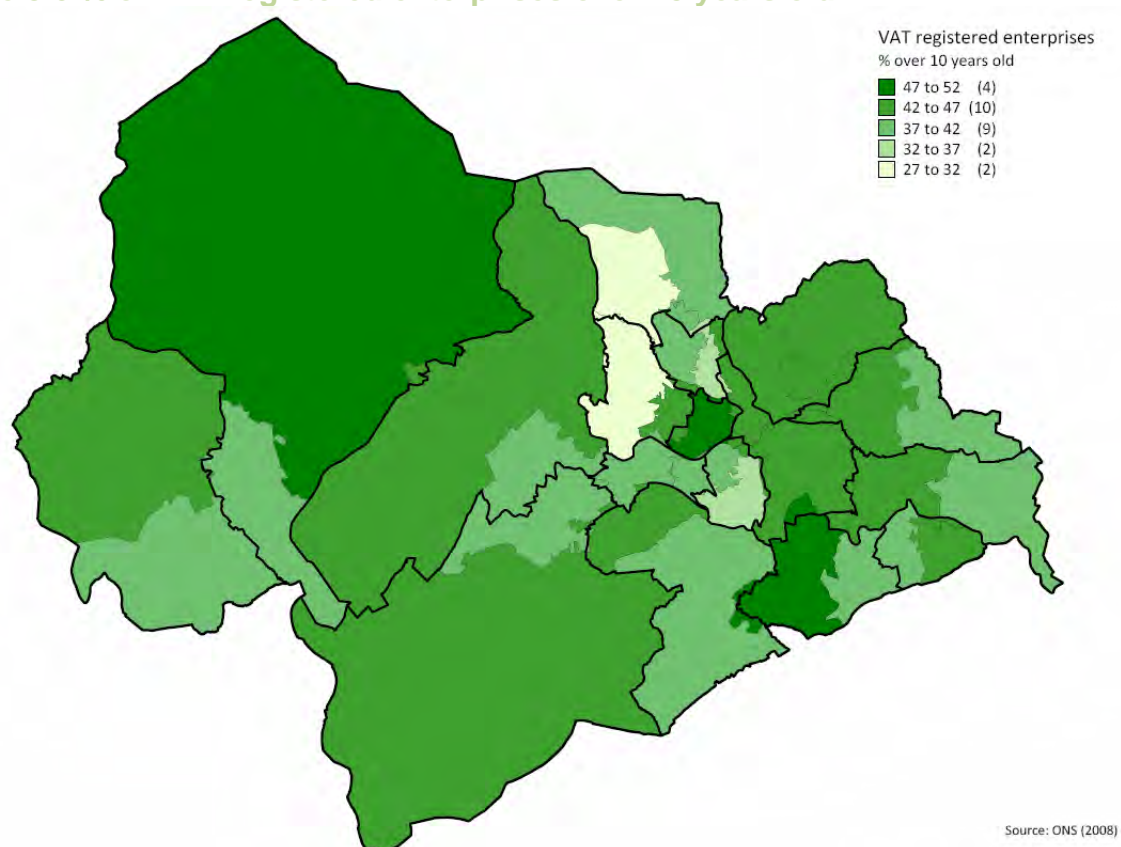
Source: ONS Business Demography Statistics

5.9 Of existing VAT registered businesses within Calderdale, in 2008 a total of 43.1% were recorded as being 10 years or older. Only Pendle amongst Calderdale's seven

neighbouring authorities has a higher percentage of older registered businesses (43.7%). Traditionally, the first couple of years of a business being set-up are the most likely time for failure to occur. Therefore a higher percentage of older businesses within a local economy is an indicator of health and can imply greater resilience to external impacts due to a greater established presence in the market.

5.10 The following map shows the spatial variation of these older registered businesses across Calderdale. The most striking characteristic appears to be that north and west Halifax shows a significantly lower proportion of older businesses than elsewhere in the district. Areas of highest proportions are spread fairly evenly across the district in Elland, central Halifax and Calder ward in the upper valley.

Figure 5.6 % of VAT registered enterprises over 10 years old



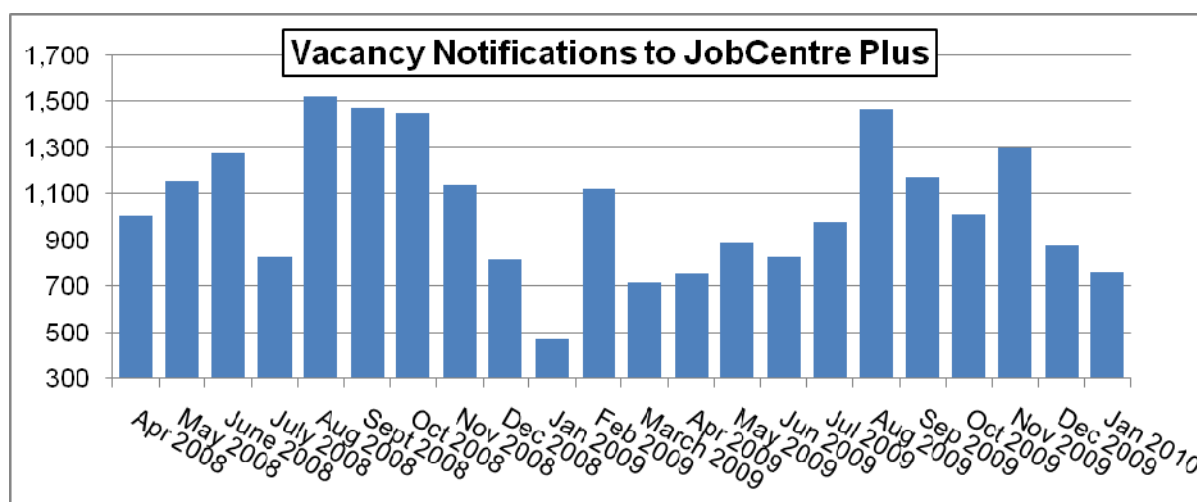
Source: CACI Paycheck data, 2008

Job vacancies

5.11 Figure 5.7 shows the number of vacancies notified to JobCentre Plus since April 2008. These do not represent comprehensive figures on vacancies, and JobCentrePlus advises caution on interpretation due to changes in handling and processing of vacancy notifications.

5.12 Following a rise in notified vacancies in November, the total dropped in December and again in January. However, this seems to match seasonal trends, and the figures for January 2010 are much higher than those for January 2009. (December and November 2009 were also higher than the corresponding months in 2008.)

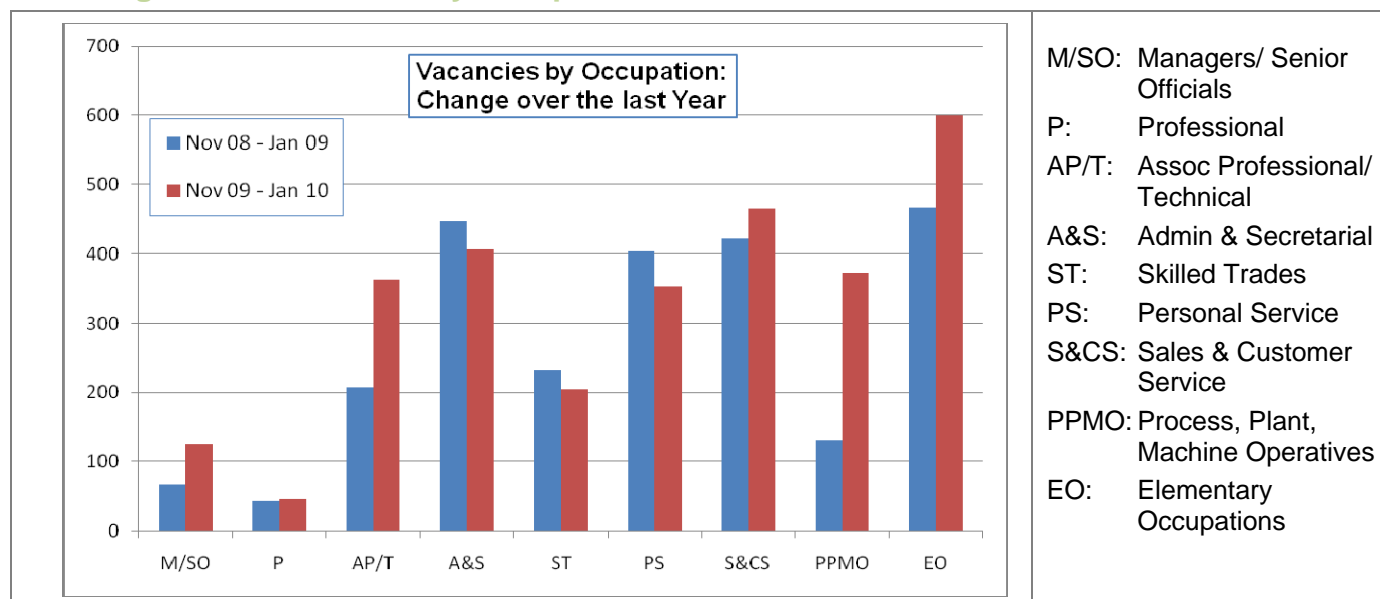
Figure 5.7 Calderdale job vacancy notifications



Source: NOMIS, Vacancies Data-set

5.13 Figure 5.8 shows the vacancies by category of occupation, comparing three-monthly figures with those for one year previously. Compared to a year ago, there have been significant increases in vacancies for Managers/Senior Officials, Assoc Professional/Technical and Elementary Occupations, while vacancies for other occupations have stayed at a similar level or shown a slight fall.

