

ECONOMY AND ENTERPRISE STRATEGY FOR CALDERDALE

2010/2020

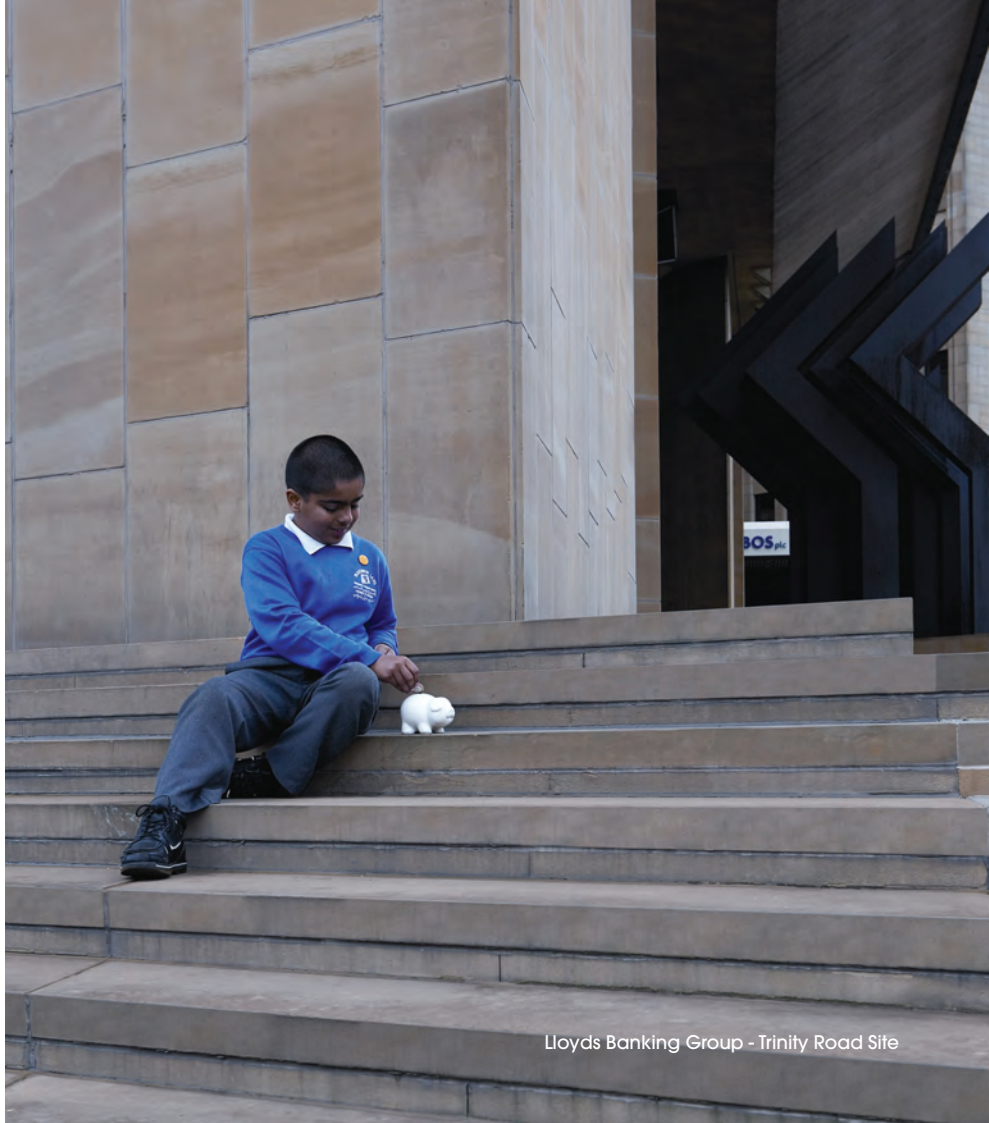


Calderdale. A great place for business



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Lloyds Banking Group - Trinity Road Site

Calderdale. A great place for business

FOREWORD

Welcome to the summary of the 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 strategy has been drawn up by public, private sector and charitable

organisations through the Calderdale Economy and Enterprise Delivery Partnership.

