

**ECONOMY AND ENTERPRISE  
STRATEGY FOR CALDERDALE**

**Calderdale. A great place to do business**

**2008/2018**



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## add

## ***Calderdale going forward : “A great place to do business”***

### INTRODUCTION

Welcome to Calderdale's first Economy and Enterprise Strategy.

This strategy builds on existing partnership work in the borough, and sets an ambitious new plan for the future success of Calderdale. In Calderdale we aim for quality; in our environment, our businesses, and developing skills and opportunities for future generations. Over the next 20 years we will:

- **Enhance our vibrant, lively town centres through major new developments**
- **Promote our unique heritage as a catalyst for economic regeneration**
- **Work in partnership with business to maximise opportunities for success**
- **Provide employment opportunities for all**
- **Encourage and maintain new business start-ups**
- **Provide the right type of housing, particularly affordable**
- **Create a hub for green business**
- **Increase workforce skills through improved training opportunities**
- **Make Calderdale a destination of choice for overnight and daytime tourism**

Calderdale is set in a stunning rural setting, with unique, lively town centres and vibrant markets - all within close distance of Leeds and Manchester. We will make the most of our setting to attract inward investment and provide inspiration for green business innovation.

It's a place of real contrasts where historic urban areas meet dramatic countryside. The borough has a population of 198,000 (2007), which is expected to grow by

25,000 over the next 20 years. This will lead to an increasingly diverse and culturally-rich population in terms of ethnicity, age and economic well-being. We will build upon our diversity to become a beacon of diversity and cohesion that exemplifies the sustainable advantage of diversity for all to see.

It's also a place where innovation thrives and we respond to challenges. The borough has a strong history of innovation being the home of Percy Shaw, inventor of 'Cats Eyes', Sir Ted Hughes, Poet Laureate and John Fielden who fought to improve factory working conditions. This tradition of innovation and responding to challenge will be nurtured and grown.

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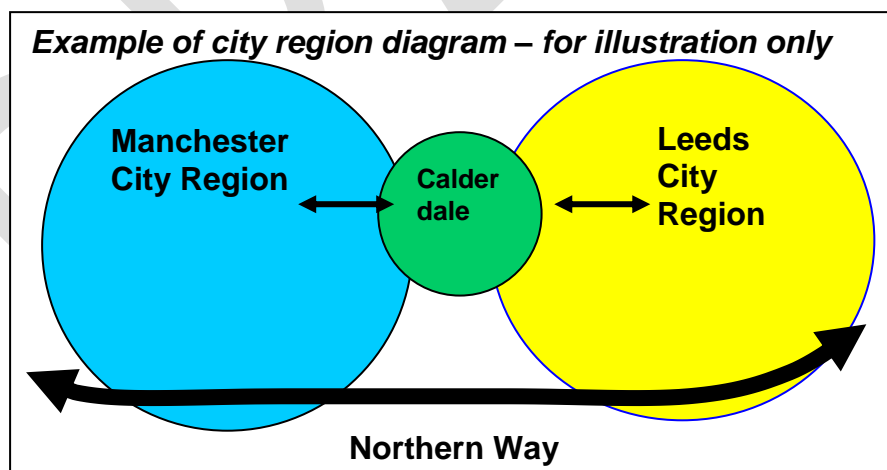
## ***Our framework***

**A strong economy can secure a positive future for residents, build safer, stronger and healthier communities, and protect our environment.**

A significant transformation is happening in the Yorkshire and Humber region. We are part of this, and our neighbours have a major impact on the future growth of our economy. For example:

