

CALDERDALE'S STORY OF PLACE

LOCAL AREA AGREEMENT 2008 – 2011

1. Calderdale - the area

Introduction

- 1.1. ***Calderdale is an area of many contrasts, bringing together the towns of Brighouse, Elland, Halifax, Hebden Bridge, Sowerby Bridge and Todmorden, as well as the surrounding villages of the South Pennine uplands.***

These diverse communities have kept their distinct identities. Traditionally the heart of the Industrial Revolution, Calderdale is boldly reinventing itself, combining a high quality physical renaissance, with a focus on learning, skills and personal development.

Calderdale Forward is setting an agenda, making economic success both a foundation for the performance of the Borough as a whole and a key ingredient for driving improvement in the quality of life for local people and visitors. This is underpinned by a commitment to safeguarding Calderdale's future and Narrowing the Gap.

Population

- 1.2. Calderdale is the sixth largest of the 36 metropolitan boroughs in terms of land area (363sq km), yet the seventh smallest in terms of population. More than 40% of the 199,000 residents live in Halifax. Latest Government projections indicate a continuous growth in the total population by 10,000 over the next 10 years and steep rises in numbers of older people, including a growth in those aged 75+ averaging 150 per annum.
- 1.3. The non-white ethnic population was 8.9% of the total in 2005, slightly below the national average. Their age profile is young, with almost 1 in 3 being under 16 years old (compared to under 1 in 5 of the white population). Most non-white residents are of Pakistani/Kashmiri origin, living mainly in one area of Halifax, with small numbers living in Elland and Todmorden.

Location and Environment

- 1.4. The Borough is one of urban and rural contrasts. Located between the booming city regions of Leeds and Manchester, Calderdale is well placed to benefit from these success stories, but this brings challenges in terms of local skills, affordable housing, traffic congestion and, above all, ensuring that its communities benefit from increased regional prosperity.
- 1.5. Some rural and semi-rural areas which are close to good communications are growing as a result of new housing developments, with people

commuting typically to Leeds or Manchester for employment. In contrast, some residents of remote and scattered rural settlements lack access to the facilities available in the larger towns of the district.

Differences in wealth and deprivation

- 1.6. The overall picture of Calderdale hides substantial differences, including those in wealth, health, environmental quality, deprivation, accessibility and skills. A distinction can be drawn in general terms between the three populations of Calderdale: traditional long term residents with a working background in manufacturing; the relatively recent influx of more affluent commuters and the early retired, seeking a more attractive residential environment whilst continuing to receive professional salaries or pensions; and the post war influx of ethnic populations originally recruited to work in traditional industries which have now declined, together with their dependants and descendants.
- 1.7. As a result, Calderdale's diverse communities contain contrasts of affluence and poverty. The Index of Multiple Deprivation (2007) shows that Calderdale ranks between 71st and 119th out of 354 districts on the six District-level measures of deprivation. Areas with the highest levels of multiple deprivation lie within the Halifax wards of Park, Ovenden, Illingworth & Mixenden and Town. Significant pockets of deprivation are also found in other wards. For those affected outside Halifax, difficulties with transport and access to services particularly in rural areas, compound other aspects of exclusion.
- 1.8. Within both urban and rural areas, characteristics associated with low incomes and poverty are present. Relative to national figures, there is a high proportion of households with no car. Lone parents comprise a slightly higher proportion of all households. In April 2007, 21% of households received Council Tax Benefit and, altogether, 45% of all people claiming benefits administered by the Council are pensioners.
- 1.9. By contrast, in other parts of the urban areas, and in the rural areas, there are signs of increasing prosperity. In nine wards, a quarter of all households in 2006 had annual household incomes above £40,000, compared to the Calderdale average (median) of £25,000.

Housing

- 1.10. The housing stock reflects the era of rapid development in the late 19th century with 52% of private sector housing built before 1919. It is predominantly owner occupied and illustrates the area's social diversity, from the barn and mill conversions that house more affluent residents, to the rows of cramped terraces in the major towns that need considerable investment and repair. The district has a relatively low proportion of detached or semi-detached houses and flats and a far higher proportion of terraced housing. Social housing accounts for 17% of the district's housing stock. Average household size, in common with other areas, is decreasing.

- 1.11. As is the case in other attractive areas of northern England, house prices have continued to rise in recent years and have accelerated relative to the national average. Affordability is an increasing issue, particularly in rural areas.

Natural and human heritage

- 1.12. Calderdale benefits from a wealth of architectural and cultural heritage, as well as tremendous beauty in terms of its natural environment. Some 80% of Calderdale is rural with large areas of remote high moorland to the west divided by deep wooded valleys – the core of the South Pennines Heritage Area. This is a significant asset and provides the setting for the Borough's town centres.
- 1.13. Over 60% of Calderdale's rural areas are designated in some way, with national walking trails and iconic locations including Hardcastle Crags and Stoodley Pike attractive to locals and visitors alike. With numerous small settlements and valley communities, the nature of the rural communities is less well understood and evidence is being collected to better understand their needs.

Calderdale's approach to developing the new-style Local Area Agreement (LAA)

- 1.14. Building on its current LAA, Calderdale sees the LAA process as an opportunity to work with its partners and the wider population in making this the place people want it to be. There is a strong commitment to, and a belief in, partnership working to deliver better outcomes for local people and evidence of impact.
- 1.15. Joint working is nothing new in Calderdale. The LAA, however, provides a special opportunity for partners to come together to look to a future which protects all that is best in the Borough and improves everyone's quality of life. The LAA focus has developed strong partnerships across all its six LAA themes. There is a real shared understanding that the public, private and third sectors must work together to provide joint solutions to often complex local needs.

Taking forward the Futures Plan through the LAA

- 1.16. The outcomes of the LAA have been informed by the six themes of the Calderdale Community Strategy – the Calderdale Futures Plan which brought together key stakeholders across the Borough. These themes have been chosen as priorities for the new style LAA reflecting the importance attached to:-
- the environment
 - the need, in response to demographic changes, for a more holistic approach to older people
 - a strong commitment to deliver improvements among the most deprived groups and areas within the district.