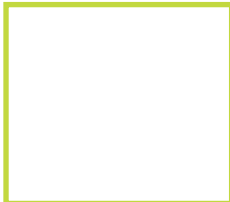
“A strong and resilient economy is a key factor in delivering Calderdale’s vision for the future. This strategy aims to encourage and support ambition, raise skills, and promote a spirit of innovation and enterprise amongst our residents. These are essential elements which will help to create a vibrant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

Cllr Amanda Byrne
Cabinet Member
with responsibility
for Economy and
Environment



Mike Bridge, West Yorkshire Assistant Director for Yorkshire Forward said:

“I welcome the Economy and Enterprise Strategy and the vision it sets out for Calderdale to be a great place to do business.

Calderdale has a vital role to play in ensuring we have a thriving region with sustainable growth and the importance placed on attracting new types of businesses to the area is to be strongly welcomed.”



Elsie Whiteley Centre, Halifax

■ INTRODUCTION

The Economy and Enterprise Strategy is a 10 year plan (2010 to 2020) reflecting 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.

This document is a summary of the main Economy and Enterprise Strategy which can be viewed at [\(web address\)](#)

The 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.

Our vision

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”

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

The main outcome for this strategy is;

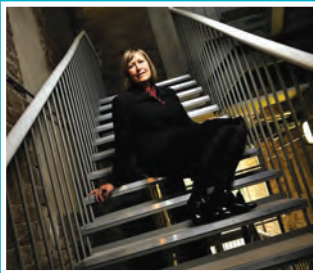
“Safeguarding Calderdale's future and fostering economic prosperity for all”

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.

Barbara Harbinson, Chief Executive of the Halifax Opportunities Trust said:

“Calderdale was built on entrepreneurship and innovation and it is just as strong a force today as it was in the past.

Our duty is to create a place where that spirit can continue to thrive for the benefit of all.”

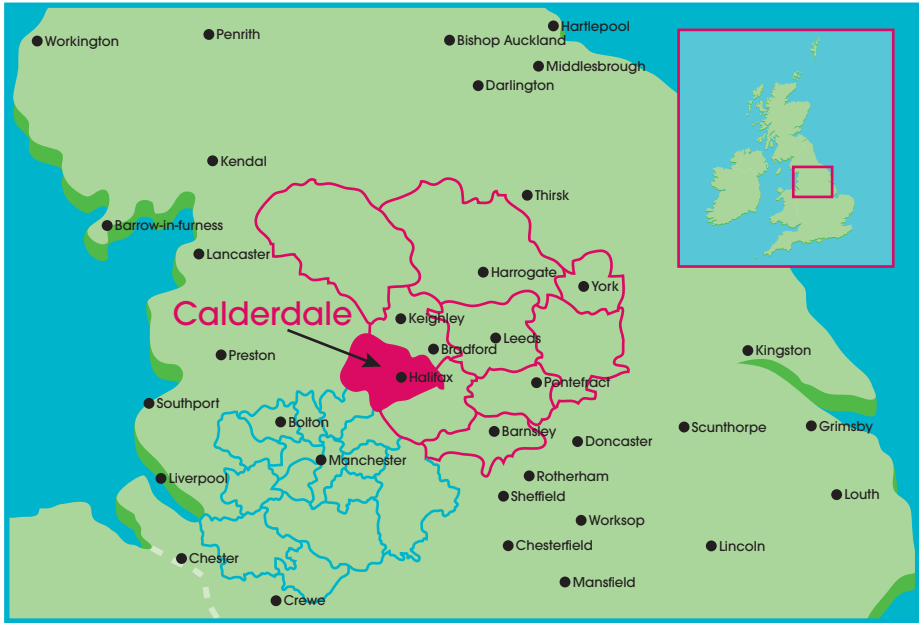


CALDERDALE’S ECONOMIC CONTEXT

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’.



CALDERDALE'S ECONOMIC CONTEXT

Calderdale overview

- 200,100 residents
- Over 8,000 businesses
- Home to major companies - HBOS/Lloyds, Nestlé, Marshalls, Crosslee and Eureka
- Our high value economic 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 over 6,200 between April 2008 and April 2009.

