



INCLUSIVE ECONOMY STRATEGY

FOR CALDERDALE March 2024



Foreword from the Leader

Councillor Jane Scullion

In my previous role as Deputy Leader of Calderdale Council, I had the pleasure of being the first Chair of Calderdale's Inclusive Economy Board. The Board was set up during Covid and took a key role overseeing Calderdale's recovery from the pandemic working alongside colleagues in health, our partners in communities and businesses. I am proud that despite the challenges of the past few years we have seen delivery of some significant achievements for the Calderdale economy, like completion of the new sixth form college in Halifax, securing significant investment for our towns, highways and other infrastructure, a new programme of local funding delivering community projects in North and Central Halifax, and the huge interest generated in Calderdale from our film and TV exposure and events at The Piece Hall. People cannot get enough of us! This is testimony to the hard work, resourcefulness and can-do culture of Calderdale's businesses and communities working with dedicated and focused colleagues across the public sector. Our recent Local Government Association Peer Challenge rightly reflected that Calderdale is 'open for business.'



I am extremely pleased to be handing over the Chair of Calderdale Inclusive Economy Board to Councillor Courtney, who has overseen the development of this revised Strategy which brings a greater focus to our actions, raises our ambitions for Calderdale still further, and maintains our commitment to creating an inclusive economy that benefits everyone.

Welcome to the new Inclusive Economy Strategy 2024-2029

Councillor Sarah Courtney, Portfolio Holder for Towns, Tourism and the Voluntary Sector

I am hugely proud to present our new Inclusive Economy Strategy for Calderdale 2024 - 2029. The new Strategy has been developed with Calderdale's Inclusive Economy Board and sets out clear strategic goals and high-level actions. It has been developed using updated economic analysis, by drawing on the insights of local businesses, and by engaging partners across the private, public, and Voluntary, Community and Social Enterprise sectors. It's an exciting time to launch our new Inclusive Economic Strategy. The opportunities created by the adoption of our Local Plan, public realm schemes in market towns coming to fruition, the Year of Culture in 2024 about to shine a light on our amazing creative sector, and with Calderdale Council championing the new Fair Work Charter and a greener, cleaner economic future create a great environment in which to enable the enterprising spirit of our businesses and people.



I look forward to seeing this Strategy acting as the catalyst to deliver further opportunities for local people and businesses right across Calderdale.



Creating an inclusive economy for Calderdale

Our vision is that by 2029 Calderdale will be a more inclusive economy. **This will be an economy to which everyone is able to contribute and from which everyone benefits.** **An economy which enables people to live a larger life.** This means:

- A growing economy, which
- Reduces inequality, and
- Builds a financially and an environmentally sustainable future

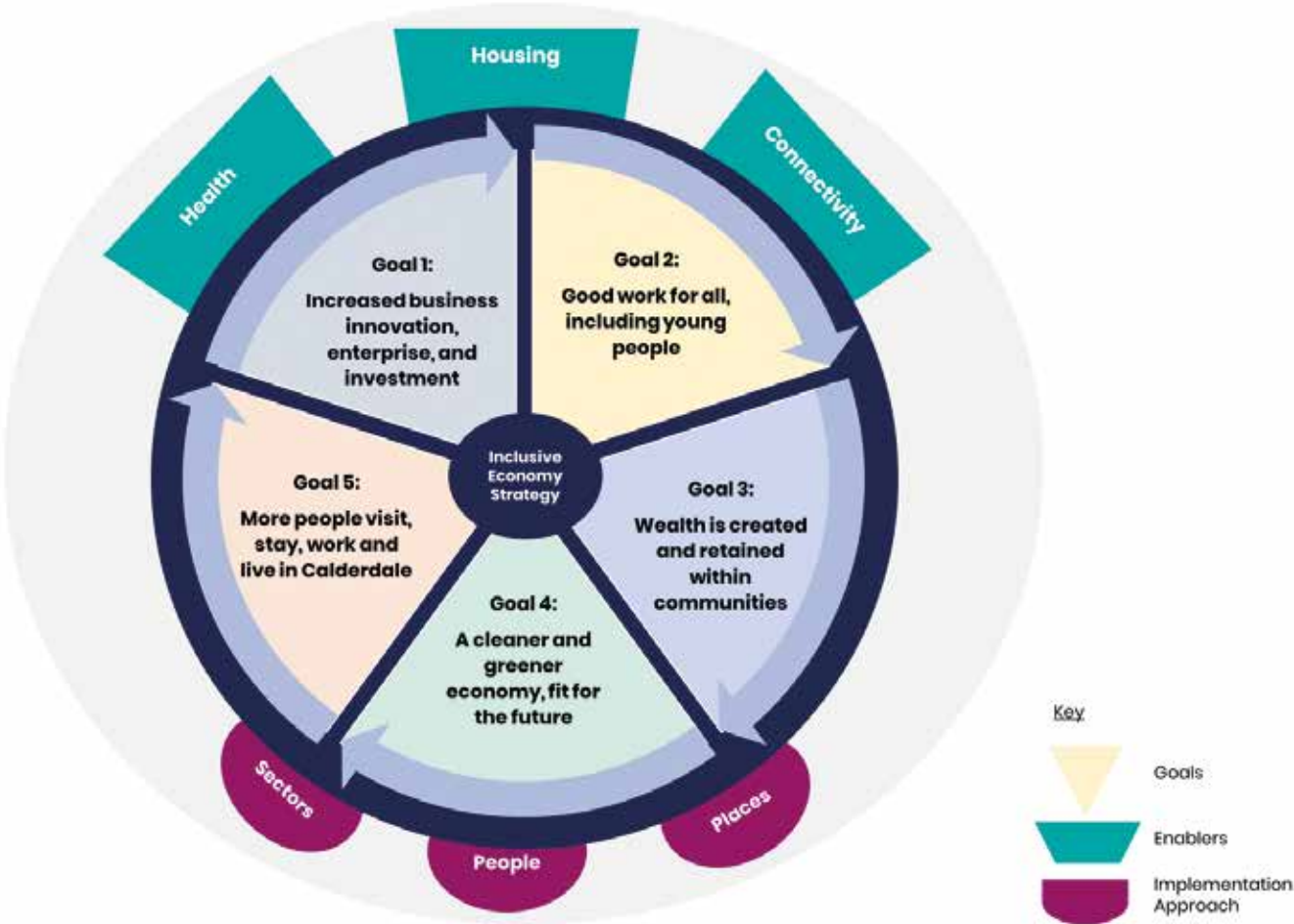
Our strategy identifies **five goals** to achieve an inclusive economy for Calderdale:

1. Increased business innovation, enterprise and investment
2. Good work for all, including young people
3. Wealth is created and retained within communities
4. A cleaner and greener economy, fit for the future
5. More people visit, stay, work and live in Calderdale