1.17. Three overarching areas for improvement have been identified:

- Safeguarding Calderdale's future – achieving an improvement in Calderdale and protecting it for the next generation and for those that follow. We must focus on ensuring that we can manage the impact of changes in the Global and Regional economy and guarantee that the very thing that makes Calderdale attractive as a place to live and work, its environment, is not harmed for the long term by the actions we take today and in the near future;
- Fostering economic prosperity – central to this ambition is the need to be economically diverse and recognise and support the different needs of local communities. We are also clear that we must realise the potential of our connections within the sub region and with the City Regions of Leeds and Manchester;
- Narrowing the gap – by this we mean narrowing the deprivation gap between different communities and citizens. This is now being taken forward on a shared partnership platform to ensure that Calderdale is a place where people from different backgrounds can get on well together and celebrate Everyone Different: Everyone Matters. We recognise that adopting this approach of equality of outcomes may well require an inequality of input.

We can only achieve our ambitions for Calderdale by working together to improve the quality of life for everyone. The LAA is providing a steer and a mechanism to address the need to safeguard Calderdale's future at a strategic level and mainstream environmental issues.

1.18. Encouraging and supporting economic prosperity and making the most of our connections with the rest of West Yorkshire and with the 'City Regions' of Leeds and Manchester is key to achieving our ambitions for Calderdale. The City Region Development Plan and Northern Way Growth Strategy will have a profound impact on Calderdale. Issues such as transport (improving rail links and providing integrated transport), rural life (linking rural and urban settlements) and community cohesion will all be examined.

1.19. Partners in Calderdale are all committed to improving the quality of life for all residents, narrowing the gap between prosperous and disadvantaged communities and individuals. Effort will focus on reducing worklessness, meeting skills and training needs, developing cohesion and the Respect agenda, tackling crime and drug use and narrowing health inequalities - particularly in relation to preventable lifestyle conditions.

1.20. These ambitions can only be achieved by working together to improve the quality of life for everyone in Calderdale. Given the importance to everyone of mainstreaming environmental considerations within our lives and lifestyles, Environment is also accorded a separate theme as well as being an over-riding consideration within the other themes.

Involvement of the Voluntary and Community Sector

1.21. A continuing key element in the development of our LAA has been recognition of the role played by the voluntary and community sector (VCS). This is underpinned by the Calderdale Community Forum – the representative forum of the VCS in Calderdale - through:

- VCS representation both at strategic level in the LSP and through key partnerships, including LSP support of the Calderdale Compact;
- VCS involvement and participation in discussions at theme level on outcomes, indicators and targets to inform the LAA;
- CCF working groups that mirror the LAA themes and feed views, via their VCS representatives on theme partnerships, into LAA discussions. The next stage is for the development of commissioning and related enabling functions through joint proposals with all partners to deliver the LAA.

Calderdale's LAA – where we are now

1.22. We have made considerable progress in delivering our LAA during 2007/08 and partners and key stakeholders have shown real commitment, enthusiasm and support to the process. This puts us in a strong position to deliver the new-style LAA from 2008 onwards.

1.23. Key Achievements in 2007/08 included:

- Greater than expected numbers undertaking Level 4 qualifications
- More people helped into work from benefits
- Business start ups supported
- Reducing CO2 emissions from Council's operations
- More Schools with a travel plan
- Road Safety targets for seat belt wearing and narrowing the gaps target groups exceeded
- Reductions in violent crime and fire incidents
- More offences brought to justice and a reduction in first time entrants into the youth justice system
- Less people thinking that not treating other people with respect is a problem
- Increased number of smoking quitters and a reduction in the number of new mothers smoking at delivery
- Increase in breast feeding rates across Calderdale and within the most deprived areas
- Increase in the number of hazardous, harmful and dependent drinkers receiving help and guidance
- The development of alternative care pathways and a reduction in the number of unscheduled emergency bed days occupied by elderly people
- A speeding up of the social care assessment process for older people
- A reduction in local authority admissions to residential and nursing care
- Improved outcomes for children aged 11
- Improved educational achievement for Looked After Children at GCSE level

- Improved placement stability for looked after children
- Improved literacy in primary schools in the North Halifax Federation
- Improved pupil attendance at primary schools

Calderdale's LAA – where we want to be

- 1.24. We are determined to build upon the commitment and support already demonstrated across LSP partners to the development of our LAA and translate this into the delivery of improved outcomes for local people.

Equality of Outcome

- 1.25. Achieving equality of outcome for people across Calderdale underpins our LAA and is explicitly expressed in terms of the proposed narrowing the gap outcomes and indicators. The Council and its partners are committed to making measurable improvements in the quality of life of people living and working across Calderdale and to address equality and diversity responsibilities.
- 1.26. Promoting diversity and community cohesion cuts across the LAA, supported by Calderdale's Community Cohesion Strategy which recognises that the future of the district depends on maintaining and building on good relationships between our diverse communities. We also recognise the key contribution that delivering the outcomes set out in the Safer and Stronger Communities theme will make towards a Calderdale where Everyone Different: Everyone Matters.
- 1.27. Neighbourhood Element funding is being used to build upon highly regarded Neighbourhood Management arrangements in Ovenden and Park and Mixenden wards. Results from our 2007 baseline tracker survey show significant increases in community confidence, both in neighbourhood and in local services, in the Neighbourhood Management areas.

Our Approach to Narrowing the Gap

- 1.28. Bringing about a measurable narrowing of the gap between the deprived and the better off parts of the District is a key aim of Calderdale's Futures Plan. The LAA carries through this commitment and identifies where the outcomes can be supported by identifying and achieving specific narrowing the gap targets.
- 1.29. Our starting point has been to look at narrowing the gap in those areas where deprivation is at its worst. These are primarily those parts of the District that fall into the 20% most deprived and those areas in receipt of Neighbourhood Element funding. However, we also recognise that narrowing the gap is not just an issue to be addressed within the 20% most deprived parts of the District. It also exists outside these geographical areas and between different groups in the population.

1.30. Further analysis of data is taking place to provide an accurate picture of the most disadvantaged areas and communities of interest. The focus on narrowing the gap will occur through the development of five stages:

- Making the case for narrowing the gap
- Inputs – how resources need to be allocated
- Area of focus - such as health, employment - and the role of key strategies
- Timeline – short, medium, generational
- Approach – actions to address the gap

2. Economy and Enterprise

Strategic location

- 2.1. ***Calderdale aims to capitalise on its strategic location between two expanding and prosperous city regions, Manchester and Leeds, securing sustainable growth that benefits all sections of the population.***

This mirrors national policy set out in, among others, the Leitch Report on skills, the Sub-National Review of economic development and the 'place shaping agenda' within the Planning for a Sustainable Future White Paper.