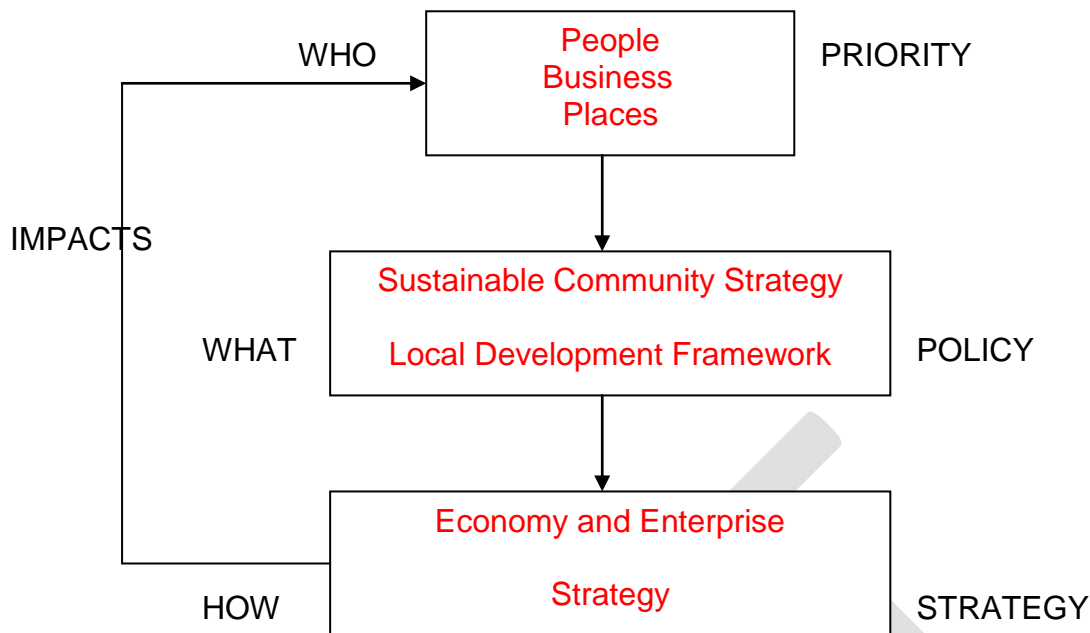
- Leeds is the largest banking and legal centre outside London.
- The region's universities attract more students than anywhere else in the UK, producing 13% of the UK's graduates.
- It's expected there will be a 27% increase in households by 2029.
- It's expected there will be an 80% increase in people aged over 80 by 2029
- 22,000 new homes, including affordable homes, are to be built per year.

Calderdale sits within touching distance of Leeds and Manchester and is centrally located in the Northern Way initiative.



Our location provides access to a population in excess of 5.5 million people providing significant economic opportunities. We aim to broaden our economic base and strengthen our roles within Leeds and Manchester by using our location to act as a means of continued investment.

This Economy and Enterprise Strategy is linked with national, regional and local strategies for economic growth.



Some of the main influences and opportunities for Calderdale are set out within the following strategies.

**Regional Spatial Strategy** – identifies Halifax and Brighouse as the main locations for growth and provides details of housing requirements and potential job growth.

**Regional Economic Strategy** - identifies Calderdale's strong role in the financial and business services sector.

**Leeds City Region** – Calderdale is part of the Leeds City Region, and the Economy and Enterprise Strategy will ensure that Calderdale's Economic and Transport priorities are properly linked.

**Local Transport Plan** – provides a 5-year transport investment plan.

**Calderdale Futures Plan** – overarching local strategy for Calderdale indicating priorities for Economy and Enterprise are to provide local people with the skills and support to access quality employment; successful and sustainable existing and new businesses; and dynamic and vibrant town centres.

**Local Development Framework**- will provide a spatial policy context for many of Calderdale's strategies including the Futures Plan and this Economy and Enterprise Strategy.

## Our approach

The UK is looking to increase economic growth to compete internationally. The emphasis on City Regions and partnership working to achieve this provides the context in which Calderdale has developed its key priorities.

We will provide quality sustainable economic regeneration in three ways:

**Place** – build on the location and exceptional character of Calderdale as an attractive place in which to live, work, learn and visit. This is the borough's unique asset, and the one that will drive our economic prosperity for the next 20 years.

**People** - improve people's quality of life by promoting economic growth, and providing skills to ensure everyone can benefit from opportunities created.

**Businesses** – work with businesses to develop an environment in which they prosper, in order to create the employment and new investment the district needs.

Our **Places, People and Businesses** approach has an emphasis on **place shaping**. By concentrating on the built environment and by enhancing the natural environment, social and economic regeneration will follow.