Figure 5.8 Vacancies by occupation



Source: NOMIS, Vacancies Data-set

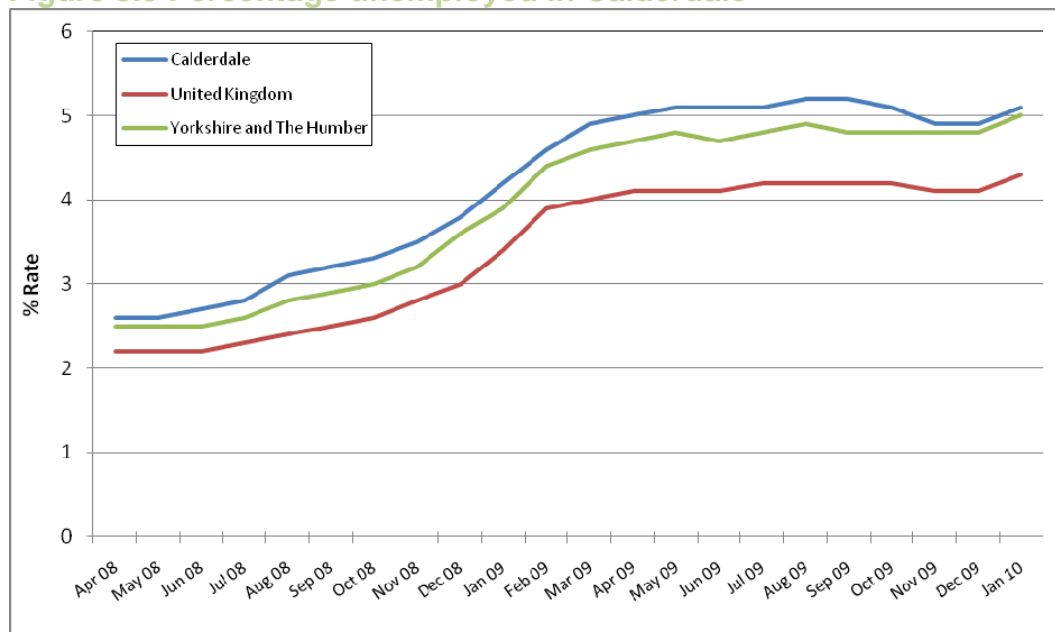
5.14 In the three months November 09 – January 10, vacancies in Calderdale by sector continued to be dominated by Banking, Finance & Insurance (61% of the total), Distribution, Hotels and Restaurants (11%). And Public Administration, Education & Health (15%).

People

Unemployment and benefits

5.15 The number of people unemployed and claiming benefit between April 2008 and January 2010 has more than doubled increasing from 3,155 to 6,380.

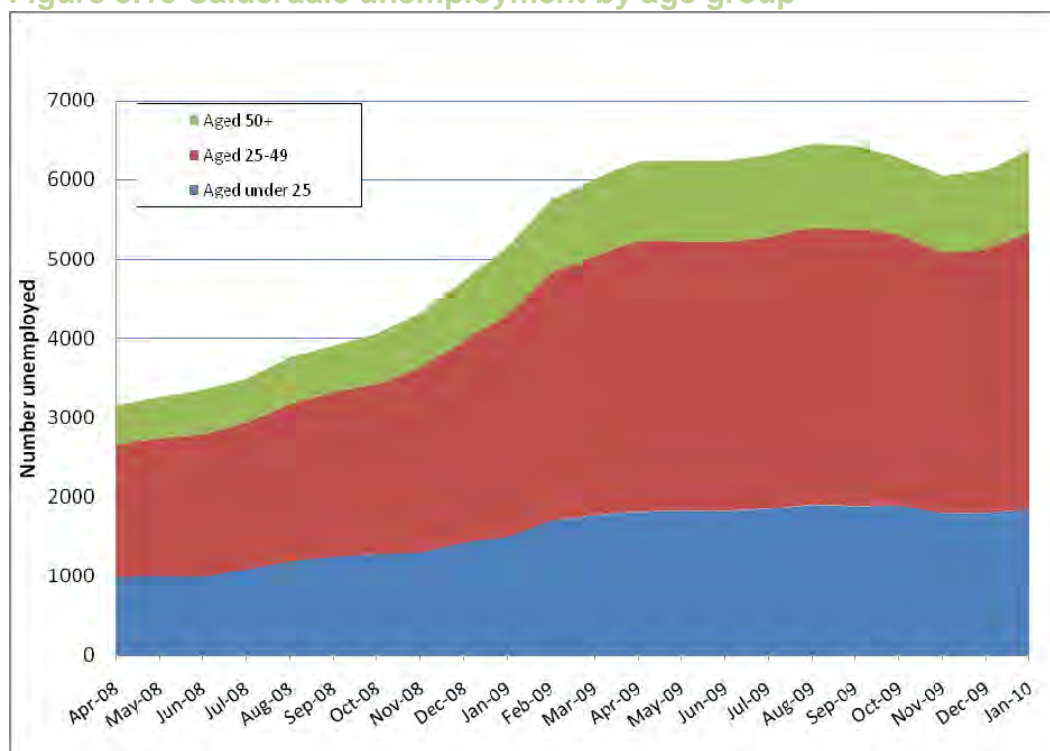
Figure 5.9 Percentage unemployed in Calderdale



Source: NOMIS, Claimant Count Data-set

5.16 Figure 5.10 shows all age groups within the area have been affected by the rise in unemployment. All except the under 25s have suffered more than a 100% increase in the rate of unemployment.

Figure 5.10 Calderdale unemployment by age group



Source: NOMIS, Claimant Count Data-set

5.17 Until autumn 2008, the number of longer-term unemployed was rising relatively slowly and was in fact declining as a proportion of total unemployed claimants. Since then, the numbers who have been unemployed for 6 months or more has risen, and now accounts for just above one-third of total unemployment (see table 5.2).

5.18 The rapid rise in numbers unemployed for 12 months or more (the “long-term unemployed”) has begun more recently, with over a 150% increase since late 2008. These trends are likely to continue and long-term unemployment may rise even after total unemployment has stabilised.

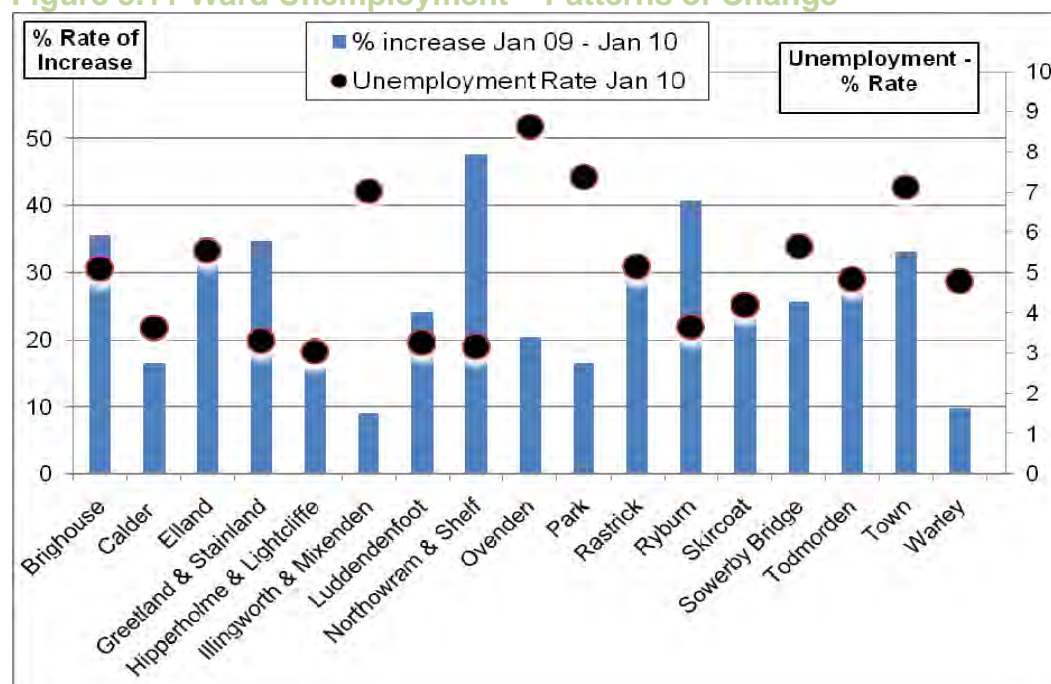
Table 5.2 Calderdale duration of unemployment

	Unemployed longer than 6 months		Unemployed longer than 12 months	
	No.	% of total	No.	% of total
October 2008	1,025	25.2	335	8.2
January 2009	1,295	25.1	400	7.7
April 2009	1,655	26.5	495	7.9
July 2009	2,025	32.0	610	9.7
October 2009	2,220	35.3	675	10.7
November 2009	2,095	34.6	725	12
December 2009	2,110	34.5	780	12.8
January 2010	2,180	34.2	870	13.6

Source: NOMIS, Claimant Count Data-set

5.19 The growth in unemployment has not been consistent across Calderdale. The chart below shows both the rate of increase in the number unemployed and claiming benefit, and the unemployment rate in August 2009 (as % of the working age population).