Quality Environment

- 2.2. Calderdale's town centres are the focus of new development in the borough. They are recognised as the drivers for new business investment and in creating a quality environment for local residents. In Halifax, the Broad Street development and the completion of the Shay Stadium are critical to this agenda.

Renaissance programmes in Halifax and the Upper Calder Valley are developing and delivering transformational projects including a long term vision for the Grade I listed Piece Hall, town centre redevelopment in Todmorden and new economic and business growth in Sowerby Bridge / Copley Valley.

Proposals are also coming forward in Brighouse and Elland. Hebden Bridge already has a national reputation as a visitor destination and as such adds to the Borough's offer to residents and visitors.

Quality Heritage

- 2.3. Complementary to the countryside is Calderdale's magnificent heritage. Described as "one of the most complete Victorian towns in Britain", Halifax boasts outstanding architecture. District wide, Calderdale's heritage is used in a positive way, to develop a sense of place.

The maintenance of heritage buildings and sites is a major challenge. The need is to conserve, not preserve. Use of the past's legacy to benefit present and future generations is at the forefront of our approach.

Major regeneration projects have taken or are about to take place at Halifax's Piece Hall, Halifax Town Hall, Shibden Hall, People's Park and Todmorden's Town Hall.

Sustainable Quality

- 2.4. There are several sustainability issues in Calderdale including:
- agricultural viability

- maintenance of landscape quality
- market town centre regeneration
- tourism and the rural economy
- impact of population influx and commuting on housing availability and affordability.

A major priority for economic development is to ensure a balance between using renaissance projects to enhance the vibrancy of Calderdale's villages and towns whilst ensuring sustainable development of the environment.

Capitalising on quality

- 2.5. At the heart of the economy and enterprise vision for Calderdale is quality – quality of business, of skills, of environment, of place and this is a major driver for moving forward.

Calderdale is renowned for its creative re-use of historic buildings and the wide variety of new business ventures housed there – most notably at Dean Clough in Halifax but also throughout the District. The area prizes the quality of its design environment and is equally proud of a unique focus on specialist shopping within projects such as Westgate Arcade, Halifax, pedestrianisation in Hebden Bridge, 'The Town for Great Little Shops' and the new 'sustainable' market building in Sowerby Bridge.

As indicated, there is much to boast in terms of the environment of the district, yet much to do to ensure that this is harnessed to its best ability through business engagement, development and growth, connectivity, employment opportunities and skills.

Tourism is widely recognised nationally as a potentially powerful regeneration driver but is notoriously difficult to measure. In terms of enhancing quality of life, environment and sense of pride of place for local residents its benefits should not be underestimated.

- 2.6. However, the West Yorkshire Strategic Economic Assessments state that economic growth has been modest in recent years and indicates a need to develop business potential. The Assessment identifies several competitive weaknesses in the economy and a need to:

- move into the higher value added growth sectors;
- capitalise on the attractive rural nature of much of the district;
- maximise opportunities created by the significant creative/digital sector.

Change and opportunity

- 2.7. The nature of the local economy is rapidly evolving as the district continues its transition from a traditional industry base to an increasingly diverse economic structure. There is also a growing inter-relationship with Leeds and Manchester.

2.8. ***It is time to build on existing strengths.*** In terms of business opportunities, Calderdale has been successful in attracting inward investment:

- in the financial and business services sector;
- in the creative industries, particularly in the west of the Borough partly due to the proximity to Manchester;
- in the digital economy including broadband and new technologies;
- in health, health care and social care which are growing business sectors in Calderdale.

‘Metropolitan rurality’

2.9. The area has a unique ‘metropolitan rurality’ containing a diverse mix of traditional, creative and innovative industries in addition to a degree of land based activity. The challenge for the rural agenda in Calderdale is to ensure that these rural assets are sustainably protected, enhanced and harnessed to our greatest economic advantage.

2.10. However, in sectors of business growth, including small business start ups and social enterprises, there is a greater need to understand their needs and skills. Calderdale has experienced recent reductions in economic activity rates as a result of sectoral shifts in jobs in the district. There is an ageing working population and a long-standing issue of out- migration of young adults. A priority will be to address these trends.

Economic and social deprivation

2.11. The total level of employment in Calderdale has recovered strongly in the last decade but its impact has been uneven. Significant economic and social deprivation is present in some communities in Calderdale with 11% of residents living in areas within the 10% most deprived communities nationally

2.12. These high unemployment, low income areas include areas of high concentrations of ethnic minority populations with related problems of health, skill levels, crime levels and poor living conditions.

Narrowing the Gap

2.13. An overarching theme of this LAA is to narrow the gap between our local communities. Calderdale is committed to improving the economic prospects of the disadvantaged whilst supporting appropriate business growth to offer relevant employment. A continuing priority is to target such residents and provide pathways into work or training.

Business Support

2.14. The West Yorkshire Strategic Economic Assessment indicates that whilst business start-up rates in Calderdale are in line with the England average and are higher than the rest of the sub-region, three year business survival

rates throughout the sub-region, including Calderdale, have been consistently below the regional average and are 3% below the national average.

- 2.15. We are determined to improve on this position so that more businesses are able to grow and provide the employment opportunities Calderdale needs. Delivery of support will be based on:
- a more detailed assessment of business needs by better co-ordination of the business support partnership in Calderdale;
 - more early stage businesses to be directly and promptly referred to the West Yorkshire Enterprise Partnership for support and guidance;
 - engaging the local business community by addressing all the issues related to competitiveness and innovation, including workforce development, access to higher education, land and property, through to traffic and transportation;
 - connectivity, an essential for competitiveness, Calderdale benefits from having the Leeds-Manchester train route linking all its major settlements and its access to the M62 motorway but there is a need to address transport issues in a more strategic and coordinated way as part of the work at the City Region level.
- 2.16. In summary, the approach must be two fold - engaging the business community and developing the skills and confidence of the local workforce through training and retraining opportunities with positive links to LAA health and well-being initiatives. Key in this is higher education and retraining opportunities; the support offered to small and medium enterprises; and enhanced conditions for business start-up and support.