# Places agenda

**We will build upon the natural and built environments of Calderdale together with our proximity to Leeds and Manchester to attract and retain business, residents and visitors.**

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

## **Town Centres**

Our Town Centres are the focus for major investment and development. We are working on plans and proposals, which will develop town centre attractions to meet a range of business and entertainment needs, whilst promoting the diversity and individuality of the area.

In Halifax we will deliver a major regeneration of the town with:

- 1million ft<sup>2</sup> of new commercial floor space including schemes at Dean Clough and Shaw Lodge, which are regionally significant.
- A transformed range of leisure facilities focused on the Broad Street Development, including a completed Shay Stadium and new public leisure and health facilities
- Major new retail facilities in the town centre via an extension to the Woolshops Shopping Centre, adding to the range of shops currently available
- Reinvestment in the markets infrastructure to build on current success.
- Development of a University Campus linked to the scheme for the Piece Hall.
- Maximising the development opportunities provided by Eureka and building those links to the town centre.
- Major improvements to the transport infrastructure.

Brighouse and Elland are towns with excellent links to the national motorway network via the M62. They are strategic business locations for Calderdale. We will grow the economy of this key part of the Borough by:

- Bringing forward new land for major employment growth.

- Working in partnership with the private sector to bring new developments to Brighouse and Elland town centres.
- Investing in new public leisure and health facilities.
- Developing transport improvements in both town centres and a new station for Elland.

The rural setting of the towns in the Upper Calder Valley provides a major potential for developing a regionally significant tourism offer. The towns also provide a comprehensive range of services for local people often based on local business, a strong local market and retail. We have a programme of regenerating these towns by:

- Bringing forward 120,000ft<sup>2</sup> of new commercial floor space and 400 new houses in Sowerby Bridge.
- Planning a town centre development scheme in the heart of Todmorden.
- Providing new and improved market facilities in Sowerby Bridge, Todmorden and Hebden Bridge.
- New public investment in leisure and/or health facilities in Sowerby Bridge and Todmorden.

### **Housing**

We recognise the need for a good supply and choice of quality affordable housing. Housing is also playing a crucial role in regeneration of our towns by improving and replacing outdated stock and helping to create safe, vibrant neighbourhoods through initiatives such as neighbourhood renewal, the use of previously developed land and re-populating the valley floor surrounding Halifax.

We will develop policies within the emerging **Local Development Framework**, the new-style development plan for Calderdale:

- To control the amount and type of new housing development within the district and ensure it is located near existing or new services and facilities.
- To set the location for new development.
- To decide on the mix of new housing.
- To ensure that affordable housing is provided to meet the needs of local people.
- To bring forward major housing renewal schemes.

### **Transport**

It is the glue that binds people, business and places together. Calderdale's main district centres enjoy a comprehensive bus network and are connected by train to Leeds and Manchester. The **Leeds City Region Transport Vision Partnership** has already delivered an increase in the number of rail carriages on the Calderdale line and has added an additional rail service to Leeds. These advances are recognised to be vital for business development. We need to work with Metro and the Government to ensure we deliver on our key transport ambitions. In order to deliver on the economic aim of this strategy it is vital that:

- Investment is made in the Calder Valley Rail route, including:
  - New parking facilities at each of the stations in the Borough.
  - A new station facility for Halifax, as the Gateway to Calderdale.
  - Increased capacity.
  - A new station at Elland

# Business agenda

**The economic success of Calderdale rests on creating the conditions for businesses to flourish. Our strong identity, great location and beautiful setting will be used as the catalyst for inward investment and business growth.**

Our aim is to maintain a strong, competitive and diverse local economy that grows and sustains more start-up businesses and social enterprises in the urban and rural areas. Our support infrastructure has to be efficient and effective and innovation and knowledge will be valued and exploited for the good of Calderdale. An increase in networks involving local businesses and educational institutions will be important in creating a culture of enterprise and innovation.

The key sectors for growth in the borough are financial and business services, creative industries, advanced manufacturing and green business.

Our strength in financial and business services is exemplified by HBOS who are a significant asset to the local economy. The presence of HBOS will be used as a catalyst for the continued growth of financial and business services, and the development of expertise in this sector.