Figure 5.11 Ward Unemployment – Patterns of Change

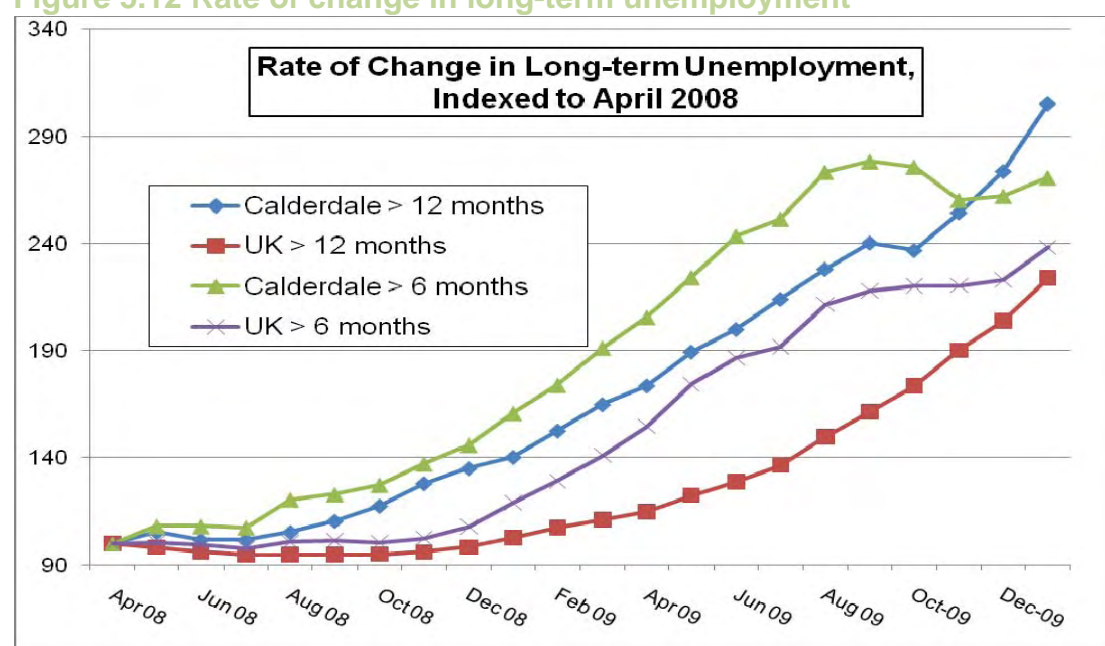


Source: NOMIS, Claimant Count Data-set

5.20 The chart shows that the wards worst hit in terms of the **rate of growth** in numbers unemployed in the last year, are not those wards that have the highest unemployment rates. In large part, this reflects the relatively low numbers unemployed in the more prosperous wards at the start of the period; the wards with higher unemployment have generally experienced the largest **numerical** increases in number unemployed.

5.21 The chart below shows comparative data for the growth in numbers unemployed > 6 months and > 12 months. In both cases, the rate of increase in Calderdale since April 2008 has been far above both the national rates. In the case of unemployment for six months or longer, there has been a very substantial narrowing of this gap over recent months. However, long-term unemployment (>12 months) has continued to rise faster than the national rate, despite its share of total unemployment remaining lower.

Figure 5.12 Rate of change in long-term unemployment

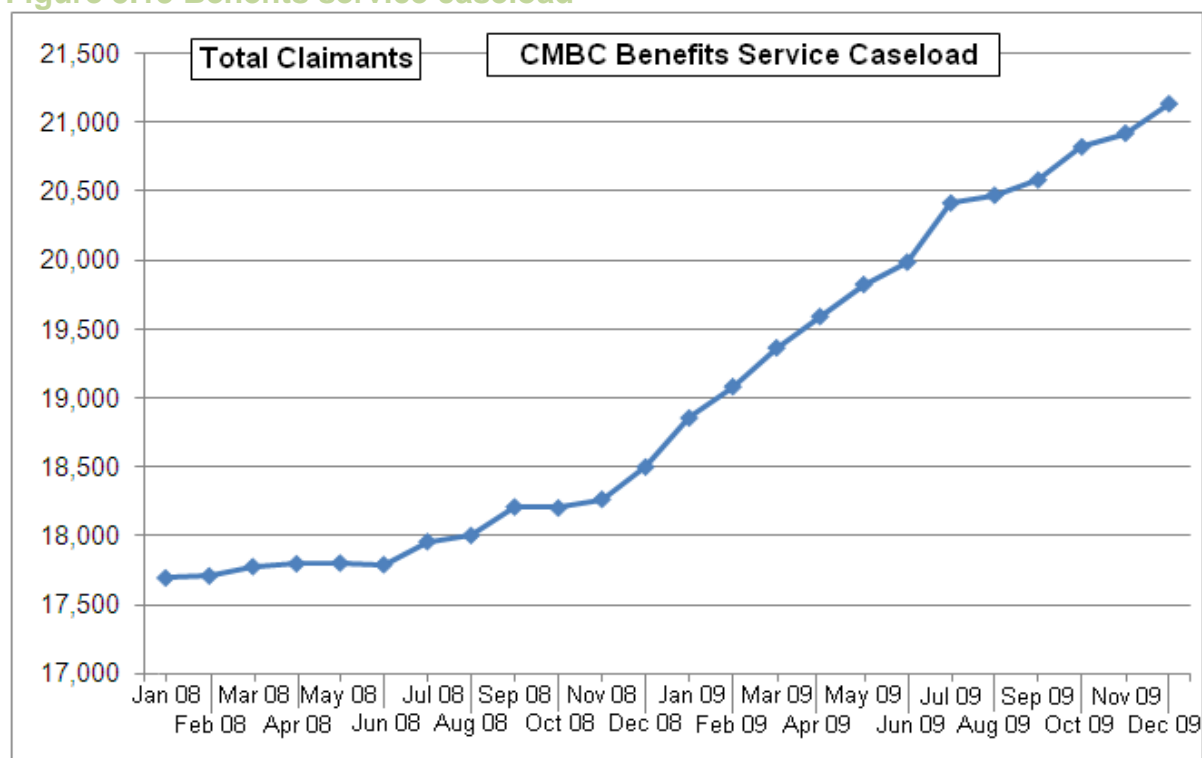


Source: NOMIS, Claimant Count Data-set

5.22 Since the duration of unemployment tends to be linked to financial and other problems, there are a number of potential consequences, in particular resulting from the recent trends in long-term unemployment.

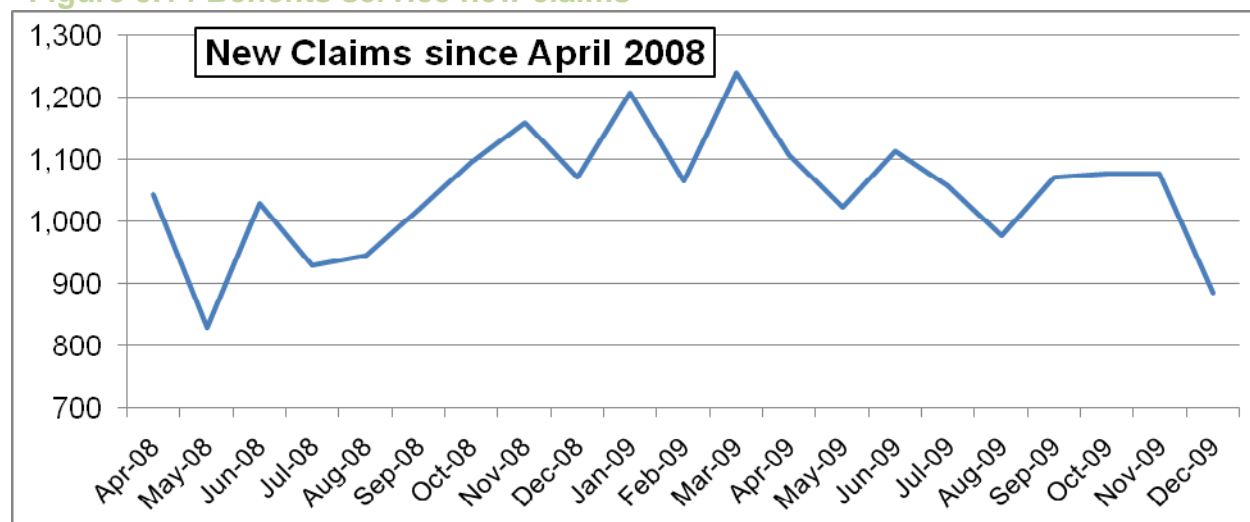
5.23 Latest figures on Council-administered Benefits shows a continuing rise in the caseload, although the increase has been somewhat slower in recent months. The pattern of new claims shown below is highly volatile and seasonal. However, new claims are now significantly lower than one year ago.