Skills – the Economic Imperative

- 2.17. In common with other areas, unemployment levels have fallen by around 50% in the last ten years. The extent of worklessness is, however, significantly greater than this. Analysis for the Strategic Economic Assessment shows that the numbers of Incapacity Benefit Claimants has remained stable, being particularly concentrated in those urban and rural communities in the district with high levels of deprivation. This issue has been addressed jointly with the Healthier Communities theme through a Reward Target on increasing the number of people moving into employment from Incapacity Benefit.
- 2.18. People with a learning disability and those with mental health problems are often socially excluded groups, with poor opportunities to access employment. Targets to improve equality of access to employment for disadvantaged groups will be taken forward jointly with the Healthier Communities theme.
- 2.19. Weaknesses exist in Calderdale concerning levels of skills and qualifications in the adult working population. Currently 30% of the working population do not hold a Level 2 qualification and only 23.5 % hold a Level 4. A Multi-Area Agreement (MAA) is being developed for the Leeds City

Region. The MAA proposes a Higher Level skills offer to match growth sectors. The MAA will include understanding employer demand and the streamlining of accreditation. The establishment of university provision in Calderdale is progress towards this.

- 2.20. A more adaptable, flexible, better trained and skilled workforce is required if the local economy is to prosper. Partners are working to create new and flexible delivery models appropriate for our small to medium businesses. A Reward Element priority already agreed is to increase the number of people achieving Skills for Life qualifications. Further discussions are on-going on how to progress Level 2 Skills in Calderdale.
- 2.21. Education attainment rates in the district have risen significantly in recent years and on several measures exceed national averages. Up to age 14, pupils generally make better than average progress. However, despite steady improvement at 16, recently the rate of progress has slowed and we need to do more to build on the successes of our primary schools and ensure that all students achieve the best possible progress by age 16.
- 2.22. There has also been steady improvement in achievement at post 16 in the past three years. However, attainment at this level is still below the national average. Strengthening 13-19 pathways and improving the performance of 19 year olds at all levels are priorities. A collaborative 13-19 strategy has been developed based on a clear needs analysis to address the shortage of work-based training and related provision.

In order to narrow the gap partners will focus on the most deprived areas and most vulnerable groups of young people, supporting them to make effective transition to adult life and, where possible, independent living. Our proposals seek to raise the proportion of young people within these groups who are able to remain, or become engaged, in full-time education, training or employment.

- 2.23. Calderdale College's Strategic Development Plan 2005/08 details its aim to support the area's economic well-being through the provision of excellent education and training. Establishing a University Centre in Calderdale, in conjunction with Leeds Metropolitan University, has been a significant step forward in realising these ambitions. The first courses started in the spring of 2007 and plans for a permanent base are under development.

In January 2008, the Learning & Skills Council granted Approval in Principle to a £45m new building scheme on the Francis Street site. The LSC recognised "capital investment in Calderdale is vital in order to deliver their key goals of raising participation, achievement and progression of young people and improving the skills of the workforce".

The new campus will provide state of the art facilities to support vocational delivery and College plans to provide excellence in sports coaching and paralympic sports training; elderly care and dementia; sustainable architecture and construction technology. The College is now working towards submission of an Application in Detail by October 2008 in order to

receive final approval of the capital project and enable building to commence on site by January 2009.

Economy and Enterprise Priorities

2.24. Based on the issues set out above our LAA priorities are:

- Increasing skill levels amongst the district workforce to access quality employment
- Increasing employment opportunities for disadvantaged groups and workless
- To increase attainment levels of young people by age 19
- To increase successful and sustainable existing and new businesses, including social enterprises
- Dynamic and vibrant town centres.

3. Environment

Mainstreaming Environmental Issues

- 3.1. ***Affordable housing, sustainable transport and climate change are identified as priorities. Addressed through national, regional and local plans including the LAA, we see these as important strategic issues.***

Housing, transport and climate change have already been prioritised in documents such as the Regional Housing Strategy; Economic Strategy; Climate Change Action Plan; West Yorkshire Local Transport Plan; Housing Green Paper and in spatial planning through the emerging Local Development Framework .

The LAA will accord with these and also serve as a mechanism to mainstream environmental issues so that they are no longer seen as an add on. Community engagement is seen as the key to a wider ownership of environmental issues by local people, creating in them a more active involvement in addressing environmental concerns in their daily lives and lifestyle choices.

Housing

- 3.2. Affordability and sustainability are key concerns within Calderdale. Social housing accounts for 17% of the district's housing stock, compared with a West Yorkshire average of 20% The proportion of this accommodation which is suitable for families, is significantly below the regional average. These issues will be taken into account in the response to the Housing Green paper and as part of the Local Development Framework.
- 3.3. The priorities for Calderdale over the next few years include the provision of good quality affordable homes in the district and the need to ensure that existing and new housing stock is more sustainable. This may present an opportunity to set the bar higher for sustainable and environmentally friendly technologies and building requirements.

Increasing numbers are excluded from the housing market due to rising prices, particularly in the rural areas. A Reward Element target has been agreed to improve the access to affordable rural housing in Calderdale and a priority for the district is to increase the provision of affordable housing including social-rented housing, low cost home ownership and intermediate rent.

Existing and new housing stock also needs to be more sustainable. This may present an opportunity to set the bar higher for sustainable and environmentally friendly technologies and building requirements.

Transport

- 3.4. Responding to the 30% increase in car usage in recent years is regarded as a major concern and a serious challenge with implications for both

infrastructure maintenance costs and quality of life. Some modal shift has been achieved in journeys to and from school and needs to be progressed further.

The safety of the residents and visitors to Calderdale is a priority and the LAA includes a measure to reduce the numbers killed and seriously injured on the district's roads.

Climate Change

- 3.5. In a recent survey 84% of respondents agreed that climate change is both a local and a global problem and 70% were concerned about its impact on Calderdale. Dealing with local household and commercial waste and protecting Calderdale's landscape and wild-life habitats were seen as important challenges.

Priorities for action include

- reduction in emissions
- improving energy efficiency in homes and businesses
- increasing recycling rates to meet both local and national targets.

Waste

- 3.6. Addressing the emerging revised National Waste Strategy, which has aspirations in respect of increased rates of recycling and re-use of material, plus significant diversion away from landfill, is a key priority.

The Council has used the new contracts for waste collection and recycling to expand the partnership's targets for re-use, recycling and waste minimisation. The new collection methods will encourage much higher levels of recycling, including food waste and reduce the amount of waste going to landfill. It is anticipated that this will raise the Calderdale recycling rate to over 40% by 2010, exceeding government targets and reducing the need for landfill.

The need for landfill will be further reduced from 2014 when Calderdale, in partnership with neighbouring council Bradford, will develop a new waste treatment plant. This will capture additional material for recycling and also recover useable energy, as required by the new Waste Strategy for England.