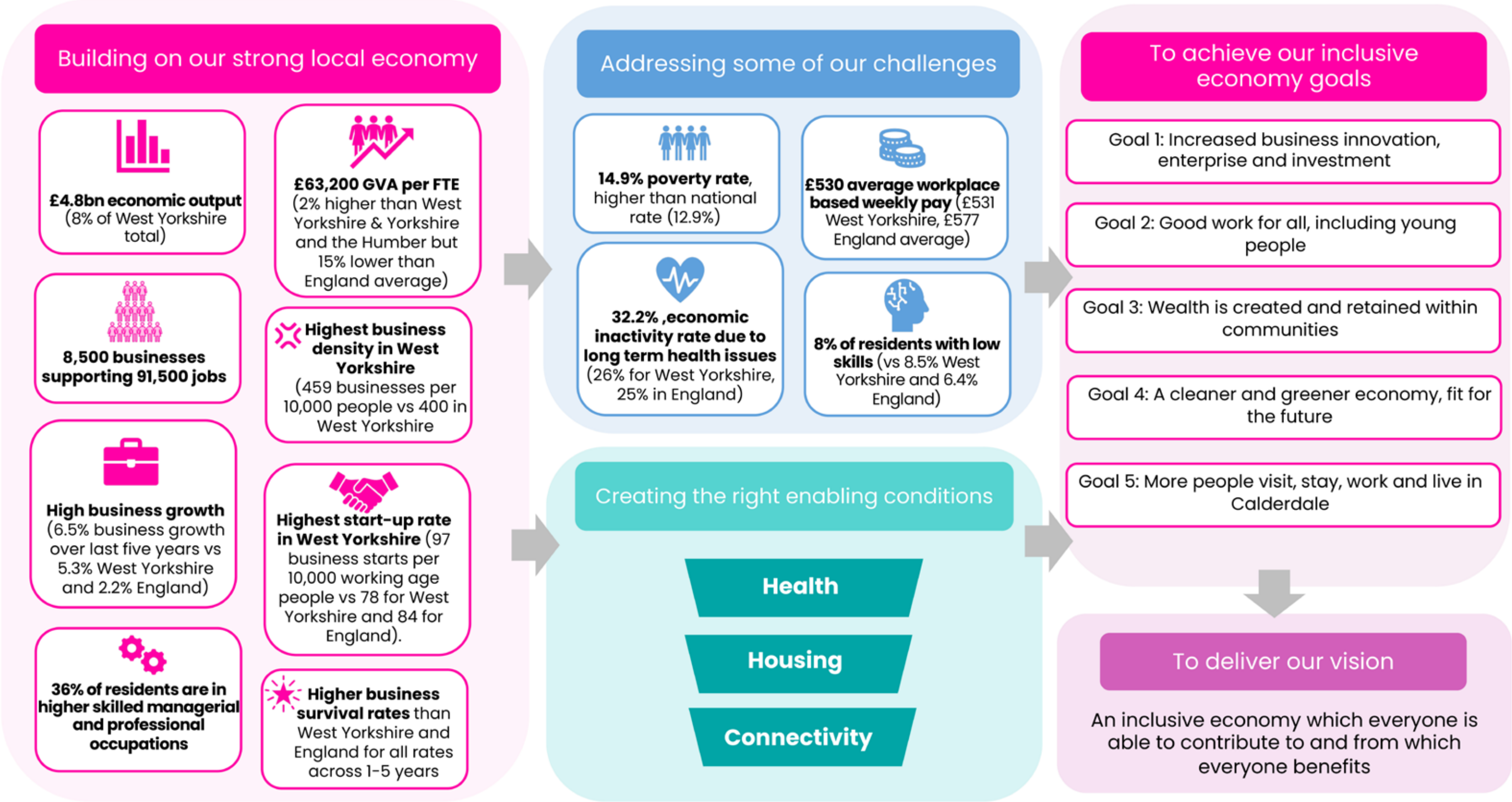
Our goals are interdependent and achieving them will require strong leadership and collaboration among all members of the Inclusive Economy Board and wider partners. It is only by everyone working together, the council, businesses and communities, that we will be able to create an inclusive economy.

Three principles will guide how we work together: **outcomes led**, being **outward and engaging** and working **cooperatively and collaboratively**.

This means we will: be **agile, innovative and flexible**, dynamic and responsive to changing needs, **communicate openly and honestly** respecting the unique role each partner brings, **be accountable** and work in the interests of our shared goals for Calderdale, rather than our individual organisations, to improve outcomes.



An inclusive economy for Calderdale





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Introduction

Calderdale is a place that stands out for its breath-taking natural landscapes, rich cultural heritage, diverse business base, enterprising communities, and its sense of kindness, hope and opportunity.

The Calderdale economy is home to a strong advanced manufacturing base that continues to innovate today a growing tourism and services sector.

Located in West Yorkshire, Calderdale brings together the strengths of its rural and urban economies. It has a population of 207,000 across an area of 140 square miles, a distinctive geography and unique social history. Its natural capital is a key economic driver, a place which attracts visitors, businesses, and residents alike. This brings people and spending to the area and stimulates economic opportunities, such as the growing interest in Calderdale as a filming location. In the past few years Calderdale's hills and streets have been the setting for several acclaimed TV shows, including Happy Valley, Last Tango in Halifax and Gentleman Jack, making our place and voice visible on a national and international stage. This has further strengthened our creative industries which have become an important feature of our local economy.

Calderdale is also a place of strong social capital, where residents and communities feel a sense of identity and connection to the borough, its towns, neighbourhoods and villages. There is a strong community focus on supporting local trade, the voluntary sector plays a significant role in the local economy, and there are notable social enterprise-owned assets, such as Hebden Bridge Town Hall, Hanson Lane Enterprise Centre, the Calder Valley Community Land Trust and Suma, the UK's largest equal wage cooperative.

Strong natural and social capital is matched by the entrepreneurial and can-do spirit of the businesses and people of Calderdale. Calderdale boasts a dynamic local economy with a high density of small and medium-sized enterprises (SMEs) and thriving independent businesses. Its culture is resourceful and



resilient, one in which people and businesses work hard, are motivated to get things done, and to create opportunities where everyone can live a larger life. In general, Calderdale has a highly skilled workforce with a slightly higher proportion of workers in managerial and professional roles compared to the rest of West Yorkshire.

Our towns each have their own distinctive character and potential. Our Local Plan sets out our commitment to creating development opportunities for economic growth around our existing towns, including two new Garden Communities. We are enabling the development of Calderdale in a way that meets the needs of our future economy, while creating healthy, connected and sustainable communities.

We are bold and ambitious about the future of Calderdale. Our Inclusive Economy Strategy sets out the positive changes we want to create over the next five years and the direction we will take to get there. It helps to prioritise resources and action on the areas of work that will make the biggest difference to local people and businesses. It sets out our ambitions for an inclusive economy that everyone in Calderdale can contribute to and benefit from.



Case study: Clifton Enterprise Zone and South East Calderdale

Clifton Enterprise Zone is identified as a key employment site within the Local Plan. At the heart of the site is the creation of a new business park, creating 46,000 square metres of employment space through new premises and workspace, especially designed for advanced manufacturing and high-tech industries.

The business park is expected to generate a total of 1,300 permanent jobs by 2035. The process of constructing the site and business park will also create economic opportunities with an estimated 1,400 temporary jobs in the construction industry. New highways and active travel plans will ensure the site is accessible, helping to attract local residents and minimising the need for them to commute out of Calderdale for work.

To support and serve these sites of economic activity additional housing is being developed. This includes new Garden

Communities in Brighouse which will bring over 3,000 new homes to the area, together with amenities such as new schools, community facilities, parks and open spaces. Additional projects include improvements to the market and public realm in Brighouse, skills initiatives, and improvements to the A641 corridor.

This is a significant investment in the next chapter of Calderdale's growth and marks a huge opportunity for the economic and social development of South East Calderdale.

Estimates indicate the total public sector investment programme to be in the region of c£200m over the next 10 years with the potential to unlock a further £750m+ in private investment over a 10 year period.



The Calderdale Economy

Calderdale's economy is diverse and strong. Thriving micro-enterprises and SMEs are at the heart of our economy, but we are also home to large businesses, such as Halifax, part of Lloyds Banking Group. Calderdale is a place that many people choose to live and work in, while also offering commuting opportunities to nearby cities such as Leeds and Manchester. Our economy is growing faster than the regional and national rate, while also facing higher poverty and lower pay than regional and national averages.

Our Inclusive Economy Strategy has been developed by analysing the key features, strengths, and challenges of our local economy, within its regional and national context. The analysis below informs the strategic goals and actions which follow.