There are 900 creative businesses in Calderdale. They are critical to the economy and culturally contribute to the way the borough feels as a business location. Small businesses, including niche shopping, form the visible economic fabric of Calderdale and shape people's perceptions. This is part of the borough's unique offer and we will look to further develop it by increasing start up accommodation, sharing business advice and best practice, and improving our town centres as business locations.

Manufacturing is still a significant sector in the borough. The existing advanced manufacturing businesses will drive this sector on in the future and we will provide the land and premises to make this happen.

The district is ideally placed to become a hub for green business and environmental innovation. We aim to improve our market share of this sector, currently estimated at £45 billion per year in the UK alone, by Working with our current businesses to improve their carbon footprint, promoting our location and setting, to increase start up businesses, to become the logical place and providing networking opportunities.

## **Culture & Tourism**

Tourism is recognised nationally as a key economic driver, with the ability to enhance pride and quality of place. Tourism is Britain's fifth largest industry worth £74 billion and employing 2.1m people. The overall value of tourism in Calderdale in 2005 was an estimated £174m. With a stunning industrial and cultural legacy, dramatic landscapes, and district market towns, Calderdale has much to offer. From well established attractions like Eureka!, the Piece Hall, Rochdale Canal, Stoodley Pike, Hebden Bridge, Shibden Hall and Victoria Theatre to the opportunity to create an 'adrenaline gateway' based on extreme sports and green or eco-tourism based on lifestyle choices- the diversity is strong. We will capitalise on these assets and together ensure we have a quality product, through business skills and regeneration,

along with active marketing and promotion to make Calderdale a tourism destination of choice for overnight and daytime visitors

Cultural business and tourism help define the economy of Calderdale. This is one of Calderdale's unique selling points and its growth is central to the success of the borough. There are many links between enhancing the tourist offer of Calderdale and marketing the area's inward investment package to businesses.

To help provide the conditions for business to flourish we will:

- Listen to businesses about their key requirements and work with them to bring them forward.
- Work regionally and nationally to ensure Calderdale businesses benefit from opportunities for growth.
- Work together to provide business advice to new and growing businesses.
- Develop a pipeline of development sites to ensure opportunities exist to accommodate new and expanding business.
- Develop the tourism product, including extreme sports and eco-tourism, and produce guides and promotional material to boost the tourism offer.
- Support the development of Calderdale's 'overnight' tourist economy alongside the 'day visitor' economy.
- Increase the survival rate of new business start-ups to 91% after their first year by 2009/10
- Increase the overall satisfaction with the cultural offer within Calderdale to 63% by 2009/10
- Provide support to at least 30 tourism related businesses per annum by 2009/10

# People Agenda

**Everyone is different, and everyone matters in Calderdale. Our overriding objective is to maximise the opportunities for residents of Calderdale, by improving economic growth, social awareness and environmental quality.**

Calderdale has all the characteristics of places with a mixture of wealth and deprivation.

- Working age unemployment ranges from just 1.1% in Northowram and Shelf Ward to 5.7% in Park Ward (2007)
- Average household income in Halifax is under £26,000 - in the Calder Valley it is in excess of £31,000 (Yorkshire Forward 2007)
- The health of the district mirrors its affluence with Park Ward having almost twice as many of the working age population with limiting long-term health problems as Greetland and Stainland Ward (ONS 2001).
- Average house prices have more than doubled from £71,697 to £147,521 between 2002 and 2007.
- Crime levels differ substantially across the district; you are nearly five times as likely to be the victim of burglary in North Halifax and Hipperholme as in Hebden Bridge and Heptonstall. You are also three times as likely to suffer anti-social behaviour in North Halifax compared to Sowerby Bridge, Ripponden and Millbank (March 07-March 08 'beatcrime' figures).

This strategy sets the framework for overall prosperity, while also targeting neighbourhoods with the greatest levels of deprivation. Only in this way will we effectively narrow the gap between the more and less wealthy residents of the borough.