The combination of these two approaches should negate the need for any interim solution and may put Calderdale in the fortunate position of having a surplus allowance to trade at a time of national shortage.

Street cleanliness is a quality of life issue for Calderdale's residents and visitors alike. Litter in particular features as a priority for citizens and this is reflected in its inclusion in the LAA.

Environment Priorities

3.7. Based on the issues set out above our LAA priorities are:

- Cleaner, greener and safer public spaces
- Tackling climate change through reduced greenhouse gas emissions
- Residents having access to affordable, sustainable, good quality housing and improved access to rural housing
- The transport needs of residents, businesses and visitors are met and the residents and visitors to Calderdale are safe on the district's roads.
- Reduce waste to landfill and increase recycling

4. Safer and Stronger Communities

Calderdale – a place to belong

- 4.1. ***We want Calderdale to be home to thriving and self reliant communities with strong local and distinctive identities, a place where people are safe, feel safe and feel they belong and where everyone can take pride in living.***

All our communities and sectors – private, voluntary and community and public – will need to pull together to achieve this vision.

We have seen what good partnership working to tackle problems such as crime, anti social behaviour and the absence of community facilities and community engagement can deliver.

Safer Communities

- 4.2. *In line with national trends the fear of crime in Calderdale is disproportionate to the likelihood of actually becoming a victim. There have been dramatic reductions in recent years, particularly in the more serious areas of robbery, domestic burglary and car crime. We will work hard to maintain momentum in crime reduction. Surveys show that Calderdale residents in general “feel safe in their own homes” and the emphasis now is on extending this feeling of safety to the wider public arena.*

Crime issues

- 4.3. The Stronger and Safer Communities Partnership has identified, through the National Intelligence Model approach, the priorities to address:
- Acquisitive crime (Robbery, Burglary and Vehicle Crime)
 - Violent Crime
 - Anti-social Behaviour
 - Public Perception of levels of community safety

Also identified is the need to increase the focus on managing the behaviour of offenders in the community.

- 4.4. Despite the crime reductions, Calderdale is above average for Burglary Dwelling, Theft of Motor Vehicles, and Theft from Motor Vehicles, Violent Crime and Criminal Damage. It remains critical to tackle such crimes to ensure fewer victims and higher levels of public confidence.

Domestic violence

- 4.5. Domestic Violence is one of the key components of Violent Crime in Calderdale. We are pursuing offences and offenders vigorously and have improved services for victims including ongoing work to build confidence in victims to report incidents. This links with priorities in the **Healthier Communities** and **Children and Young People** themes.

- 4.6. Partners are particularly picking up incidents affecting children and young people for referral to support services. This will tackle one of the causes of future offending and poor achievement for children.
- 4.7. A significant impact can be made by reducing the offending by perpetrators. Calderdale has led work on MARAC/MAPPA to manage the most prolific violent offenders. Work continues to refine the data that measures repeat domestic violence to focus on who is involved as opposed to where the incident takes place.

Re-offenders

- 4.8. The crime reduction successes of recent years make sustaining or improving further extremely challenging. Crime levels, particularly acquisitive crime, mean that traditional 'hot-spot' approaches are unlikely to yield desired results.
- 4.9. In addition, a significant proportion of crime is accounted for by re-offending and the current criminal justice context of limited prison spaces, resulting in a decreased likelihood of a custodial sentence for offenders and 'Early Release on Licence' for those in custody, means increased numbers of offenders in the community and a resultant need for systems and processes to manage their behaviour.
- 4.10. Police, Probation, Calderdale Substance Misuse Services, voluntary after-care services and the council have long established joint working arrangements to manage offenders identified as 'Prolific and Priority Offenders'. This has made a positive contribution to crime reduction. These arrangements are being extended to wider groups of offenders under the Integrated Offender Management programme.
- 4.11. The importance of safe and secure accommodation as a means of preventing offending behaviour is well established. We are determined to widen the successful national pathfinder programme, which provides stable housing for high priority offenders to assist in their rehabilitation.

Drug use and alcohol abuse

- 4.12. Calderdale has a very successful record in providing effective drug treatment programmes, with high penetration of the drug using population and high rates of retention in treatment.
- 4.13. Calderdale recognises the harm caused by alcohol. An Alcohol Strategy has been developed to build on the partnership activities that have successfully targeted alcohol fuelled violent crime, making Calderdale safer for those enjoying the night time economy.
- 4.14. The impact of alcohol misuse is much wider than **Safer and Stronger Communities** issues and links for example to the **Healthier Communities** theme. The development and delivery of early intervention with alcohol

users through our Reward Indicator is proven to have wide-ranging benefits which transcend the boundaries of all Local Area Agreement themes.

Anti social behaviour

- 4.15. Anti social behaviour and its related crimes including criminal damage, 'low level' violent crime, arson and fire setting are issues which blight the lives of local people, undermine public confidence and serve to undermine efforts to develop stronger, more cohesive communities.
- 4.16. Not all anti social behaviour is perpetrated by young people, but around half of it is. By early intervention, working with young people and their families, it is hoped that anti social behaviour incidents will decrease and the propensity to criminality later in life can be reduced. Consequently there will be a focus on information, parental responsibilities, and diversionary interventions into sports, leisure, and learning.

Public confidence

- 4.17. There is an above average perception gap between the fear of crime and the likelihood of becoming a victim and it will be a priority to increase levels of public confidence. A strong emphasis is placed on narrowing the gap between the reality of crime and perceptions of it and between district-wide figures for Calderdale and the Neighbourhood Management areas. We have seen significant increases in community confidence around crime and community safety issues and on narrowing the gap in terms of perception of influence on public services in these areas.

Stronger Communities

- 4.18. *Calderdale is home to many and diverse communities, thousands of community organizations and significant voluntary sector organizations which provide vital services. But there are clear challenges to strengthening community life and to building good relations between communities.*

Community engagement

- 4.19. We know from recent surveys that people who live in Calderdale, by comparison with other places, do not feel that they are sufficiently consulted and involved in decision making by public bodies such as the council, the police and the health sector. Whilst people feel a strong sense of belonging to their local community, they do not necessarily feel that people from different communities get on well together. Although there is a thriving voluntary and community sector (VCS) there is much more potential for the VCS to be 'at the table' as an equal partner and significantly involved in delivering the priorities of the LAA.
- 4.20. The Police, Council and the Health sector are working together to strengthen community engagement through:
 - extended implementation of neighbourhood policing across the

borough;

- introduction of Local Involvement in Health networks and
- introduction of Four Area Forum Areas for Calderdale.
These initiatives will learn from the successes of the two Neighbourhood Management Areas – Park and North Halifax – which have demonstrated that giving people opportunities to influence decision making and delivery of local services engenders citizenship and a sense of belonging.