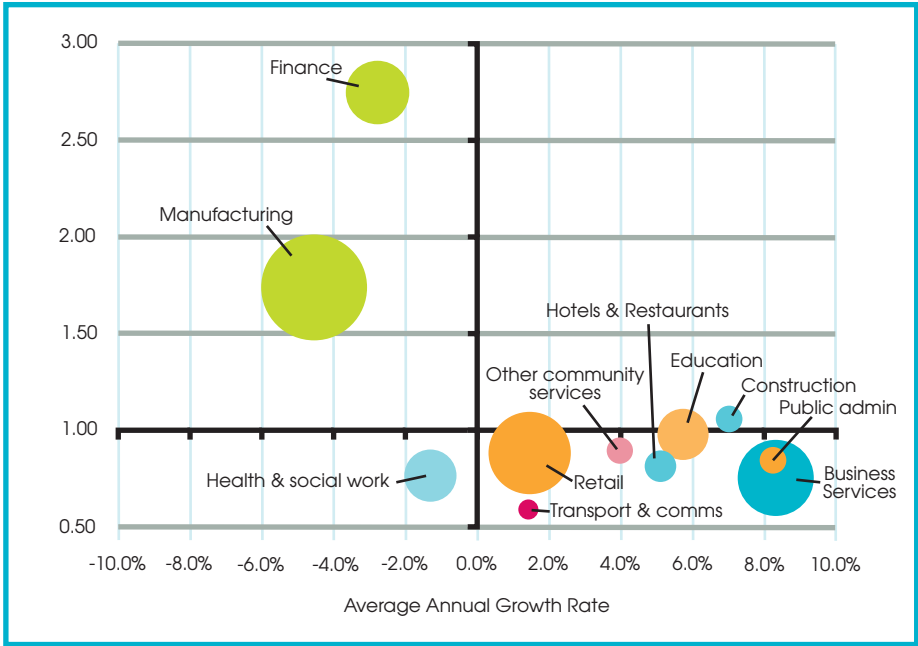
- The area has significant amounts of allocated employment land, but much of this is difficult to develop.
- The proportion of residents with a qualification of NVQ level 4 or above is significantly below the national average and the gap is increasing.
- Calderdale is ranked as the 107th most deprived local authority (2007) Indices - an improvement of 20 places on its previous ranking.

Business sectors

Calderdale has been hard hit by the recession due to its dependence on financial services and manufacturing, which have been hardest hit by the recession. The recession has had the greatest effect on many of our most deprived communities.

The following diagram 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 the 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.

Calderdale business sectors



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.