Figure 5.13 Benefits service caseload



Source: CMBC, Safer & Stronger Communities Directorate, Benefits Service

Figure 5.14 Benefits service new claims



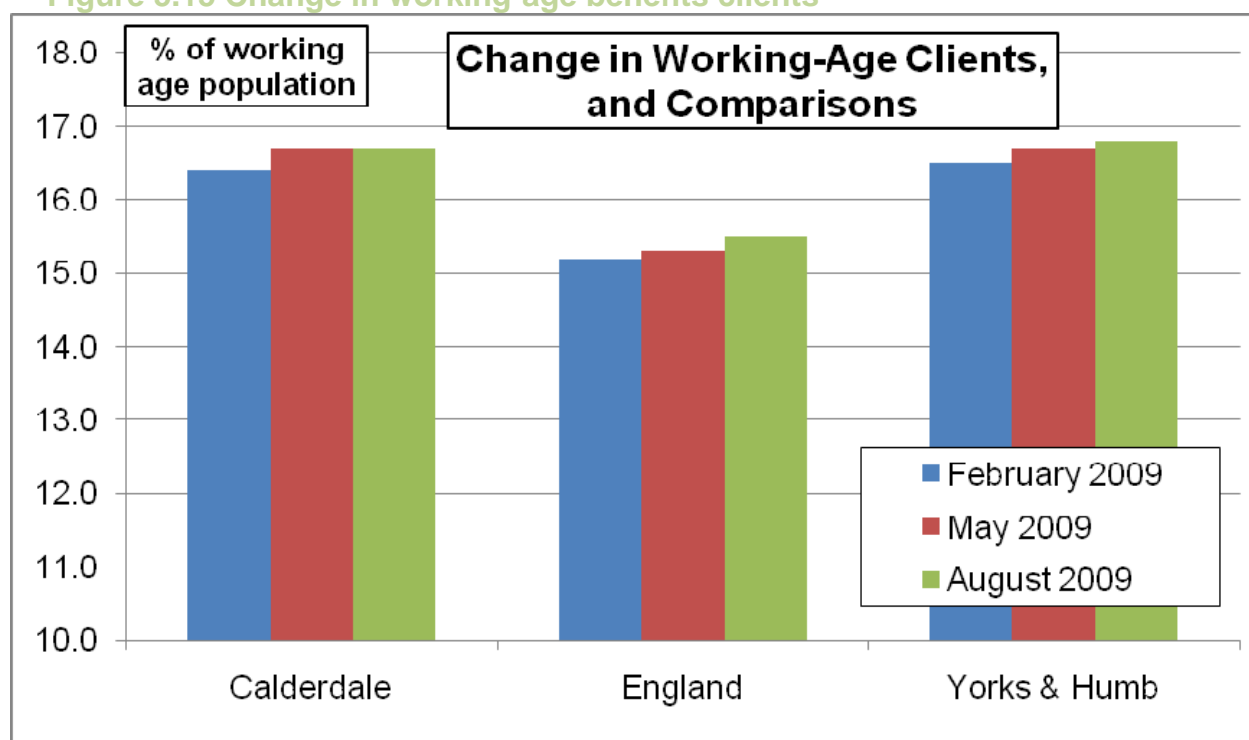
Source: CMBC, Safer & Stronger Communities Directorate, Benefits Service

5.24 The Department for Work and Pensions (DWP) produces a range of data on benefits. One series relates to benefits paid to working-age clients. This includes not only Job Seekers Allowance (which is the basis of the Claimant Count) but a number of other benefits, such as Incapacity Benefit. The disadvantage of this measure is that there is a substantial time-lag; it provides a basis for analysing long-term changes and how we compare regionally or nationally but does not show recent changes. Latest

figures show 20,810 people of working age in Calderdale receiving one of these benefits.

5.25 The chart below illustrates that, in line with regional and national trends, the rate in Calderdale rose between February and May 2009, then levelled out August 2009 (the latest for which figures are available), while the regional and national rates continued to rise. The rate in Calderdale is close to the regional rate but both are significantly above the national one.

Figure 5.15 Change in working-age benefits clients



Source: NOMIS, Department for Work and Pensions data-sets

5.26 Latest data on economic activity and employment is taken from a rolling survey, the Annual Population Survey. Figures provided in the monthly Labour Market Profile suggest that Calderdale's economic activity rate, employment rate and self-employment rate are above the regional and national figures.

Table 5.3 economic and employment rates

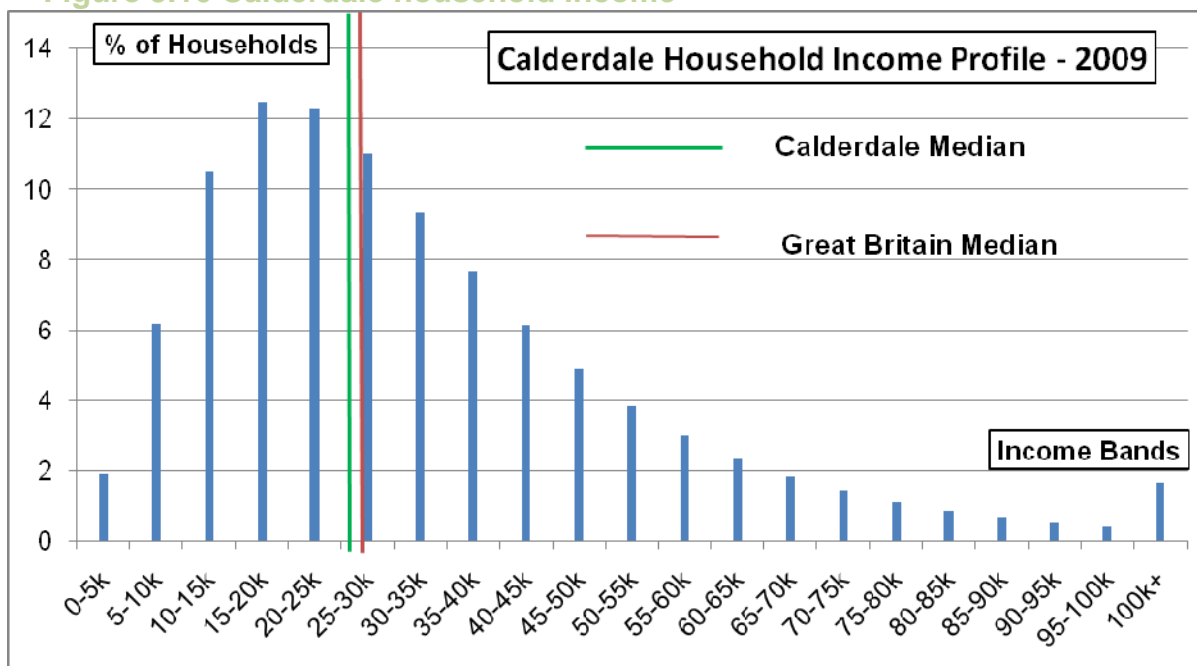
Summary Economic and Employment Rates, July 2008 – June 2009			
	Calderdale	Y&H	GB
	%	%	%
Economic Activity Rate	79.2	78.1	78.9
Male Economic Activity Rate	83.7	82.5	83.3
Female Economic Activity Rate	74.4	73.3	74.1
Employment Rate	73.2	72.0	73.3
Self-employment Rate	9.8	8.2	9.1

Source: NOMIS, Annual Population Survey (NOTE: These figures are sample-based; consequently the data for an area the size of Calderdale can be quite volatile and less robust than regional and national data)

5.27 Figure 5.16 illustrates the pattern of distribution of household income in Calderdale, by showing the percentage falling into income bands of £5,000.

It demonstrates that about one-third of all households have a combined income (including benefit and credit payments) below £20,000, and almost 1 in 5 have an income below £15,000. The median household income in Calderdale is approximately £28,000, some £1,300 below the Great Britain figure.