- 4.21. We will also work with and build on the important work of Town and Parish Councils which are well established in the Upper Valley. As well as communities of geography we will consult and work closely with communities of interest initially through the Calderdale Community Forum – the representative forum for the VCS in Calderdale.
- 4.22. We will support extended civic participation through work on active citizenship looking at how we together can attract recruit and train the decision makers of tomorrow – whether they become magistrates, school governors, PCT non executives, registered social landlord board members etc.

Community cohesion

- 4.23. 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.
- 4.24. In the next three years work, we will maintain our focus on narrowing the gap - promoting civic participation by all communities, building opportunities for communities to learn about and meet each other, breaking down barriers of misunderstanding and promoting a zero tolerance of 'hate crimes' of all types.
- 4.25. We also recognise that we all have a part to play in ensuring that people do not become vulnerable to extreme ideologies which promote violence.
- 4.26. We recognise that this is a challenging agenda. We are proud of some of the progress made, most notably:
- The Calderdale Interfaith Partnership plays a key role in strengthening Community Cohesion through generating awareness and promoting contact between different faiths.
 - The success of our third party reporting centres to enable hate incident reporting at locations other than a police station has been highlighted in an external evaluation report.
 - The Community Impact Assessment Group share intelligence and monitor potential community tensions, which forms the basis of a monthly tension monitoring report to Government Office.
- 4.27. When counter terrorism activity and arrests took place in Calderdale in early 2007 the resilience of community relations and strength of civic

leadership was apparent. Levels of community tension and incidents of disorder or hate crime did not rise – many meetings and conversations were held within communities to provide clarity and reassurance about the situation. Confidence in the activity of the local public agencies was sustained.

The Voluntary and Community Sector

4.28. We have a solid foundation of Voluntary and Community Sector organisations involved in and influencing the delivery of local services across the Borough. It is vital that the potential of the VCS is further developed and enhanced for the benefit of local people.

All public agencies are committed to full implementation of the Compact – a framework which lays out principles for the relationship between the VCS and public agencies.

As arrangements for the management of funding for delivery of the LAA mature, it will be crucial that the VCS is effectively involved in procurement and commissioning processes and discussions about financial management.

We will support capacity building within the VCS and for example where practicable we will transfer community assets to community organisations to strengthen the self reliance of communities. We are committed to the ongoing development of the Community Forum and to building links between emerging networks of voluntary sports and leisure organisations and arts organisations with the Community Forum.

Safer and Stronger Communities Priorities

4.29. Based on the issues set out above our LAA priorities are to:

- Reduce crime
- Re-assure the public, reducing the fear of crime
- Build respect in communities and reduce anti-social behaviour
- Reduce re-offending
- Empower local people to have a greater voice and influence over local decision-making and a greater role in public service delivery
- Strengthen the voluntary and community sector's role in strategic decision-making and in the planning and delivering of public services.

5. Healthier Communities

Our ambition, through the LAA, is to ensure people in Calderdale enjoy active, healthy lives no matter where they live in the district.

The Wider Context

- 5.1. The Calderdale Annual Health Report reflects six priorities which are also the focus of the Government White Paper Choosing Health.
 - tackling health inequalities
 - reducing the numbers of people who smoke
 - tackling obesity
 - improving sexual health
 - improving mental health and well being
 - encouraging sensible drinking.
- 5.2. These reinforce the priorities agreed by the Local Strategic Partnership through the Healthier Communities Partnership. The outcomes in this theme are supported by a range of partners both within health, such as the Primary Care Trust, the local Foundation Trust and mental health trust, as well as partners across the LSP, including the voluntary sector.
- 5.3. Our LAA addresses each of these areas, focusing particularly on:
 - all age, all cause mortality
 - reducing premature mortality in cardiovascular diseases and cancer
 - reward element targets for smoking quitters, weight management and sensible drinking.

Cross Partnership Working

- 5.4. Health, good nutrition and education; housing, income and employment; safe and strong communities; transport and environment cut across all themes of the LAA. Consequently, improving health and reducing inequalities outcomes can be identified in a number of the themes and cross partnership working is essential.
- 5.5. For example, reducing Incapacity Benefit levels, getting people back into work from long-term sickness, and improving opportunities to access employment for people with learning disabilities and those receiving secondary mental health services are contained within the Economy and Enterprise theme; reducing harm caused by alcohol is within the Safer and Stronger Communities theme and reducing emergency bed days within the Older Peoples theme.

Narrowing the Gap

5.6. There is an urgent focus on reducing health inequalities throughout this LAA theme as the recent Health Profile for Calderdale (2007) highlighted that:

- male life expectancy is significantly below average;
- life expectancy is lowest in the more deprived areas of Calderdale;
- there is an above average rate of death from smoking;
- levels of child tooth decay are significantly above average.

Therefore the Healthier Communities theme focuses on these issues in addition to the priorities outlined in the White Paper Choosing Health.

5.7. A prime target for the new LAA is narrowing the gap in death rates between the better off and the most disadvantaged areas of Calderdale, which has been widening since 2000-2002. This equates to a target of a 10% reduction in deaths within the most disadvantaged areas (most deprived 20% of SOAs-Super Output Areas) as compared to the past 10 years average.

5.8. Reducing deaths in Calderdale's most disadvantaged areas means targeted action to improve primary care for people with established cardiovascular disease and cancer plus action to ensure all evidence-based medicine is applied systematically. This should particularly improve the quality of life of older people.

Prevention and Lifestyle Choices

Both the prevention and management of long-term conditions is central to our health improvement and health inequalities goals.

5.9. Primary prevention aimed at reducing smoking, improving diet and increasing physical activity is vital in the longer term and as such is reflected in other indicators.

Smoking accounts for over half the health inequalities gap, with 'quit smoking' considered to be the most cost-effective evidence-based intervention by the National Institute for Health and Clinical Excellence.

Lifestyle change

The overall focus of the Healthier Communities theme is to support lifestyle change.