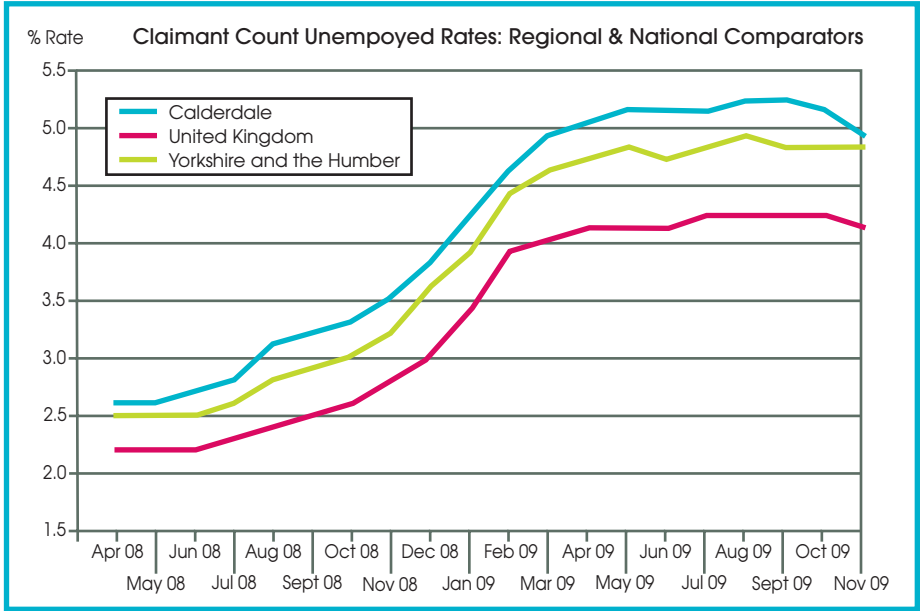
CALDERDALE'S ECONOMIC CONTEXT

Impact of the recession

The recession has had the effect of doubling the number of Job Seekers Allowance (JSA) claimants in Calderdale between April 2008 and April 2009. Whilst there have been some recent improvements in the number of claimants it remains 0.8% above the UK rate. 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.

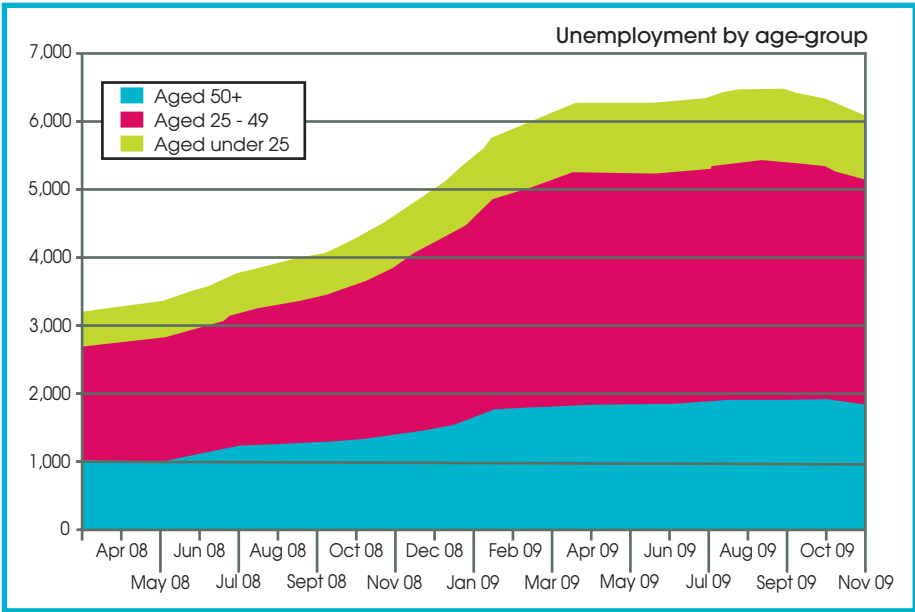
In addition 7% of our working age residents are claiming incapacity benefit, whilst this reflects the national average and is better than the regional average it is still an area of concern.

Unemployment in Calderdale



Source: NOMIS, Claimant Count Data-set

Unemployment by age group in Calderdale



Source: NOMIS, Claimant Count Data-set

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.



Todmorden Health Centre

Shirin Borrett
Strategic Partnership
Manager - West Yorkshire
Business Link Yorkshire

“Business Link is working in partnership with Calderdale Council to ensure that businesses obtain the necessary information and advice to become more competitive and therefore more resilient.

The plans to increase start up accommodation and work together to provide business advice and encourage best practice are to be applauded.”



■ OUR APPROACH

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

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.

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.



Crosslee Plc, Halifax

OUR APPROACH

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



Business

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 business, residents, learners and visitors.

Diversified employment sectors

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

Creative businesses are becoming increasingly important, representing 18% of all businesses in Calderdale. 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

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’.

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.

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, below 200 m2, 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

■ OUR APPROACH

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

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:

- £500 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.

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

Increasing innovation and harnessing knowledge

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

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 Calderdale have an equal opportunity to gain access to sustainable worthwhile employment. Everyone is different and everyone matters in Calderdale.



The Village Restaurant, Sowerby Bridge

■ OUR APPROACH

Raising aspirations and encouraging enterprise

The recession has doubled Job Seekers Allowance (JSA) claimants in Calderdale. 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

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.

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 programmes and services, such as 'Train to Gain' and Apprenticeships. Our ambitions for an increased University presence, three skills centres across 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

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 through the creation of a student audience, 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.