Calderdale economy at a glance

- **£4.8bn economic output (8% of West Yorkshire total output)**
- **£63,200 Gross Value Added (GVA) per Full Time Equivalent (FTE) (2% higher than West Yorkshire and Yorkshire and the Humber, but 15% lower than England average)**
- **Over 8,500 businesses supporting 91,500 jobs**

- **High business growth (6.5% business growth over last five years vs 5.3% West Yorkshire and 2.2% England)**
- **Highest start-up rate in West Yorkshire and higher than the national average (97 business starts per 10,000 working age people vs 78 for West Yorkshire and 84 for England)**
- **Higher than both West Yorkshire and national business survival rates, for all rates between 1-5 year survival**
- **Highest business density in West Yorkshire, of 459 businesses per 10,000 people vs 400 in West Yorkshire**
- **36% of residents are in higher skilled managerial and professional occupations**
- **8% of residents with low skills (vs 8.5% West Yorkshire and 6.4% England)**
- **14.9% poverty rate, higher than national rate (12.9%)**
- **£530 average workplace based weekly pay, slightly lower than West Yorkshire (£531) and lower than England average (£577)**
- **£550m of economic value produced by the Voluntary, Community and Social Enterprise (VCSE) sector**



A place where business thrives

Calderdale is a thriving place to run a business. There are over 8,500 businesses in the borough, with Calderdale experiencing the fastest rate of business growth across West Yorkshire and more than double the national average, growing by over 6% compared to 2% nationally over the last five years.

The business start-up rate is also the highest in West Yorkshire, with 97 new businesses per 10,000 people of working age compared to 78 in West Yorkshire and 84 nationally. It is not just the rate of new business start-ups that is impressive though, but also how many businesses survive in the long term. More businesses are likely to continue trading in Calderdale compared to both the West Yorkshire average and nationally across 1-5 year survival rates, with a 43.9% five year survival rate in Calderdale, higher than West Yorkshire (43.2%) and England (39.4%).

This speaks to the optimism and resilience of our business base. Despite a challenging few years in the economy – from Brexit, to Covid-19, to the cost of living crisis - our business surveys indicate that business confidence here in Calderdale continues to improve.



Case Study: A-SAFE, a place for innovation in advanced manufacturing

A-SAFE is an award-winning company based in Elland. They are the world's leading industrial safety barrier supplier, globally recognised for improving workplace safety. A family firm established in 1984, they have constantly been at the forefront internationally in advanced polymer manufacturing.

In the early 2000s A Safe developed innovative polymer-based safety barriers which brought about a revolution in workplace protection. The company continues to stay on top of the latest thinking and have more recently made the most of digital technology to improve their warehouse systems, which improve site conditions not just for their staff but can be applied elsewhere to encourage better safety in all busy industrial facilities. They export their products to blue chip companies across the world, and they are proud of their base here in Calderdale, employing a diverse, local workforce.



A diverse economy with stand-out sectors

From international corporations to artisan businesses and independent traders, Calderdale's economy is diverse.

Some sectors are particularly strong. Manufacturing (and advanced manufacturing) accounts for 12% of total employment, a greater share compared to nationally which stands at 7% and West Yorkshire at 10%. Calderdale has manufacturing specialisms in three areas: textiles, wearing apparel and leather; machinery and transport equipment; and petroleum, chemicals and other minerals.

The foundational economy which provides goods and services essential for day-to-day life, such as health and care services, is strong in Calderdale. Human health and social work activities account for 12% of total employment (compared to 15% for West Yorkshire) and administrative and support service activities account for 11% of total employment (10% for West Yorkshire).

Other key sectors by employment share or comparative scale include financial services, particularly insurance, accounting for 8% of employment in Calderdale (compared to 4% in West Yorkshire and 3% in England), retail (15%, a similar share in West Yorkshire but larger than national rate of 14%), and hospitality (7% in Calderdale compared to 6% in West Yorkshire and 8% nationally, reflecting the strong visitor economy offer).

The voluntary sector plays a significant role in the local economy, with research showing that Calderdale's Voluntary, Community and Social Enterprise sector has a higher than average multiplier within the local economy and is a key actor in the local economy.¹ Our community anchors are among our largest employers, Halifax Opportunities Trust is the 10th largest local employer with c180 staff. It is estimated that over 5,000 people are employed in the VCSE sector locally, with more than 13,000 people volunteering their time and skills for free. It is estimated that the sector contributes £550m to the Calderdale economy, a quarter of the total value produced by the VCSE sector in West Yorkshire.²

¹ CLES, Measuring the value of the VCS in Calderdale, 2021
² Durham University, Local health and social wellbeing. The contribution of the voluntary, community and social enterprise sector in Yorkshire and Humber, June 2023

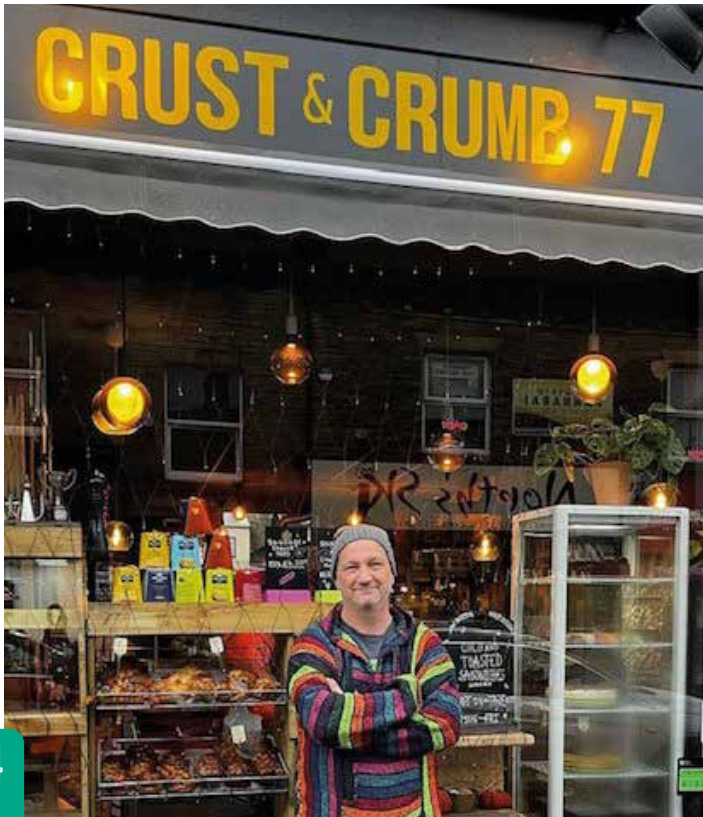


Case Study: A welcoming place for new independent businesses.

Crust and Crumb 77 is a new limited company established in Brighouse by Alex Szepin 2021. Alex had a vision to take his passion of bread making to Calderdale markets. He started to bake sourdough bread freshly every morning when the market was on. He quickly progressed to a regular stall on Brighouse Market making fresh sourdough pizzas. This moved to a mobile pizza van that he took out to events and private functions.

Alex's business grew and he opened a small shop in Brighouse Town Centre. In October 2022 Crust and Crumb 77 won New Business of the Year Award at the Calderdale Business Awards, providing recognition for his hard work. Alex's determination and resilience pushes him, and with English not being his first language he has had to work hard to get where he is today.

Alex's business continues to grow, with a second takeaway unit Panda Shack in Brighouse and further big plans for 2024.



A compelling cultural and visitor offer

Calderdale's visitor economy is a key strength. Looking at our assessment of the size of the visitor economy in 2019, we were already attracting 8.2m visitors (+26% increase from the previous year), with 7.9m day visitors and 0.3m overnight visitors. This supported nearly £400m in spend in the borough and over 7,900 jobs, and we know it has grown since. We will be launching a new Visitor Economy strategy later in Summer 2024 with updated data, but we expect to see tourism remaining a key sector for Calderdale. In 2023, The Piece Hall's live events sold more than 100,000 tickets and events like Halifax's first Christmas Parade show the continuing demand for events that are enjoyed by both visitors and local families spending their time and money in our market towns.

Visitors come to Calderdale for active experiences (walking, cycling, climbing), for discovery and heritage, to experience performances and events, to socialise and for days out with family, and to explore Calderdale's film and screen locations. Calderdale also has a strong reputation as an LGBTQ+ destination.