Figure 5.16 Calderdale household income

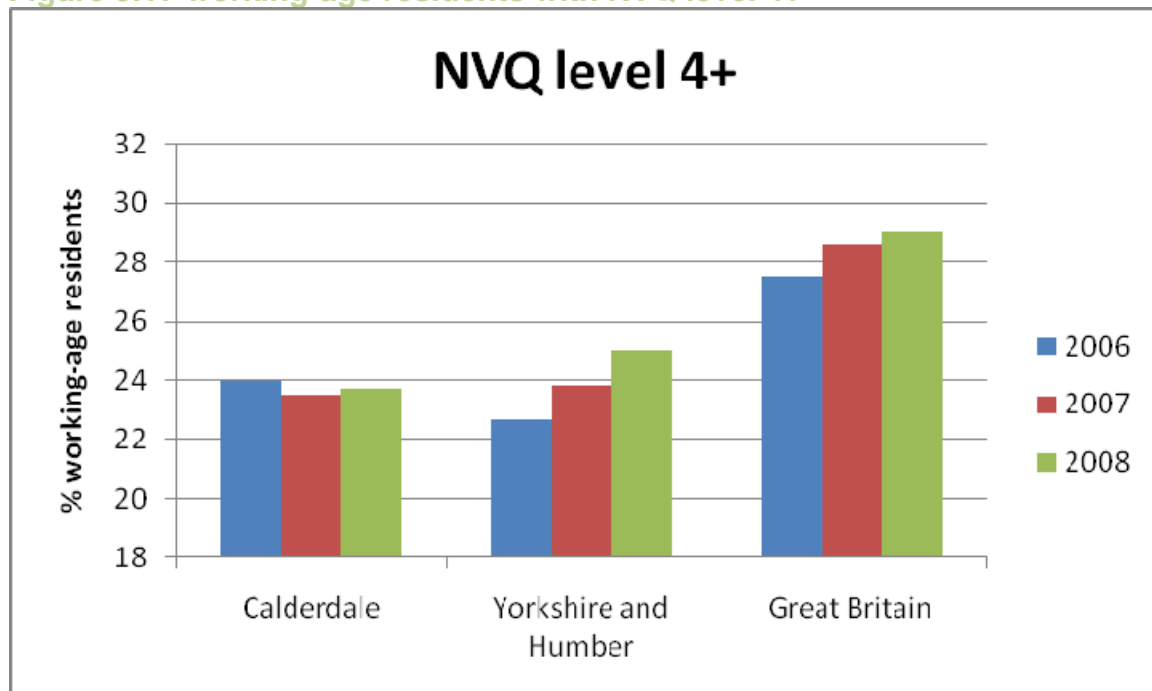


Source: CACI Paycheck data, 2009

Skills

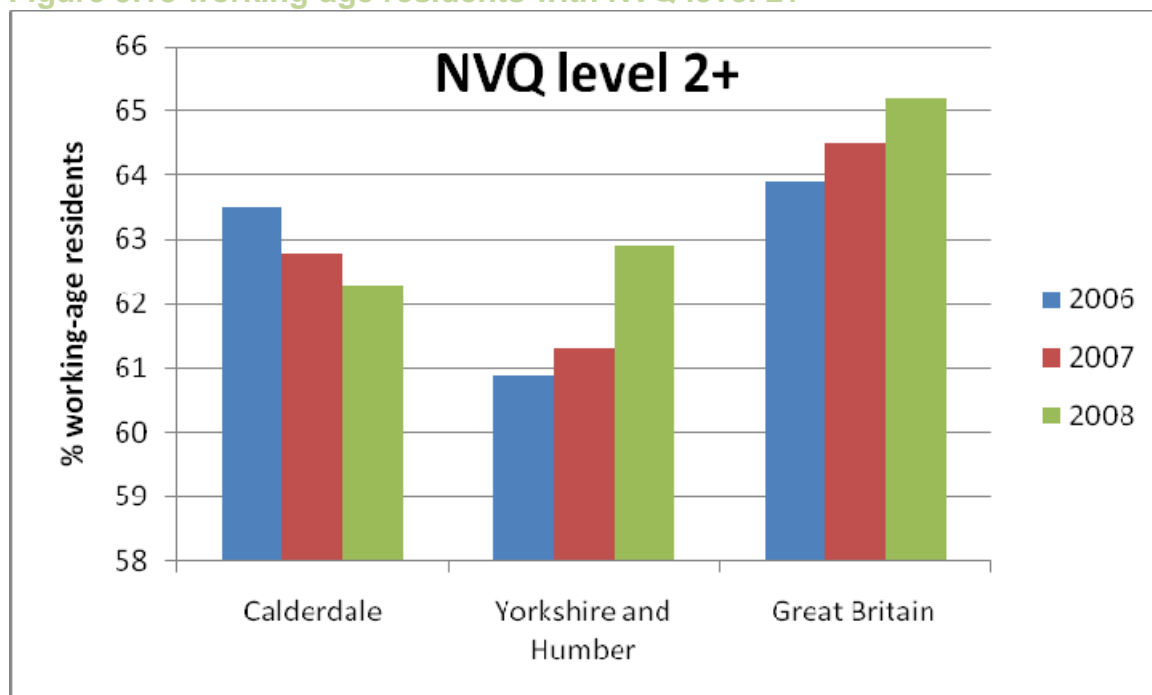
5.28 The percentage of the working age residents qualifications at both NVQ level 2 or higher and NVQ level 4 or higher is lower in Calderdale than both the national and regional average. This is despite the area performing better than the regional average at NVQ level 2 and above as recently as 2006.

Figure 5.17 working-age residents with NVQ level 4+



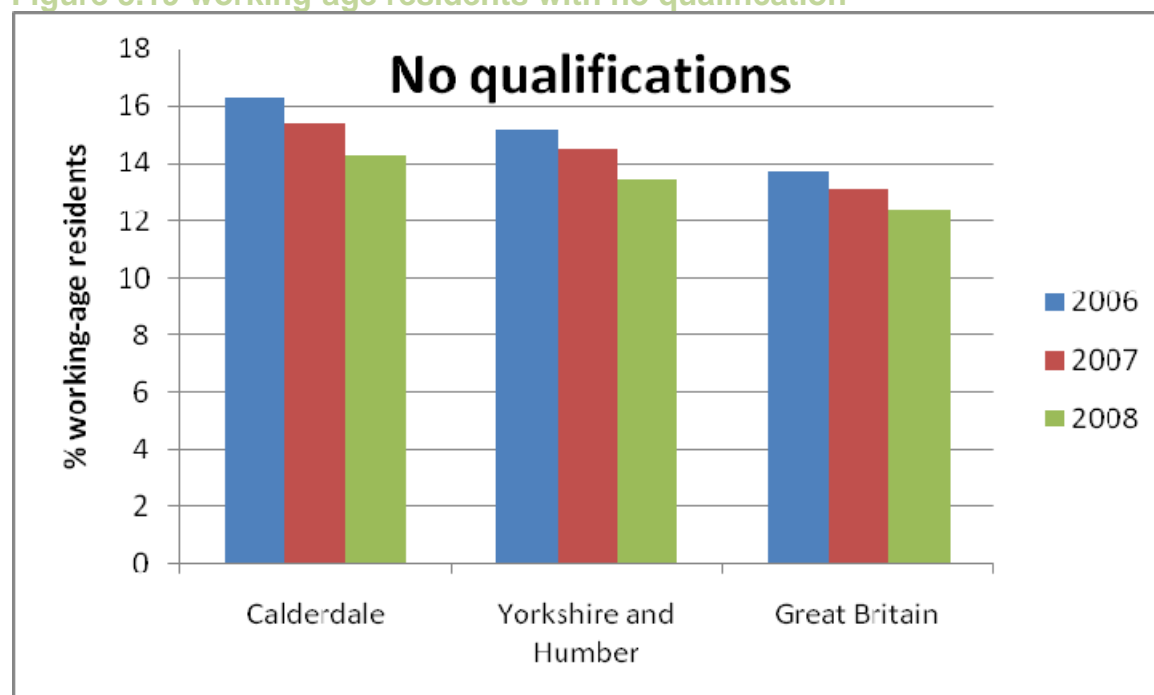
Source: Nomis - Annual population survey

Figure 5.18 working-age residents with NVQ level 2+



Source: Nomis - Annual population survey

Figure 5.19 working-age residents with no qualification



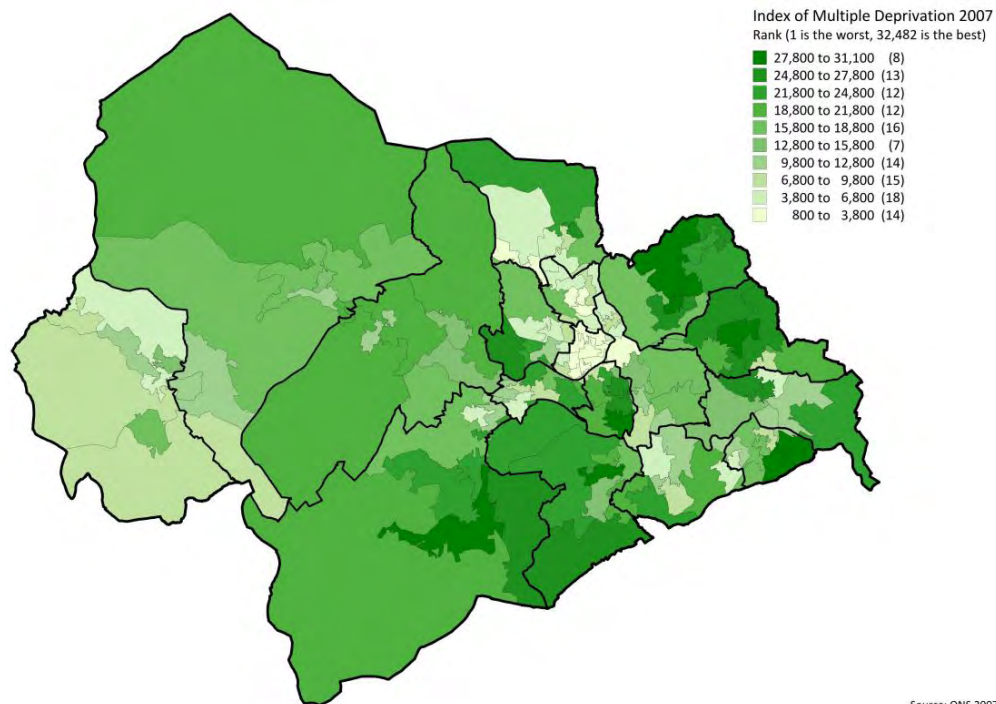
Source: Nomis - Annual population survey

Indices of multiple deprivation

5.29 New indices of deprivation for England were published in 2007 (replacing the previous indices of 2004). Overall measures of deprivation, including the rank by all areas in England, are provided for the following domains; income, employment, health deprivation and disability, education skills and training, barriers to housing and services, crime and living environment. Calderdale is ranked as the 107th, out of 480 nationally, most deprived local authority (2007), an improvement of 20 places on its previous ranking.

5.30 Within Calderdale the most deprived areas include much of central and north Halifax, followed by parts of Brighouse, Elland, Sowerby Bridge and Todmorden. The lowest ranked LSOAs (ranked 823rd and are 854th) are located within Park Ward and sit within the most deprived 3% of areas within England. The least deprived areas tend to be focused on the more rural areas, or smaller settlements, within the Ryburn and lower Calder valley areas. The highest ranked LSOAs are located in Hipperholme and Lightcliffe (31,070th) and Greetland and Stainland Wards (30,303rd). In contrast with the most deprived parts of Park Ward these sit within the least deprived 7% of areas within England (the 93rd percentile) despite being no more than 3 miles apart.