5.10. One key lever to achieve this will be through work in primary care settings. The PCT is utilising the LAA to develop a series of inspirational health outcome goals in order to drive up performance and improvement in all commissioned services. This improved access to health services makes a large contribution to the economy by keeping people healthy and returning them to work.

Reward targets

- 5.11. Two reward targets have already been agreed: -increasing the number of smoking quitters (including smoking and pregnancy targets) and increasing the number of people who lose weight through personalised weight management programmes. These reward targets will support reductions in all age all cause mortality and activities to support them will have a focus in the 20% most disadvantaged super output areas.

Along with programmes on alcohol, included in the **Safer and Stronger Communities** theme, the reward targets will support a comprehensive lifestyle health programme across primary care, neighbourhoods and the workplace.

Physical activity

- 5.12. The previous LAA identified action to improve levels of physical activity. This is consolidated in the new LAA with a key target of adult participation in sport.
- 5.13. Access to sport and leisure facilities is a priority, crucial to progressing our commitment to public health and well being and in particular to tackling obesity in children, promoting adult involvement in sport and bringing together people from different backgrounds. The Council has allocated £6m to re-provision leisure facilities across the borough, including swimming pool investment, and is working with the PCT on the potential for shared development of health, social care and leisure facilities in Brighouse, Sowerby Bridge and Halifax.

Workplace

- 5.14. One thread running through this and other themes is the need to take action within the workplace. This addresses the challenge of persuading men to take their health seriously and also builds upon the regionally and nationally recognised workplace health promotion programmes which have been developed in Calderdale.

Children and Young People

- 5.15. The primary focus is to give children a better start in life particularly in the more disadvantaged areas.

- 5.16. Targets include:

- reducing smoking during pregnancy- the smoking rate for pregnant women in the most disadvantaged areas is 27% compared to a rate in the least deprived areas of 8%;
- improving breastfeeding maintenance rates at 6-8 weeks;
- increasing the range and effectiveness of oral health measures to reduce the high level of decayed missing and filled teeth;

- reducing levels of child obesity.

These contribute to the outcome of improving the health of young people in the **Children and Young People** theme.

5.17. Targets in the Healthier Communities Theme, selected on the basis of local and national priorities, are those which will have the greatest impact on reducing the all-age all-cause mortality gap in Calderdale. This is in keeping with the LAA's explicit focus on narrowing the gap between the most and least deprived communities. The selected targets will support a comprehensive lifestyle health programme from primary care to the workplace.

Healthier Communities Priorities

5.18. Based on the issues set out above our LAA priorities are:

- Improved health and reduced health inequalities
- To reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods, with a particular focus on reducing the risk factors for heart disease, stroke and related diseases.
- Oral Health

6. Older People

Older people are a diverse population. Their definition of what represents a life worth living and the support needed to achieve it are driving the emerging Calderdale agenda. In tune with the national focus, the emphasis is moving towards the well-being, active involvement and engagement of older people within the wider community.

6.1. This LAA addresses all aspects of Calderdale's developing approach to older people and sets out our key priorities. Our rationale behind the selection of indicators for the Older People's theme reflects the three conceptual pillars of social care:

- prevention,
- early intervention and enablement, and
- personalisation and control.

The inclusion of a separate Older People's theme in this LAA is testament to the seriousness with which partners are addressing older people's issues. Calderdale has been selected as a Partnership for Older People Projects pilot by the Department of Health.

An holistic agenda

6.2. In Calderdale the numbers of people over 50 is forecast to increase substantially over the next 10 years. The numbers aged 65+ are forecast to increase slowly up to 2008 with rapid growth, particularly in ages 65-74 and 85+ after 2008. By 2018 there are forecast to be 37% more 65-74 year-olds and 35% more people aged 85+. This is higher than the national average.

6.3. These changes include an increasing number who may be frailer and/or have long-term medical conditions, raising potential issues of health inequalities. There will be increased expectations of services and older people's needs will extend beyond health/ social care. This prompts the need for a broader more holistic agenda including prevention of problems rather than just the delivery of a range of traditional health and social care services.

6.4. The Government document 'Putting People First' is a radical vision for change with regard to social care for adults. Reflected in our LAA, it is designed to enable everyone to live their own lives as they wish, confident that high quality services are available to support their individual needs for safety, independence, well-being and dignity.

6.5. Priorities, within a radical reform of public services, include: helping older people to remain at home, ensuring they not socially excluded; personalising care to give people more choice and control over their services; working in partnership with the third sector, especially social enterprises, and ensuring excellent information and advice is available for all.

Aims and targets

6.6. This LAA, in addressing Calderdale's developing approach to older people, supports the outcomes in the Government's White Paper 'Our Health, Our Care, Our Say', namely:

- Improved Health,
- Improved Quality of Life,
- Making a Positive Contribution,
- Choice and Control,
- Economic Well-being,
- Dignity and Respect
- Freedom from Harassment.

Reward Targets

6.7. The following are being delivered as Reward Targets within the above context:

- reducing the number of emergency bed days,
- increasing the number of adults receiving Direct Payments,
- increasing the number of vulnerable households in receipt of affordable warmth measures.

6.8. These targets support our current priorities and are seen as key to ensuring the long-term independence of older people.

For many older people the causes of emergency stays in hospital such as falls, often lead to reductions in their ability to maintain independent living and impact upon their longer term health. This links directly to work within the **Healthier Communities** theme

Similarly, the levels of fuel poverty in some parts of the District result from the poor energy efficiency of Calderdale's older housing. Increasing affordable warmth measures will reduce fuel poverty and improve health thus contributing to our stretch target to reduce emergency bed days.

In addition to the benefits to older people, addressing areas of under-performance or where improvement is required have been key factors in determining service areas for inclusion in this LAA.

Narrowing the Gap

6.9. Significant gaps exist between the wealth and well being of the over 65 population and the rest of the community. A higher proportion of older people live in poor housing, or live alone in isolated conditions. The whole of the older people's strategy is therefore about narrowing the quality of life

gap between the older and younger population. Increased access to work opportunities, for those who want it, and better transport are key to this.