Calderdale has had faster than average growth in tourism/hospitality businesses in the last five years compared to West Yorkshire and nationally. (+21% in Calderdale compared to 17% in West Yorkshire and 15% nationally). There is a real opportunity to capitalise on this to grow an already successful sector of our local economy while simultaneously supporting a good quality of life for visitors, businesses and residents through our high quality cultural offer.

Changing demographics

The diverse strength, optimism and resilience of the Calderdale economy sits against a backdrop of a shrinking workforce. The working age population is projected to fall by 2% in Calderdale, in contrast to a 2% increase in West Yorkshire and England. The number of young people is projected to fall across all of these areas but at a greater rate in Calderdale (by 10% compared to a 5% fall in West Yorkshire and England).

These are trends Calderdale Council and its partners are already responding to. The Local Plan provides for 95 hectares of employment



sites, creating high quality space for employers with an expanded housing supply (c10,000 new homes) alongside it. This, and action taken through other strategies, further seeks to retain and grow the local population.

An opportunity to upskill

For those that are in work, Calderdale generally has a highly skilled workforce with a slightly higher proportion of workers in managerial and professional roles compared to the rest of West Yorkshire (36% in Calderdale vs 35% West Yorkshire) and a higher proportion of those with Level 4 and above qualifications (39.3%) compared to West Yorkshire (38.3%) albeit lower than the national rate (43.2%).

Like the rest of West Yorkshire though, the proportion of those with no skills is higher than the national average (8.3% in Calderdale compared to 6.4% nationally).

We know from businesses that there is strong demand and opportunities for a range of skills, but particularly skills related to employability and work readiness. Over 60% of respondents to our survey of businesses in Calderdale stated that employability and transferable skills are a very high priority, rising to 90% for those that stated they were a high or very high priority. In a survey of businesses across West Yorkshire, 13% of businesses stated the availability of skilled labour will be a barrier to growth for the next three years, the second highest barrier in the survey. 89% of businesses in Calderdale stated that they will have skills gaps over the next year, the highest rate in West Yorkshire (where the average was 79%).



Case Study: Our reverse jobs fair - innovation in recruitment

In the past year our Employment Hub has been trialling a reverse jobs fair, which turns the recruitment process on its head and is seeing great outcomes for local people looking for employment. Unlike a traditional jobs fair, the person looking for a job has a stand and employers who are recruiting come and talk to them.

Our first fair focused on people aged 50+ who were experiencing challenging securing work. We worked in collaboration with the Department for Work and Pensions to identify a group of people who were up for trying a different approach to getting a new job. Ahead of the fair, the Employment Hub delivered sessions to build confidence and help job seekers create an elevator pitch to showcase their skills and experience.

Out of the 12 people seeking work that day, nine were offered employment from companies they wanted to work for.

Further fairs building on this approach will follow. It is a great way of helping those who need some targeted support meet employers and secure work.

A clear link between economic activity and health

We saw first hand during the Covid-19 pandemic the direct links between people's health, wellbeing and economic output. This trend has continued across the UK with economic inactivity as a result of long term health issues rising to its highest levels on record, standing at over 25% of those who are inactive in England and nearly 26% in West Yorkshire. It is higher still in Calderdale at 32.2%, with the rate fairly equal for males and females. The nature of long term health issues varies and is complex, often involving multiple health issues.

Poverty is concentrated and persistent

There are notable variations in deprivation and poverty rates across the borough. Calderdale's rank in the Index of Multiple Deprivation has worsened over the last decade, from 105th most deprived out of 326 local authorities in 2010 to 66th in 2019.

While the overall poverty rate is only slightly higher than the national average, at 14.9% in 2023, compared to 12.9% nationally, six wards have higher than average rates and two with over double the national rate. Rates are higher still for children, standing at 22.2% in Calderdale, compared to 19.9% nationally.

Pay is closely linked to poverty, and the proportion of people on low pay in Calderdale stood at 10% in 2022, higher than the national rate of 8.9%. It is notably higher for women in Calderdale (14%) compared to men (7%).

UK context to the Calderdale economy

The Calderdale economy is impacted by the broader national economic context. There have been significant changes in the UK economy over the last few years:

- **The UK economy has experienced its weakest economic growth in 2023 (excluding 2020 which was affected by the Covid-19 pandemic) since the 2009 financial crisis, with annual growth of just 0.1%.**
- **With two consecutive quarters of falling economic output, the UK economy was in a recession at the start of 2024 (with a 0.1% fall in quarter 3 and then a 0.3% fall in quarter 4 of 2023).**
- **Growth in inflation and interest rates have had a significant impact on the cost of business operations. However, wages have risen and unemployment is at an historic low**
- **The cost of living crisis has pushed more people into poverty and placed more families and businesses under financial pressure.**
- **The Covid-19 pandemic impacted residents and businesses across all sectors and has had a lasting impact on the world of work.**
- **Businesses continue to navigate the effects of leaving the EU, important for Calderdale which has a strong export economy with 14% of businesses in Calderdale currently exporting (in line with the West Yorkshire average)³**
- **New export markets are presenting opportunities, particularly for key sectors like manufacturing.**
- **The impacts of climate change, particularly relevant for Calderdale due to our geography and topography, with issues such as flooding and flood resilience already high on our agenda.**

³Ibid

The consequence of these challenges is that nationally, inequalities are widening and there is growing recognition that our economic model has not benefited all communities equally; the UK has one of the highest levels of income inequality in Europe and persistent patterns of neighbourhood level disadvantage remain. The Levelling Up agenda has been the main policy response at a national level with investment channelled to a number of geographic areas

through time-limited funds, including the UK Shared Prosperity Fund (UKSPF). Calderdale has achieved considerable success in securing investment of this kind, including UKSPF into North and Central Halifax as well as opportunities through the Town Fund and Future High Streets Fund.

These changes affecting our national economy bring challenges but also opportunities as we look to build an inclusive economy in Calderdale. Advances in digital technology are changing the world of work and enabling employers and employees to innovate with business processes and working arrangements. The climate challenge adds momentum to create cleaner and greener businesses that can make a positive contribution environmentally and economically. Growing inequalities and cost of Living pressures puts renewed emphasis on our commitment to create an economy which everyone can contribute to and benefit from.

Ensuring strategic alignment

We have ensured close alignment between our Inclusive Economy Strategy and other local strategies, as well as with regional and sub-regional priorities.



Local alignment

The Inclusive Economy Strategy has been developed simultaneously with other key strategies aiming to support the development of the local economy. In particular, the Visitor Economy Strategy and Employment and Skills Framework. The high level objectives and outcomes of these strategies have been incorporated into the Inclusive Economy Strategy, with further detail provided in each individual document.

Alongside this, the Inclusive Economy Strategy sits within the context of a range of complementary strategies and plans for Calderdale. These include Vision 2024 (and forthcoming Vision 2034), Post 16 Learning, Employment and Skills Strategy, Climate Action Plan, Health and Wellbeing Strategy, Anti-Poverty Action Plan, Local Plan, Transport Strategy, Digital Strategy, and Housing Strategy, among others.

Regional and sub-regional alignment

At a regional and sub-regional level, the devolution agenda provides a particularly important context to the inclusive economy work taking place in Calderdale.

West Yorkshire Combined Authority is a valued strategic partner for Calderdale Council and its partners with active collaboration taking place between West Yorkshire Combined Authority and Calderdale’s neighbouring local authorities in the region.

West Yorkshire Combined Authority articulates its priority missions and investment priorities in the West Yorkshire Plan and the West Yorkshire Investment Strategy, with the Mayoral priorities also providing an important driver for what happens in the region.

The recent Local Government Association (LGA) Peer Review identified that there is growing confidence in Calderdale’s delivery of projects and ambitions in partnership with the Combined Authority and this is reflected in our work to develop a more inclusive economy for the region. It noted that in the adoption of the Local Plan and move to more dynamic relationships with the private sector, there is a clear and positive message that Calderdale is ‘open for business’.