Calderdale Adult Learning will continue to improve the skills and employability of adults within the area 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 to economic participation and success.

Enhancing neighbourhood cohesion

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.

■ OUR APPROACH

Place

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.



Hardcastle Craggs, Hebden Bridge

■ OUR APPROACH

High quality and investable town centres

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 attractions that will meet a variety of business and entertainment needs.

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, Sowerby Bridge and Todmorden
- Increased University presence in Halifax
- 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

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

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

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 our new development plan for Calderdale, the Local Development Framework (LDF).

Delivering quality housing and neighbourhoods

We recognise that accessibility to housing, including affordable housing, is important to enable 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.

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.

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.



St George's Square, Hebden Bridge

■ OUR APPROACH

Increasing collaboration and improving connectivity

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.

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. We are also lobbying for electrification of the line from Leeds to Manchester via Bradford and Halifax to enable faster, more frequent services to a wider range of destinations.

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

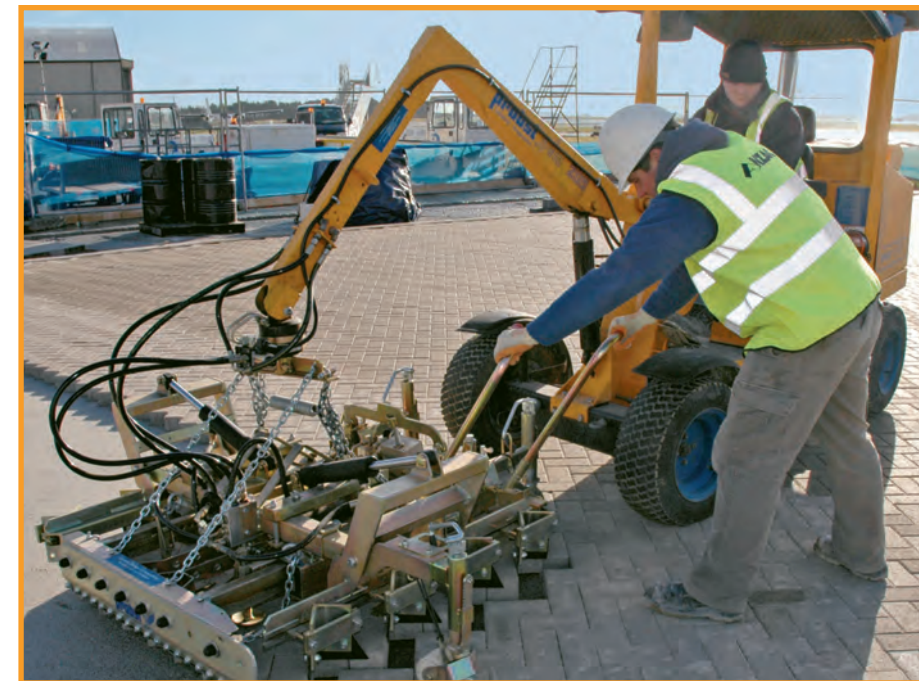
- developing a high quality transport interchange at Halifax Station, as Gateway to Calderdale, including a new waiting room, retail and toilet facilities and the possibility of opening a third platform to improve access and increase the number of trains.
- improved parking facilities at stations across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

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.

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

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 strategic location between both City Regions.



Marshall's Plc ?

Mike Ward said

“I would definitely recommend the workshops that the Council run to anyone even thinking of starting a business. They teach you everything from writing business plans, accountancy, CV writing, to presenting yourself .. and it's all free.”



Silver Entrepreneur Mike Ward

■ KEY OUTCOMES

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 next decade.

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 right;

(NI refers to National Indicators)

- To bring employment levels back to 2007 levels (76.3%) by 2015 (NI 151)
- 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 (NI152)
- 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 (NI 171)
- 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 (NEET) to 6.4% by 2010/11 (NI 117)
- Increase attainment at level 2 to 71% by 2010 and level 3 to 48% by 2010. (NI 163/ 164)
- Reduce per capita CO2 levels in Calderdale by 11.6% by 2010/11 based on 2005 Outputs (NI 186)