Figure 5.20 Index of Multiple Deprivation across Calderdale

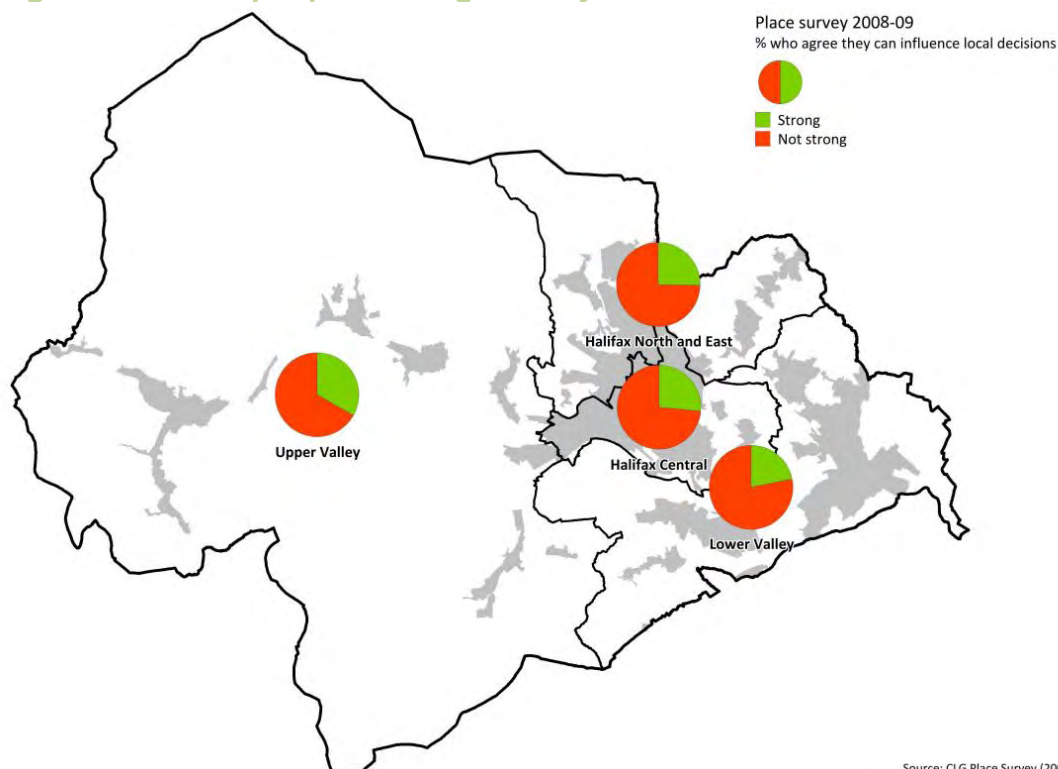


Source: ONS 2007

Influencing decisions

5.31 In 2008 a place survey was undertaken by MORI to survey people on their perceptions about the area in which they live. One question concerned whether residents considered they could influence local decisions. Whilst people who consider they can influence decisions is less than 50% across the whole of Calderdale it is highest in the Upper Valley and lowest in the Lower Valley.

Figure 5.21 % of people who agree they can influence local decisions



Source: CLG Place Survey (2008/09)

Place

Retail and town centres

5.41 The relative performance of all our town centres in Calderdale, as measured against the Management Horizons Europe shopping index, has declined in all those measured between 2004 and 2008. The worst decline has been within Todmorden.

Table 5.4 Calderdale Town Centres UK Shopping Index Rankings

Centre	2004 Ranking	2008 Ranking	Change
Halifax	174	204	-30
Brighouse	575	754	-179
Sowerby Bridge	-	1789	n/a
Todmorden	1348	1950	-602
Elland	-	3321	n/a
Hebden Bridge	-	4226	n/a

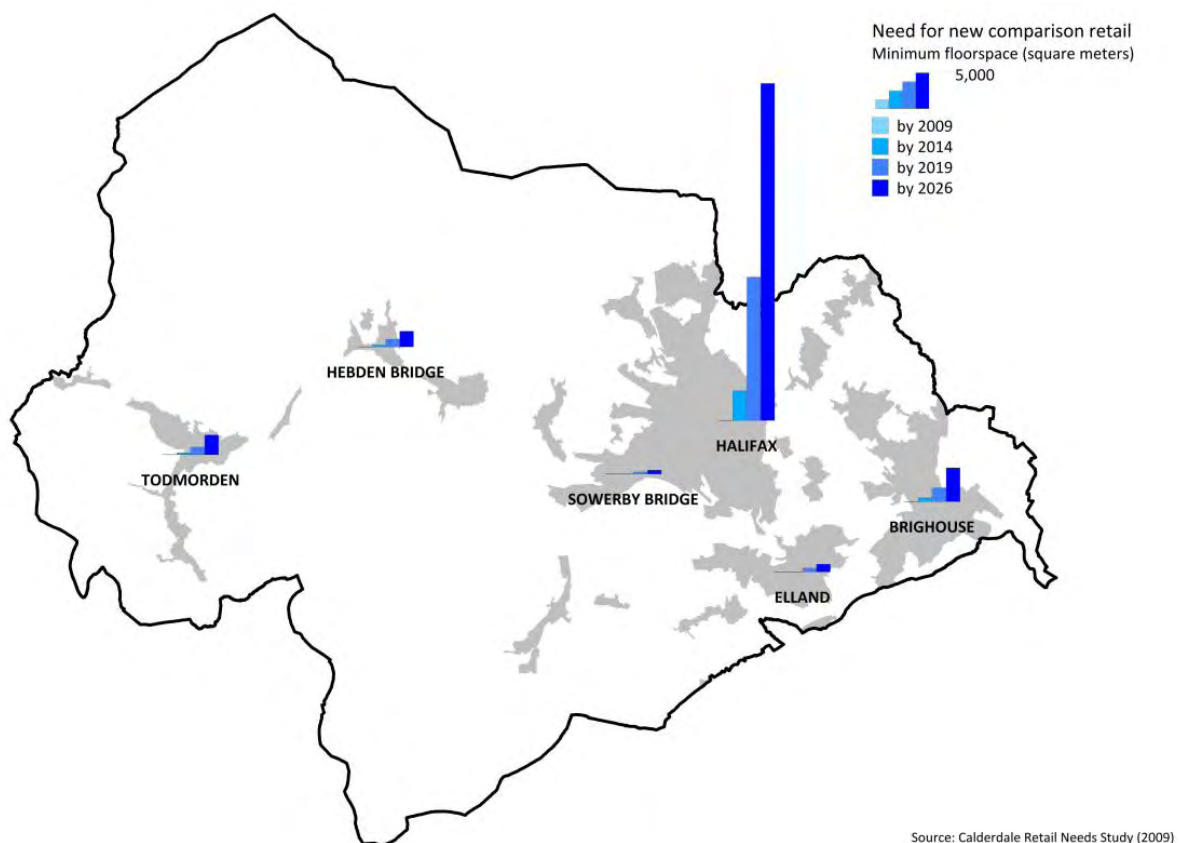
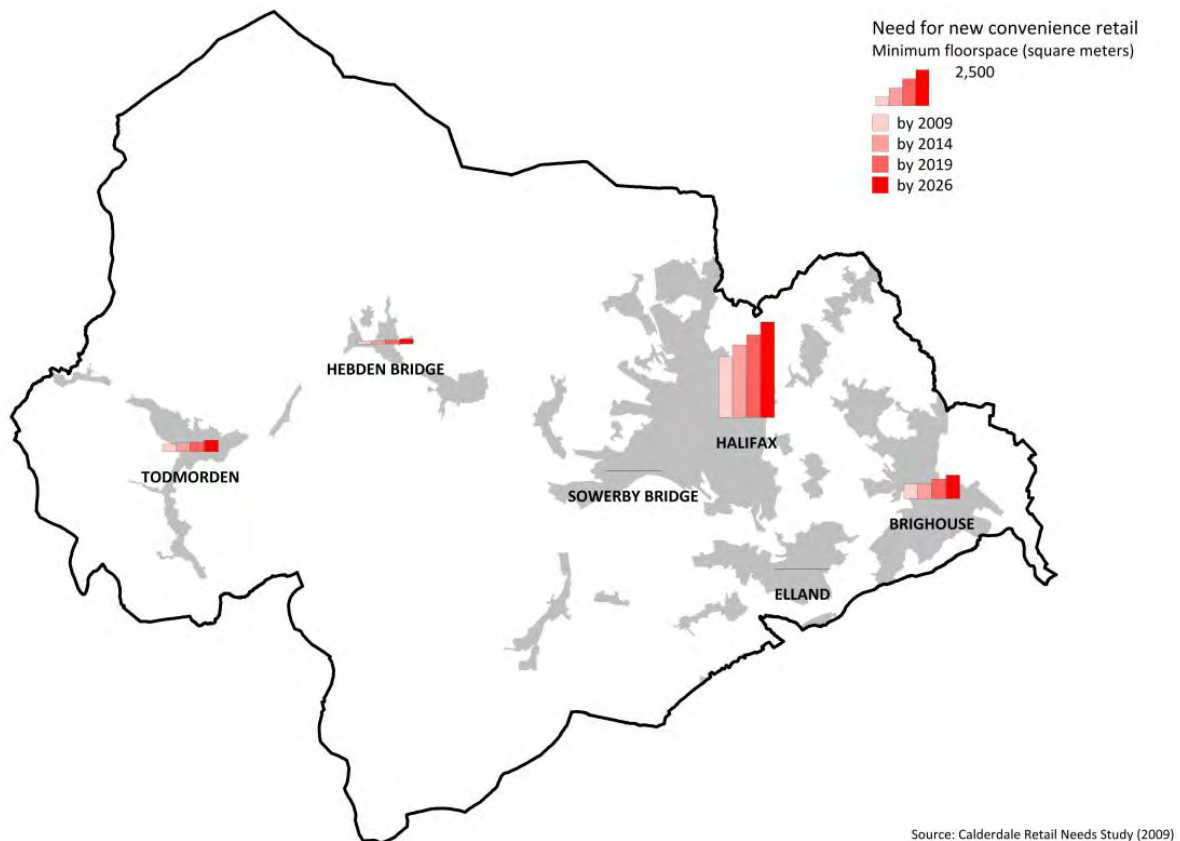
Source: Management Horizons Europe 2008

5.42 The Calderdale Retail Needs Study 2009 provides a detailed assessment of the anticipated future requirements for new retail floorspace between 2009 and 2026. It also takes a detailed look at the current health of the main town centres in Calderdale, and makes recommendations for the review of retail frontages within them.