Calderdale has actively supported the regional development of a more explicit focus on inclusion across all elements the West Yorkshire Plan and we are pleased that Mission 1 is committed to A Prosperous West Yorkshire – and inclusive economy with well paid jobs which is aligned to our vision for an Inclusive Economy set out in this strategy.

There are further links between the goals of Calderdale’s Inclusive Economy Strategy and the three enablers of health, housing and connectivity and the priorities and outcomes set out at a sub-regional level. These links are explored in further detail in the Appendices below.

Calderdale is well positioned to make the most of the opportunities arising from Devolution to the region and we will continue to work with the Combined Authority as together we develop the West Yorkshire Economic Strategy (due later in 2024).



Five Goals for an Inclusive Economy

Our strategy identifies five goals to achieve an inclusive economy for Calderdale:



Goal 1: Increased business innovation, enterprise and investment



Goal 2: Good work for all, including young people



Goal 3: Wealth is created and retained within communities



Goal 4: A cleaner and greener economy, fit for the future



Goal 5: More people choose to visit, stay, work, and live in Calderdale

In the sections which follow, we outline for each goal:

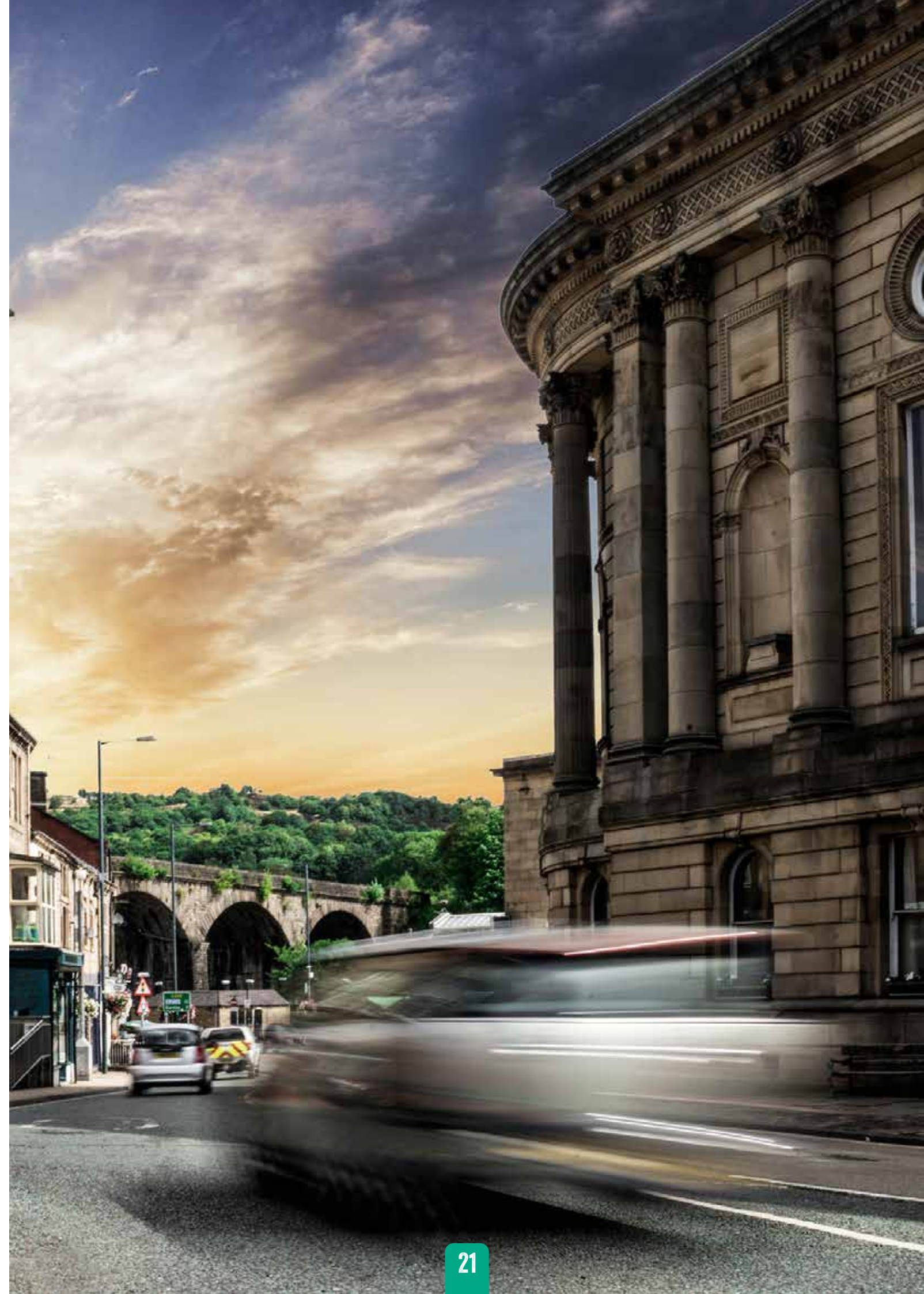
- **What will change - a brief description of the outcome sought**
- **Why it is a priority - the rationale for this goal being identified**
- **How we will do it - the actions that will be taken to help achieve the goal**
- **How we will assess progress - key indicators that will be used to measure change**

'We' is used throughout each goal section to refer to our actions. 'We' refers to all partners of the Inclusive Economy Board of Calderdale. The

Inclusive Economy Board - a cross-sector partnership of local councillors, Council officers, organisations that support people and businesses and VCSE organisations - is responsible for advancing and coordinating progress against this strategy.

Enablers for an Inclusive Economy

Alongside each strategic goal, three enabling conditions are identified: health/healthy people, housing and connectivity (physical and digital). These enablers underpin all of the goals and will influence the Strategy's success. Further details about the enablers can be found on page 31.





Goal 1: Increased business innovation, enterprise and investment

What will change

Calderdale will continue to thrive as a place for entrepreneurs and innovators, attracting additional investment into the borough and building on its strong track record for business start-up and survival. The number of high quality business premises and employment sites in Calderdale will increase, supported by investment in new homes and infrastructure.

How we will do it

- We will progress the establishment of new investment and employment sites in line with the Local Plan, creating skilled job opportunities for local communities.
- We will deliver an ambitious investment programme across South East Calderdale, bringing together growth proposals including the Clifton Enterprise Zone and Business Park, new Garden Suburbs in Brighouse, and other major improvements from the West Yorkshire Combined Authority's Transport Fund.
- We will attract investment into our towns and high streets and deliver improvements supported through the Government's Town Deal programme, including long-term regeneration and economic growth through the Halifax Town Centre Delivery Plan.
- We will support SMEs to bid for and win contracts through local procurement opportunities, including strengthening their position in local supply chains.
- We will provide start-up support for entrepreneurs looking to get a new venture off the ground and growth programmes for entrepreneurs ready to grow or scale an existing business (this will include a combination of business advice, mentoring and grant support).

- We will work with owners and landlords to attract investment to improve the amount and quality of business premises in Calderdale, including where there is pent up demand such as high quality advanced manufacturing space and grow-on space for local SMEs.
- We will continue to create opportunities for businesses to come together and network with each other, strengthening business-to-business (B2B) support and opportunities for B2B trading.