- 6.10. Within the older people's population the Asian community is not yet accessing services at the level we would expect. More work needs to be done to ensure the accessibility and suitability of services to the needs of Asian elders

The Wider Picture

- 6.11. Improving the health of older people is a key priority for this LAA and key health issues for older people – reductions in mortality rates, increasing the number of smoking quitters and increases in physical activity rates – are addressed within the Healthier Communities theme. Similarly a key issue for older people is fear of crime and this is being addressed through the Safer and Stronger Communities theme.
- 6.12. There is recognition that health and social care services are an important part of the support that older people value but only a small part of the experience of growing older. Other issues impacting on older people, such as housing, leisure services, money and community are also important and are addressed through the LAA.
- 6.13. A 10 year strategy focusing on the wider well being needs of older people has been developed with older people making a major contribution to its contents. This will provide the foundation for ensuring Calderdale is a good place to grow old in and older people are seen primarily as a valuable resource to the community and not merely as a burden.

Older People Priorities

- 6.14. Based on the issues set out above our LAA priorities for older people are:
- Improved health
 - Improved Quality of Life
 - Maintaining respect and dignity
 - Choice and Control
 - Economic wellbeing

7. Children and Young People

An integrated approach

The LAA's particular focus is on those issues and opportunities where multi-agency working is paramount. Overall priorities to improve the lives and well-being of Calderdale's children and young people are set out in the Calderdale Children and Young People's Plan. The LAA complements the Plan and its five "Every Child Matters" outcomes.

- 7.1. This increasingly integrated approach, adopted in consultation with partners and agencies, has resulted in Children and Young People indicators being included in the LAA themes: **Economy and Enterprise, Healthier Communities** and **Safer and Stronger Communities**.

Being Healthy

Top priorities

- Reducing health inequalities
 - Lowering the number of teenage pregnancies and improving young people's sexual health
- 7.2. Narrowing the gap in health inequalities both between different areas and different groups of children and young people is a top priority. Across Calderdale, birth rates, infant mortality and breast feeding rates are broadly in line with national averages but there are significant local variations.
 - 7.3. Within Calderdale's wider approach to health inequalities we need a more coherent approach in order to plan, target and deliver multi agency support where it is needed most – those places and families with significantly poorer outcomes not only in health but in many other aspects of life. We need a "joined up response" to the very real challenges they face.
 - 7.4. Hence we are working with Neighbourhood Management schemes to focus on particularly challenging locations and issues e.g. in tackling child obesity. We propose to progress this priority through the LAA Healthier Communities theme.

Teenage pregnancies

- 7.5. While the number of teenage pregnancies is declining, we have a lot to do to achieve the 2010 national target and there is considerable variation between localities. In particular, we need to continue to target focused support on North Halifax which has been identified as a specific target for action in the LAA.

Staying safe

- 7.6. It is a top priority to provide more support for children and young people who are on the edge of coming into care. We need to improve their family support services and the effectiveness and speed of referral and assessment.
- 7.7. We have improved our multi-agency working but want to do more. In particular, we must develop more effective ways of identifying children and young people who are on the edge of care and whose families are showing signs that they are not able to cope. Working with partners, we aim to develop more robust and wide-reaching family support services able to respond quickly to families going into crisis.

Key areas of concern:

- reducing the numbers of children and young people who are affected by domestic violence. We need to develop capacity to support as many of those at risk as possible. We will pursue the tackling of domestic violence through the LAA Safer and Stronger Communities theme.
 - increasing referrals of children and young people at risk of sexual exploitation. We must ensure appropriate support and early intervention. The new Safeguarding agenda goes a long way in identifying what can and needs to be done.
- 7.8. Members of the Youth Council state as a key concern the need to “feel safe out and about in and around Calderdale” and in particular the growing incidence of bullying. This is now a new priority in our Children and Young People’s Plan and in the LAA. An action plan is to be developed with and monitored by the Youth Council and Children and Young People’s Management Group.

Enjoying and Achieving

- 7.9. Building on success - Standards of achievement in Calderdale schools up to and including Key Stage 3 are generally good and improving. There is a need to ensure that recent improvements in our primary schools are followed through to improved achievement at 16 in particular.
- 7.10. *Narrowing the gap* - We need to address the variability in standards between schools with a special focus on raising the achievement of white working class boys.
- 7.11. Many vulnerable children and young people are being effectively supported to achieve their potential. The educational attainment of looked after children and young people is improving and is now higher than the national average. Many pupils with special educational needs also achieve well.

However, we need a wider understanding of the barriers to effective learning for individuals and to develop multi-agency strategies to break

down these barriers. The integrated children's services agenda gives the opportunity to address this.

Making a positive contribution

- 7.12. Strong multi-agency working is having a positive effect on reducing anti-social behaviour, youth offending and re-offending.

This particularly vulnerable group of young people remains a top priority with the need to do more to intervene early and further develop a proactive approach to prevention.

- 7.13. From April 2008, the Targeted Youth Support Service will take this forward, bringing together the wide range of services from the public, voluntary and community sectors. LAA priorities are to be pursued through the Safer and Stronger Communities theme.
- 7.14. Removing barriers which stop children and young people taking part in decisions about their lives lies at the heart of our Change for Children programme. Opportunities do exist for children and young people to be involved – but need to be more widely available and accessible. It's important that young people believe that this involvement means something and that their views are listened to and respected.

Achieving Economic well-being

- 7.15. The Children and Young People's Plan includes key measures which contribute towards Calderdale's skills agenda. In particular, we are concerned to strengthen 13-19 pathways and improve performance of 19 year olds at all levels.
- 7.16. The range of programmes has recently improved, but there remains a shortage of work-based training and related provision. A collaborative 13-19 strategy has been developed based on a clear needs analysis. As a priority, we are now implementing this strategy and need to maintain momentum. We will pursue such priorities through the **Economy and Enterprise** theme.
- 7.17. The most vulnerable groups of young people must be supported to make an effective transition to adult life and, where possible, independent living.

With the right support, many looked after young people do make an effective transition to adult life. We need to ensure this good performance continues while, at the same time, provide more local employment and training opportunities for young people who have learning difficulties or are disabled.

There are specific gaps in provision for young people with more complex needs and for young people who are over 19 years of age. *We need to develop and implement a multi-agency strategy to deal with this.*

7.18. Every Child Matters' – and Calderdale's positive multi agency approach is achieving good results overall, but there is wide variation amongst different groups in different areas. Our top priority is therefore to target the most vulnerable groups throughout the age range to raise their educational, health and security levels to those more generally experienced together with their economic prospects as they move into adult life. This theme needs to integrate the sum of all other themes to make relevant and focused their specific objectives for the overall well being of all young people.

Children and Young People Priorities

7.19. Based on the issues set out above our LAA priorities for children and young people are:

- Being Healthy
- Staying Safe
- Enjoying and Achieving
- Making a positive contribution