5.43 The principal findings of the study relating to quantitative need include:

- Halifax- a significant need for both convenience and comparison goods floorspace. Specifically a site is required for a new food superstore and significant comparison goods floorspace (44,455sqm) – this equates to a doubling of the size of the retail provision in Halifax;
- Brighouse - a need for both convenience (a small-medium sized foodstore) and comparison goods floorspace (4,505sqm);
- Todmorden - a need for a second foodstore that would enhance competition and choice as well as further comparison goods floorspace (2,610sqm);
- Hebden Bridge, Elland and Sowerby Bridge - a limited relative need and scope for either new convenience or comparison goods floorspace. Particularly important in these towns is the need for development or re-development at an appropriate scale so as not to undermine the current role and function of the centres.

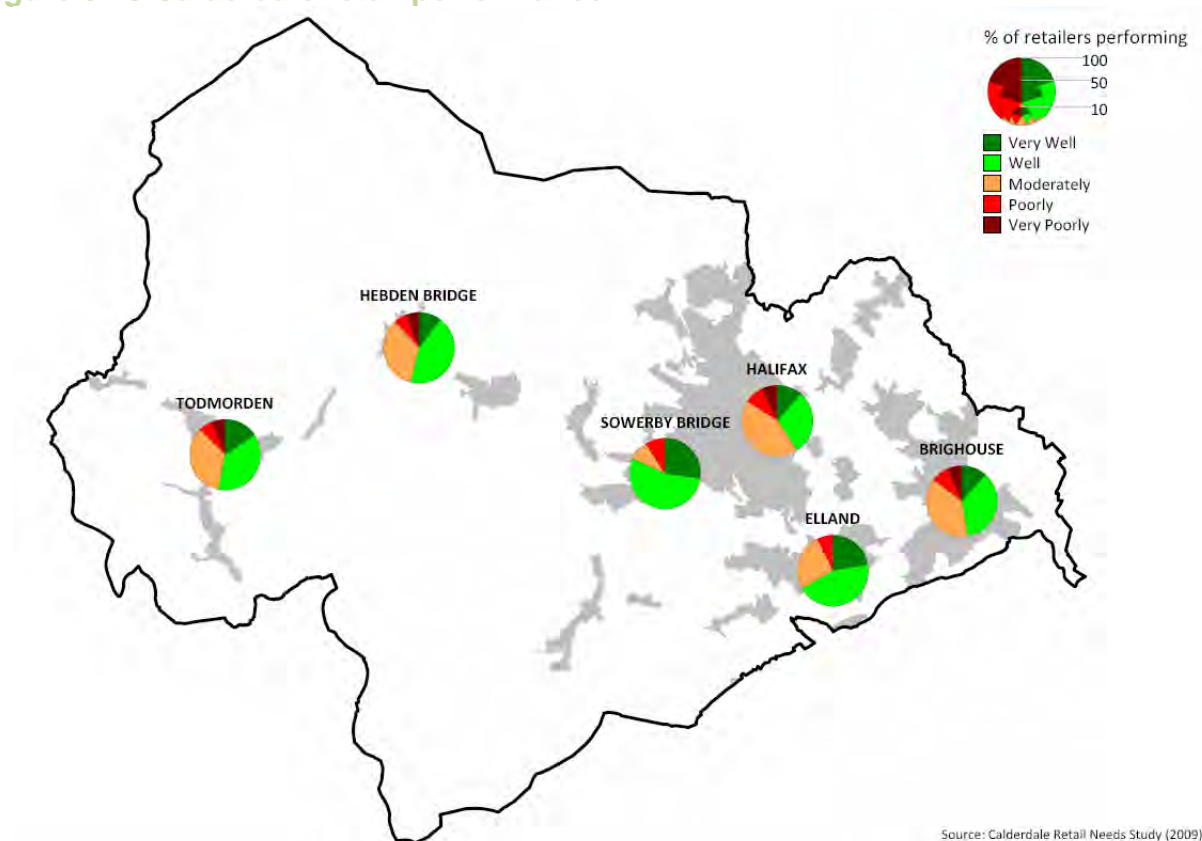
Figure 5.22 Identified need for new convenience and comparison retail in Calderdale up to 2026



5.44 As part of the Calderdale Retail Needs Study (2009), a business survey was undertaken with all local businesses in the six main retailing town centres in the district. Opinions and views of retailers and town centre businesses were collected on a wide range of issues that form an important part of the health check assessments of the towns.

5.45 Although not comprehensive, the responses give an indication of the performance of businesses within individual town centres and retailer confidence. A significantly higher proportion of businesses in Elland and Sowerby Bridge stated that their businesses were performing well or very well in relation to the other centres.

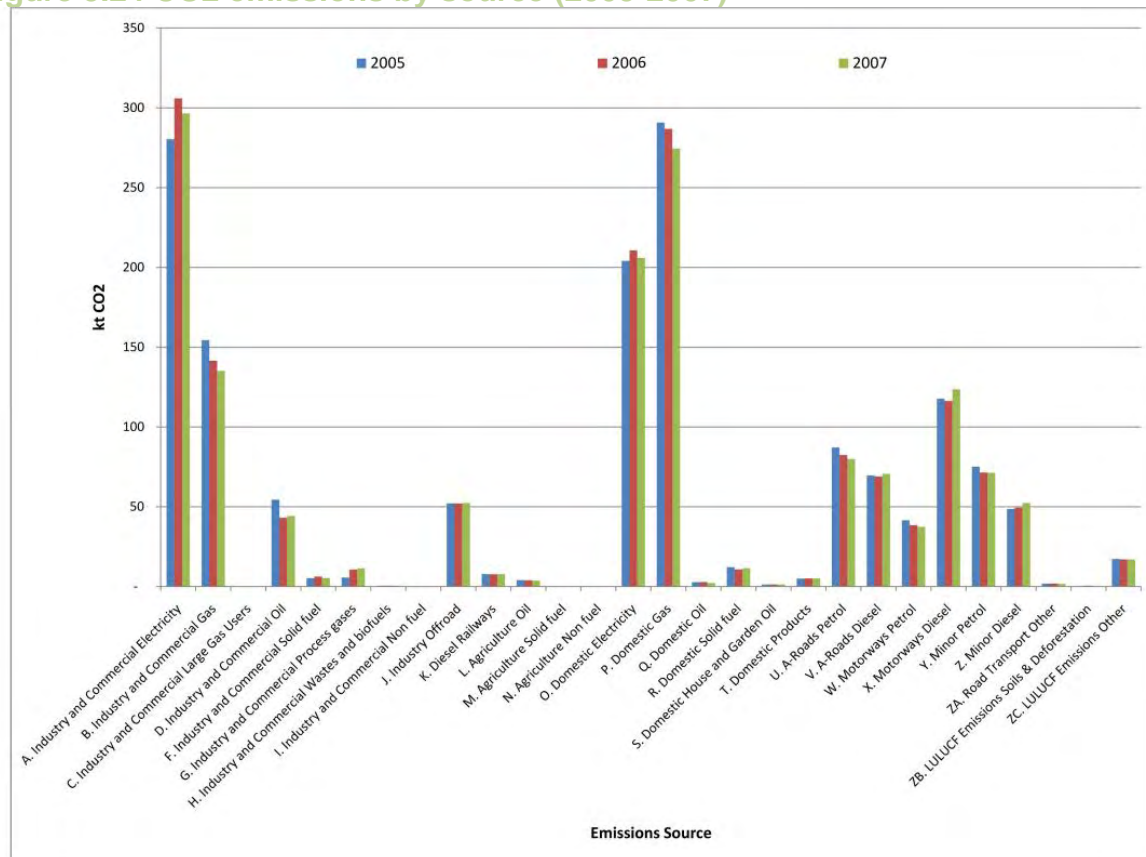
Figure 5.23 Calderdale retail performance



CO2 emissions

5.46 Industry & Commercial Electricity & Gas and Domestic Electricity and Gas are the most significant contributors in Calderdale to the total CO2 emissions, followed by transport. However it is in transport where the largest increase in emissions has been observed between 2005 and 2007, specifically up from 118 to 124 kilotonnes of CO2 from Motorways Diesel. The majority of sources show decreased emissions over this period.

Figure 5.24 CO2 emissions by source (2005-2007)

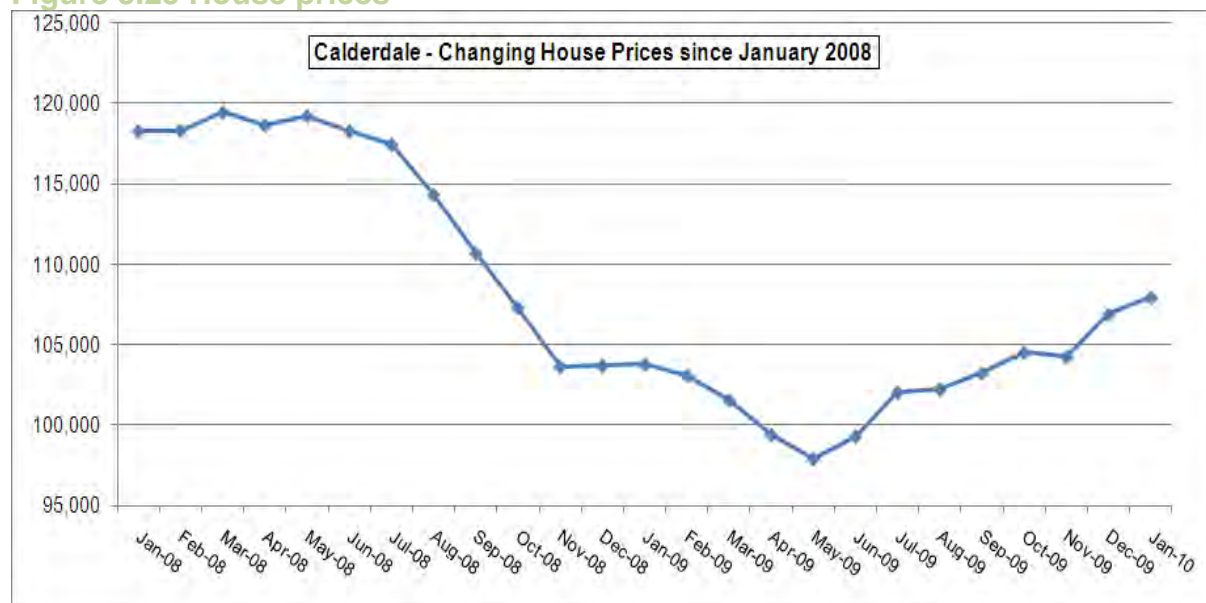


Department of Energy and Climate Change, 2009

House prices

5.47 Figure 5.25 shows how, after a period of relatively stable prices up to mid 2008, average house prices in Calderdale fell by 14% in the year up to mid 2009. Since May there has been a marked recovery in prices, which had risen by over 10% by December. However, average prices remain lower than in early 2008.