Why is it a priority

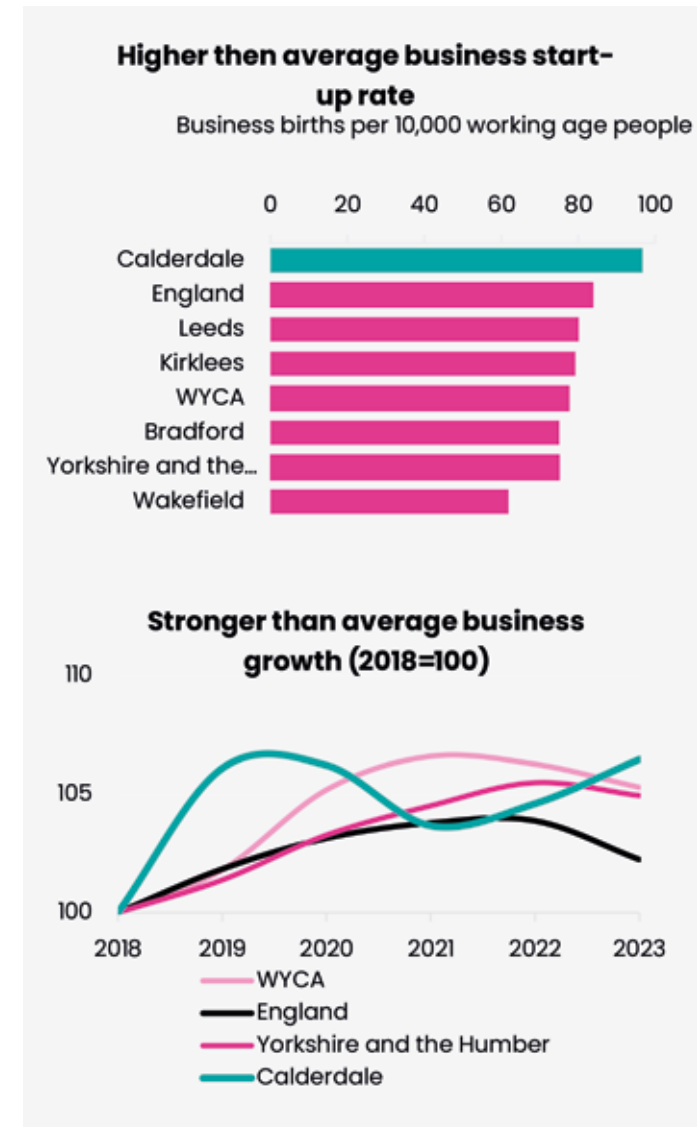
Calderdale is an entrepreneurial place. There is a high level of small and medium sizes businesses, many of which are specialised and export goods and services internationally. These are often owned and run by people from the borough, who have chosen to set up their business locally. Increasingly, Calderdale is also attracting people choosing to relocate their business to the area, including examples of creative sector businesses relocating from London.

There is an opportunity to build on the vibrancy of this business base and entrepreneurial, can-do mindset. This means attracting investment so that we can continue to provide high quality workspaces and premises, as well as ensuring that transport and digital services meet the needs of local SMEs across the private and social economy.

By creating new sites for employment, together with the housing and amenities alongside it, businesses can be confident they will be able draw on a skilled workforce. Residents will be encouraged to remain or move to Calderdale for the economic opportunities it provides.



Evidence base



How we will assess progress

- Calderdale retains its leading position for high business start-ups, exceeding national and regional rates of business births per 10,000 working age population
- Calderdale retains its strong business survival rates at 1 year, 2 years and 5 years
- Increase in the percentage of people who think Calderdale is a place that enables businesses to thrive and succeed
- Increased investment in the physical infrastructure required for Calderdale businesses to thrive - including public transport provision, housing supply and quality, and employment sites and premises



Case study: Dean Clough, heritage transformed for the future

Dean Clough is a magnificent example of the rich industrial and architectural heritage of Calderdale reimagined for an exciting range of business and community uses today.

The 22 acre site in Halifax was originally home to Crossley Carpets, one of the largest carpet manufacturers in the world. The company founded the business in the Grade II listed Victorian Mills in 1822. After 180 years, the manufacturing base was closed and the buildings brought back to life for a new era.

Now a thriving mixed-use site for people to work, run a business, shop, eat and drink, and enjoy culture and leisure activities, the 16 buildings which make up the mill complex are owned and managed by Dean Clough Limited. Over 150 businesses operate from Dean Clough with over 4,000 workers on site. It is home to a host of local independent shops and boasts six galleries and a theatre.

In partnership with Calderdale College, it will soon be home to a digital creative skills hub, Mill Studios. With over £700,000 government funding secured for the project, the hub will work with those aged 16 and over and with local digital and creative industries to bring the latest technologies in theatre, film and TV production, music and gaming to Calderdale, building the skills needed for our future workforce and enabling these vibrant sectors of our local economy to flourish.



Goal 2: Good work for all, including young people

What will change

Calderdale residents will benefit from the training and support needed to access higher skilled and higher paid opportunities. Economic activity will increase among those communities and neighbourhoods which are furthest from the labour market. Young people will benefit from greater choices and prospects, enabling them to stay in Calderdale. More businesses will pay the living wage.

How we will do it

- We will demonstrate our commitment to the West Yorkshire Fair Work Charter and promote its wider take-up across Calderdale, helping to ensure good pay fair and flexible working conditions, as well as greater wellbeing, diversity and social mobility within the workplace.
- We will continue work through our Employment Hub to improve training and employment pathways to address skills shortages (e.g. hospitality, health and social care construction) and to invest in important skills for the future (e.g. digital) so that people currently in lower skilled/lower paid jobs have a route to high skilled/better paid work.
- We will implement the Employment and Skills Framework and Post-16 Learning, Employment, and Skills Strategy to deliver inclusion, ambition and collaboration as we support people in Calderdale to achieve their full potential.
- We will encourage coordination and collaboration of employment and skills partners in what is a complex and fragmented landscape, working closely with Calderdale's Employment and Skills Partnership.
- We will explore career pathways for people in the local VCSE sector and with anchor organisations.
- We increase employability skills by connecting people facing the greatest

barriers in the labour market to mentors, apprenticeships and to work experience/work trials with local businesses, including showcasing opportunities within Calderdale's vibrant SMEs.

- We will review whether existing approaches to support enterprising communities (e.g. building wealth from within through new business start-ups) are attracting young people, and tailor / develop additional provision as necessary to unleash young people's entrepreneurialism.
- We will respond to the Vision 2034 work capturing young people's insights and aspirations for their future and ensure they are involved in shaping a response, including through stronger representation of young people in local economic decision making.

Why is it a priority

Nationally and locally there are skills gaps emerging both in traditional sectors such as hospitality, health, social care and construction and in areas such as green and digital skills. We want residents in Calderdale to have the right skills to flourish in the modern workplace and to take-up jobs and apprenticeships. We need to align our education and training opportunities to support this and work collaboratively with our communities so that they feel confident and equipped to access the economic opportunities available to them. New skills programmes bring a major opportunity to upskill at the right time to meet our future economic needs especially for the digital and green economy.

We want young people to have the opportunity to stay in Calderdale in order to access good quality work. Calderdale's rich micro and SME economy could be more visible to young people and we aim to further connect young people in the borough to local businesses through careers advice, apprenticeships and work placements, recognising the additional support which may be required following the impact of Covid-19 on young people.

Working with business will be important. This will include looking ahead to consider and plan for their future skill needs. It also means supporting employers across all sectors to create healthy workplaces which are attractive to employees, such as offering flexible working arrangements and paying people a living wage.

Evidence base

Decline in Working Age Population and young people over the next decade in Calderdale

% change 2022-32	Calderdale	WYCA	England
Total	1%	3%	4%
0-15	-10%	-5%	-5%
16-64	-2%	2%	2%
65+	20%	18%	22%

High proportion of residents in skilled managerial and professional occupations (36%) and holding Level 4 or above

Qualification	Calderdale	West Yorkshire	England
	%	%	%
RQF Level 4 and above	41%	38%	45%
RQF Level 1	2%	6%	5%
No Qualifications	8%	9%	7%

How we will assess progress - tbc

- Increase in economic activity rate, particularly for men and places where inactivity is highest
- Increase in the number and proportion of jobs paying the Living Wage, particularly for women
- Reduction in percentage of population with no skills
- More people consider Calderdale to be a great place for young people to flourish and achieve their ambitions





Goal 3: Wealth is created and retained within communities

What will change

Greater wealth will be retained within the local economy, ensuring economic opportunities and investment benefit local communities. Our local businesses will be even more empowered to demonstrate their community spirit.