We are actively tackling these areas through neighbourhood enhancement, educational skills development including the prospect of a new Academy, and retail and leisure development in North Halifax. Within Park Ward, the Council and its partners are aiming to build upon the success of the Elsie Whiteley Innovation Centre by improving the area around Hopwood Lane for new economic opportunities and providing better connections to Halifax town centre. In addition Calderdale College's presence within the area will be utilised to provide greater skills for the Park Ward residents.

The Council and its partners are adopting a new area based partnership approach across the Borough to reinforce the 'local' and provide the context for local priorities to come forward.

Over 80% of Calderdale is rural. Rural communities can often suffer forms of deprivation linked to poor access to services and the declining importance of

agriculture. It is important we help these rural communities diversify by assisting them to make the most of their tourism potential.. We will also enhance facilities and services available within the local service centres such as Todmorden, Hebden Bridge and Ripponden.

### **Learning and Skills**

Learning achievement by children and young people in the district is outstanding - amongst the highest in the Leeds City Region and still improving. However, Calderdale has a higher than average percentage of adults with lower or out dated skills. Local businesses have identified a need to have a better-trained and skilled workforce, which is flexible, adaptive and responsive to the knowledge economy.

In terms of our learners we know that over 3400 Calderdale students went on to higher education in 2007. However, less than 4% remained within the district but 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 expenditure benefits to the local economy.

We are advancing the Higher Education opportunities within the district through the creation of University Centre Calderdale, a combined approach to further and higher education which will provide a cradle to grave education opportunity for residents. This will enable them to participate actively within higher education and help plug the skills gap for local businesses. In addition it is anticipated that, over time, the University Centre Calderdale should also act as a driver for inward investment through research and development activities.

To move the people agenda forward, we will:

- Redevelop Calderdale College to provide a 21st century learning facility
- Develop a University presence in Calderdale by 2012
- Grow the support for back to work activities, tackling health related benefit clients in particular
- Look to develop a social enterprise as a route out of deprivation.
- Reduce unemployment particularly in our most disadvantaged wards
- Increase the number of young people gaining NVQ level 2 qualifications at 19 to 71% by 2009/10

# Performance Management

The Economy and Enterprise Strategy sets out the framework for the physical regeneration of Calderdale. It builds on the progress made over recent years, and sets the priorities for next decade. Crucially, it provides a realistic and comprehensive assessment of development opportunities based on the key transport, planning and housing strategies of the Council.

The Economy and Enterprise Strategy has been prepared by the Council and is owned by the Council and the Local Strategic Partnership. It is a delivery focused document. All of the individual projects 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. The success of the Economy and Enterprise Strategy will be measured against the following key measures, and reported to Cabinet and Calderdale Forward annually. These are the most appropriate targets for now, but we will continue to review them as national approaches to indicators improve for regeneration.

## Performance Measures by 2012

Performance Measure	Base Line				Data Source
Increase GVA by 15% by 2012 thus narrowing the gap with the UK average	Calderdale GVA per head (residents) £16,102				Yorkshire Futures/ Experian Business Strategies, May 2007
Provide higher than national levels of employment by 2018	74.2% Calderdale 74.3% Great Britain (% working age population in employment)				Nomis labour market statistics 2006/7
Continue to reduce the gap to zero with the England average for the number of VAT registered businesses per 10,000 resident population by 2018	Year	Calderdale	England	UK	BERR, 2008
	2000	376	379	373	
	2001	380	383	377	
	2002	380	385	378	
	2003	381	387	381	
	2004	391	393	386	
	2005	395	397	390	
	2006	396	402	394	
2007	399	407	399		
Increase occupied space for businesses by 1 million square feet by 2012 from 2008 levels	New B1, B2, B8 business floor space. <b>2005-2006:</b> 83,560 square feet <b>2006-2007:</b> 297,321 square feet <b>2007-2008:</b> 293,435 square feet				Calderdale Employment Land Monitoring
Reduce the disparity in	Year	Borough Average	Park Ward	Ovenden Ward	HM Land Registry