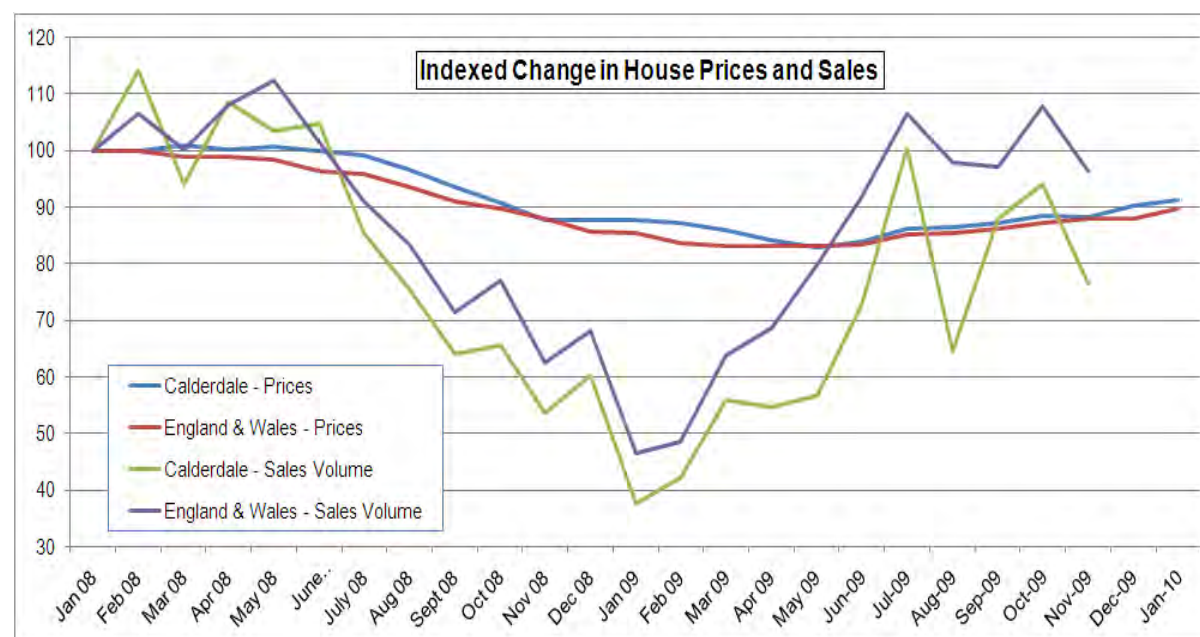
Figure 5.25 House prices



Source: Land Registry

5.48 During 2008, the fall in volume of house sales was much greater than the fall in house prices. There was then a strong recovery in the first half of 2009, and since then the volume of sales has been very volatile. The chart below illustrates this. It also shows how changes in Calderdale house prices have closely tracked the national picture. The fall in the volume of house sales has been greater in Calderdale than nationally.

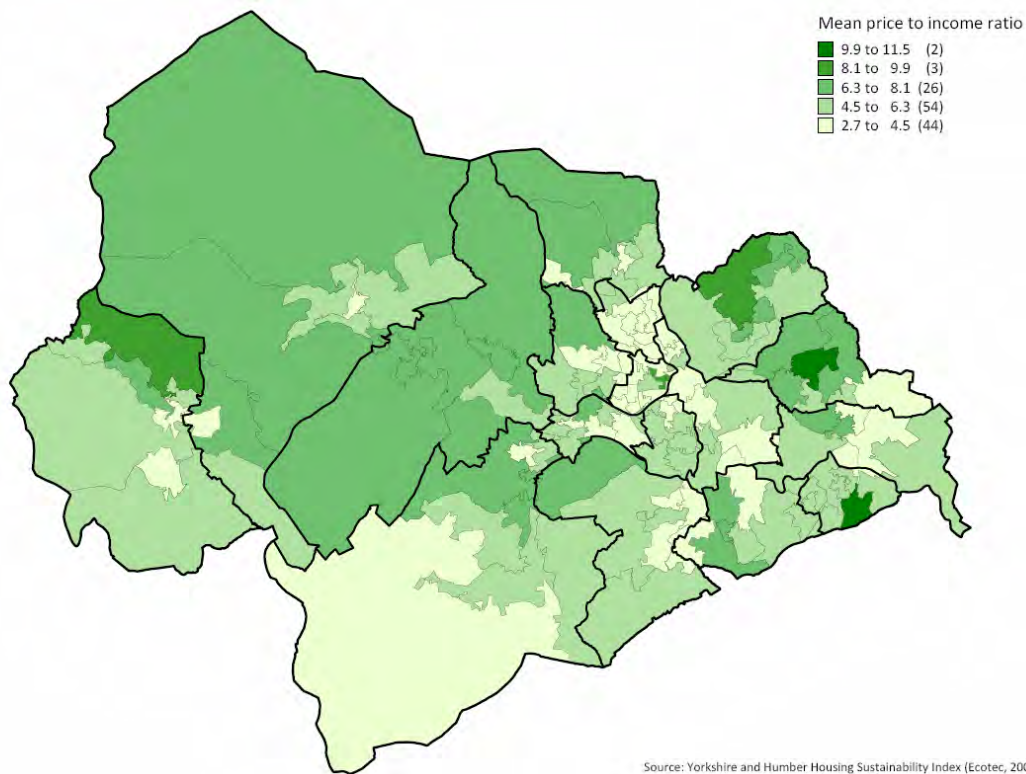
Figure 5.26 Indexed change in house prices



Source: Land Registry

5.49 Figure 5.27 provides information upon the affordability of housing across Calderdale. The higher the ratio the less affordable the housing the map shows the significant variation in local affordability in Calderdale when comparing prices to income. The lowest price ratio is 2.7 in Greetland and Stainland ward rising to over 4 times this to 11.5 in Hipperholme and Lightcliffe ward.

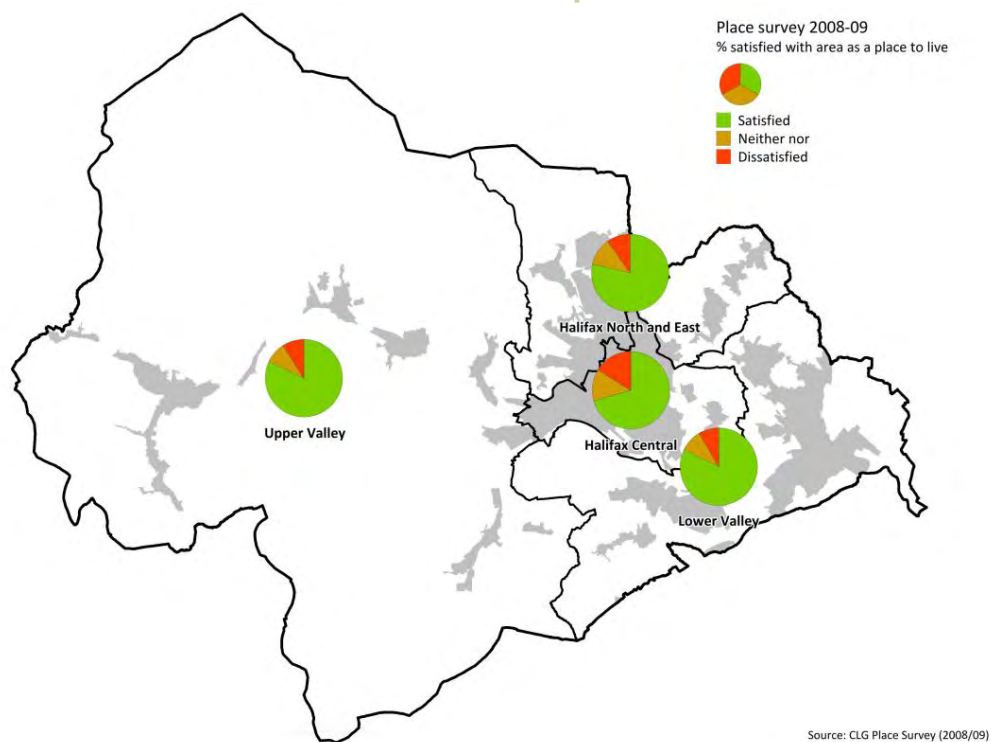
Figure 5.27 House price to income ratio



Satisfaction with area

5.50 The 2008 place survey identifies residents satisfaction with their area as a place to live. Whilst satisfaction is generally high it is lowest in the Halifax central area.

Figure 5.28 Satisfaction with local area as a place to live



Travel patterns

5.51 The average distance travelled to work by the working population at the time of the 2001 Census is not surprisingly greatest in the more remote rural areas where employment opportunities will be at a greater distance from home. However the average for Calderdale as a whole of 11km is lower than that for the Yorkshire and Humber region at 12.9km.

Figure 5.29 Travel to work distances (km)