Calderdale's anchor organisations such as the local authority, hospital, schools and others will spend more locally. Community powered approaches to creating an inclusive economy, including community ownership of local assets and community enterprise, will grow and be sustainable. Local people will want to spend more of their money in the local economy.

How we will do it

- **We will embed a social value approach with all partners and across all strategies, ensuring that investment, procurement and employment opportunities benefit the people and places needed to achieve an inclusive economy.**
- **We will help link to advice and support on diverse business and financing models, including structures which enable greater community ownership of the economy.**
- **In our key regeneration and investment sites, such as North Halifax, we will follow a model of community led economic development to ensure investment and resources are shaped and distributed across the local economy in response to community insights and community needs.**
- **We will explore how to make asset transfers more accessible for local communities and increase the number and sustainability of community owned assets.**
- **We will work with local anchor organisations to map their current spending and to increase the proportion of this spend in ways which will support local businesses and residents.**

- **We will continue to work with the Community Foundation for Calderdale to build our spirit of local philanthropy, strengthening the network of community focussed businesses, public sector and the VCSE working together to tackle local issues.**
- **We will explore how we can devolve greater decision making powers and resources to community anchor organisations to lead activities with the communities they serve: for example, we will explore the potential of community covenants – neighbourhood level arrangements that would bring people, community organisations and local authorities together to share power and make decisions.**

Why is it a priority

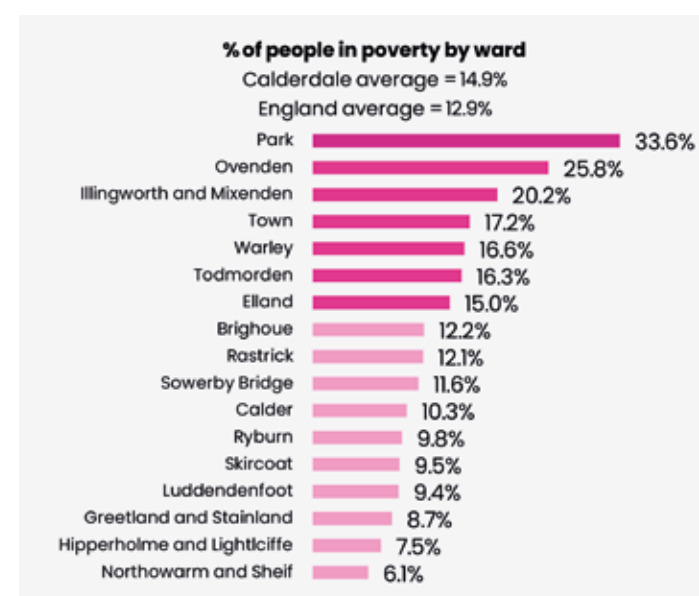
Poverty in Calderdale is higher than the national average and concentrated in key wards in the borough. To build an inclusive economy we need to keep wealth within our communities and ensure everyone benefits.

We recognise the power of public procurement to influence local economies and want to make sure that Calderdale's anchor organisations – our local authorities, hospitals, schools and others – make the most of this power. This equally applies to investment in large employment sites or new housing developments, ensuring the economic benefits these create flow to local businesses, residents and communities rather than leaking out. Our businesses demonstrate consistently that they care about their communities and are embedded and passionate about the future of Calderdale's towns, neighbourhoods and people. We want to build on that.

There are additional ways to strengthen our economy through community-led economic development and community wealth building approaches. We are a borough proud of our independent business sector, strong entrepreneurial start-up culture, and the active role our Voluntary, Community, and Social Enterprise sector plays in our local economy. We need to retain and build on this to further benefit local communities.

Community Anchor Organisations are often those with the strongest relationships to our communities experiencing poverty and economic disadvantage so we will work in partnership with them to help achieve our goals for an inclusive economy. Creating opportunities for people to have greater involvement and ownership of their local economy is also needed. This includes the creation of community-led economic plans, continuing work already underway by local co-operatives and land trusts to support local ownership of assets, and creating opportunities for community businesses, social enterprises and trading charities to thrive.

Evidence base



How we will assess progress - tbc

- **Growth in the social economy through an increase in the number, proportion and sustainability of community owned/led businesses**
- **Increase in the number of community owned assets i.e. areas of land, buildings, or other property of substantive value owned by a community group).**
- **Increase in percentage of spend by anchor organisations; with local organisations/suppliers ; in areas of highest deprivation locally ; and with VCSE and SMEs**
- **Increase in social value generated through procurement activity, in particular training and job opportunities for communities experiencing greatest disadvantage in the labour market (e.g. people with disabilities, young people).**
- **Reduction in rates of poverty and inequality.**





Goal 4: A cleaner and greener economy, fit for the future

What will change

The challenges of climate change will be turned into opportunities to create a new low carbon economy, with new jobs and industries emerging out of this transition and existing jobs and industries transforming to become cleaner and greener. Investment will be made in building the skills of local people so they can take up these opportunities, ensuring the shift to a green economy is an equitable one which reduces rather than exacerbates existing inequalities. Carbon emissions from businesses operating in Calderdale will decline, supporting Calderdale to achieve a cleaner economy.

How we will do it

- **We will work with the Employment Hub to increase the number of training courses offering green skills across Calderdale and to encourage upskilling.**
- **We will create new jobs, new businesses, and supply chain opportunities through the retrofit of housing in Calderdale, with estimations indicating 69,000 homes would benefit.**
- **We will embed a social value approach across all economic activity to encourage suppliers and contractors to reduce greenhouse gas emissions and promote environmentally sustainable behaviours.**
- **We will aim to attract funding and other business support opportunities which can be accessed by local businesses, including SMEs, to support their green transition. This will include support for circular economy businesses who are already demonstrating green innovation, such as zero waste shops, sustainable packaging companies and delivery e-bikes.**
- **We will continue to build links with employers with carbon heavy businesses who may need additional support and advice to transition for the benefit of the community.**

- **We will support appropriate land based renewable energy projects that bring significant benefits to local communities and businesses.**
- **We will align activity, and potentially membership, with the Climate Action Partnership's Green Economy Group to ensure a joined up approach to growing the green economy.**