average house prices between the more deprived areas and the Borough average	2002	£71,697	£30,976	£43,125	2008
	2005	£128,103	£57,877	£82,097	
	2007	£147,521	£79,793	£104,068	
Increase by 5% public satisfaction with the bus service by 2012 based upon 2006 figures	2006 – 63% satisfied 2007 – 58% satisfied				Calderdale residents satisfaction survey 2007
To have less than national average claimants across all benefits by 2018.	Working age key benefits claimants	Calderdale	GB		Dept Work and Pensions May 2007
	Total claimants	14.5%	14.2%		
	Job Seekers	2.6%	2.2%		
	Incapacity benefits	7.2%	7.2%		
	Lone parents	2.1%	2.1%		
	Carers	1.0%	1.0%		
	Disabled	0.9%	0.9%		
	Bereaved	0.3%	0.3%		
Other	0.5%	0.5%			

## Delivery

In order to deliver the Economy and Enterprise Strategy, the Council and its partners need to align policy, determine phasing, secure funding, and maintain private sector commitment. The Council is working on aligning its Capital Strategy and Asset Management Plan to maximise use of its land and financial assets for regeneration.

Project Management	<ul style="list-style-type: none"> <li>• A lead project officer from the Council or its partners will manage and drive the projects, including establishment of project teams and Boards</li> <li>• Project plans for all projects have been prepared and will be monitored quarterly</li> </ul>
Policy Alignment	<ul style="list-style-type: none"> <li>• All regeneration schemes are or will be embedded in the appropriate policy documents, in particular the Local Development Framework, which establishes the spatial strategy for the Borough</li> <li>• Where infrastructure and community facilities need to be provided to deliver sustainable development, these will be set out in the relevant plans and strategies, e.g. Local Transport Plan, Building Schools for the Future</li> </ul>
Raising Awareness	<ul style="list-style-type: none"> <li>• Detailed development briefs, developer competitions, market testing/economic appraisal will be considered for all schemes depending on their place in the development cycle.</li> </ul>
Securing Funding	<ul style="list-style-type: none"> <li>• The resources needed for delivery have been identified and will be reviewed regularly. The Council has aligned the Economy and Enterprise Strategy with its emerging Capital Strategy and Asset Management Plan. £1.5m is allocated to Regeneration schemes</li> </ul>

	<p>and the Council is looking to invest a further £17.7m and release substantial land assets to deliver regeneration</p> <ul style="list-style-type: none"> <li>• Yorkshire Forward funding is aligned with Calderdale priorities</li> <li>• Use of Council and Yorkshire Forward funding will be a catalyst for exploring joint venture funding with the private sector</li> <li>• Private sector investment continues to bring forward sites without public sector involvement. It is crucial that Section 106 contributions are secured towards the funding of community infrastructure. This approach is embedded in the Local Development Framework</li> </ul>
Land Issues	<ul style="list-style-type: none"> <li>• The Council will use its land assets to bring forward regeneration, as it has at Broad Street. It will also look to acquire land to help land assembly and facilitate development</li> </ul>
Phasing Development	<ul style="list-style-type: none"> <li>• By taking a comprehensive approach to regeneration the Council and its partners are clear about the bigger picture. As part of this a realistic market assessment of potential development will be used to phase the release of sites, and this approach will be embedded in the Local Development Framework</li> <li>• As part of the phasing of development a degree of flexibility must be maintained to allow for 'quick wins' and 'new opportunities' which will maintain momentum and inspire confidence</li> </ul>
Performance and Evaluation	<ul style="list-style-type: none"> <li>• Annual assessment of progress needs to be reported to the LSP and Cabinet. Opportunities to adapt to circumstance and if required change direction need to be considered</li> <li>• Quarterly assessment of projects via performance clinics</li> <li>• Successes need to be celebrated. All proposals need a public relations strategy as they move forward</li> </ul>
Consultation	<ul style="list-style-type: none"> <li>• This Strategy has been prepared in consultation with partners and local communities</li> <li>• Increasing awareness of the Borough's regeneration priorities to ensure a strategic joined up approach is essential so the Strategy will be presented to the boards within the LSP structure and circulated to key Government agencies</li> <li>• The individual schemes within the Strategy have been subject to ongoing public consultation</li> </ul>