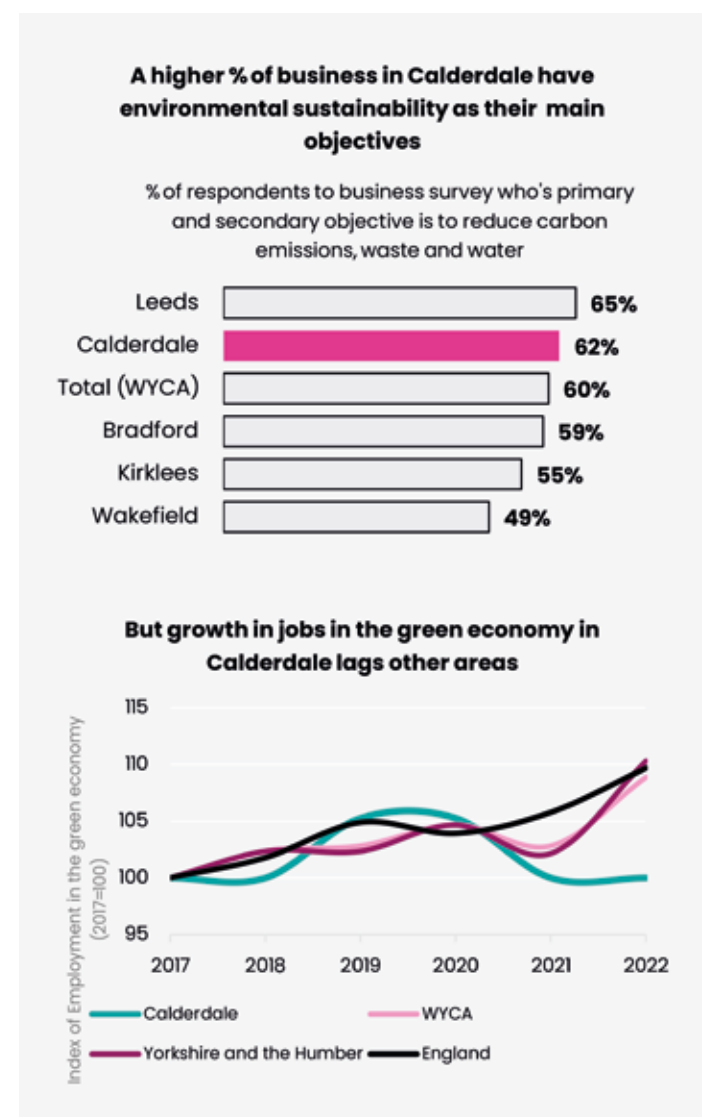
Why is it a priority

In Calderdale, while our geographic location and topography are the foundations of our distinctiveness, they are also factors amplifying the impacts of climate change on the everyday lives of our residents and businesses. Given Calderdale's ongoing severe threat and experience of flooding, climate change and the need for climate adaptation is not an abstract concept for us. Calderdale Council declared a climate emergency in 2019 to demonstrate our commitment to building climate resilience to help us realise a carbon-neutral future and reduce the risk of flooding across the Calder Valley.

The challenges of climate change also bring opportunities to transition to a new low carbon economy. Firstly, there are opportunities to decarbonise and build resilience to climate change in the local economy, for example by supporting businesses to reduce carbon emissions. Secondly, there are opportunities for new jobs and industries to emerge out of this transition. This will include developing skills and businesses who can deliver decarbonising services and products whether this is to other businesses, the public sector, or individual households - ranging from retrofit to sustainable packaging.

In a similar way that we need to ensure our population has the digital skills to meet the needs of the future economy, we also need to ensure they are skilled in the energy efficient technologies and environmental roles needed for a green transition.

Evidence base



How we will assess progress - tbc

- **Growth in the number of businesses reaching net zero for their carbon emissions.**
- **Increase in the provision and take-up of training courses offering green skills across Calderdale.**
- **Increase in the number jobs created to support the retrofit of homes in Calderdale.**
- **Residents have confidence that people and organisations in Calderdale are tackling the climate emergency.**



Case study: Todmorden Climate Challenge College

Calderdale's commitment to achieve net zero by 2038 will not happen unless we take action to equip local businesses and local residents to support a green transition.

This proactive approach is precisely what is happening at Todmorden's innovative Climate Challenge College. Here they have recognised both the need and opportunity to build skills in repair and reuse, renewable energy schemes, environmental land management, home insulation and energy saving methods and natural building techniques and more.

The award winning sustainability skills centre, based at Tod College, provides a range of course and opportunities from its Green Futures course to its Community Champions workshops.

All of this complements the work of many other providers, including Calderdale College who run Carbon Literacy Training and a Sustainability Champions Group, and reflects Calderdale's clear commitment to build the skills we need for a cleaner and greener future economy.





Goal 5: More people choose to visit, stay, work, and live in Calderdale

What will change

Calderdale's distinctive geography, rich cultural heritage and creative industries will be harnessed to attract new visitors, businesses and residents to the borough. More people will visit and stay longer. This will increase the size and quality of the tourism sector and increase the size of the working age population. Capitalising on changes to people's working patterns, Calderdale will become an attractive location for people who choose to work remotely and for those who commute to nearby towns and cities for work. Our towns, neighbourhoods and attractions will be welcoming to everyone, with visitors and local people spending more of their money in the local economy.

How we will do it

- We will support and promote Calderdale's Year of Culture in 2024, CultureDale, to generate economic benefit for local businesses and communities.
- We will nurture and support the existing cultural and heritage assets in the borough and campaign for new investment in the creative economy, including increasing the number of Arts Council National Portfolio Organisations.
- We will build on our successful track record of film and TV exposure, exploring opportunities to develop products and experiences on the back of this.



- We will boost prospects for growing the visitor economy by working with providers to offer additional / upgraded accommodation.
- We will work in collaboration with the West Yorkshire Local Visitor Economy Partnership to streamline visitor economy data collection to improve its quality and consistency, using this to inform future marketing and activity.
- We will develop the Calderdale brand and continue to promote Calderdale, emphasising the strength of its natural environment and rural location as a place to live, its cultural heritage and destination for tourism, its assets and offer to young people, and its success as a place to establish a business.

Why is it a priority

We want to harness Calderdale's unique and distinctive geography as a destination for visitors, learners, employees, businesses and residents. People are attracted by Calderdale's natural beauty and cultural heritage and there is an opportunity to further increase the awareness and appeal of Calderdale to support our local economy as well as improve quality of life.

Our diverse local businesses, independent retail, cultural venues, visitor attractions and creative industries create a unique sense of place. We want to attract more visitors to Calderdale and encourage them to stay for longer. This will boost our visitor economy and generate spending in local shops and services.

Calderdale has diversity on its doorstep, from towns such as Halifax, Todmorden, Brighouse and Hebden Bridge, to a productive rural economy. As well as the opportunities provided here, the Covid-19 pandemic has changed people's working patterns and makes areas such as Calderdale more attractive for people who can work remotely, or commute to nearby cities such as Leeds and Manchester.

As well as welcoming new families into the borough, we want to build on our distinctiveness and the cultural opportunities Calderdale provides to ensure we retain the talents of people of all ages and backgrounds.

Evidence base



How we will assess progress - tbc

- Growth in the tourism and hospitality business sector, growing the number of businesses and contribution of the sector to the local economy.
- Increase in the number and duration of visitors to Calderdale (day visitors & overnight stays), including the number of local visitors.
- Increase in the quantity and quality of visitor accommodation.
- More people choose to stay living and working in Calderdale.



Case Study: CultureDale 2024 and beyond

CultureDale is a year long programme of cultural events, exhibitions, performances and initiatives celebrating the diverse cultural offer and opportunities in Calderdale.

Running from 13 April 2024 to 5 April 2025, CultureDale involves performances, festivals, workshops, creative and sports activities and exhibitions celebrating the heritage, traditions and creativity of all communities in Calderdale.

Increasing the awareness and appeal of Calderdale as a destination is an important part of Calderdale's Inclusive Economy and Visitor Economy strategies. CultureDale is an opportunity to support local businesses, attract visitors, and increase spending in the local economy.

CultureDale is for everyone, for the residents who live in the borough and for visitors from neighbouring areas and further afield.

The programme is being coordinated by Calderdale Metropolitan District Council, coinciding with the Council's 50th anniversary year.

At a Glance: Inclusive Economy Goals and Outcomes

<p>Goal 1: Increased business innovation, enterprise and investment</p> 	<p>Calderdale will continue to thrive as a place for entrepreneurs and innovators, attracting additional investment into the borough and building on its strong track record for business start-up and survival. The number of high quality business premises and employment sites in Calderdale will increase, supported by investment in new homes and infrastructure.</p>
<p>Goal 2: Good work for all, including young people</p> 	<p>Calderdale residents will benefit from the training and support needed to access higher skilled and higher paid opportunities. Economic activity will increase among those communities and neighbourhoods which are furthest from the labour market. Young people will benefit from greater choices and prospects, enabling them to stay in Calderdale. More businesses will pay the living wage.</p>
<p>Goal 3: Wealth is created and retained within communities</p> 	<p>Greater wealth will be retained within the local economy, ensuring economic opportunities and investment are locked in to benefit local communities. Calderdale's anchor organisations such as the local authority, hospital, schools and others will spend more locally. Community powered approaches to creating an inclusive economy, including community ownership of local assets and community enterprise, will grow and be sustainable.</p>
<p>Goal 4: A cleaner and greener economy, fit for the future</p> 	<p>The challenges of climate change will be turned into opportunities to create a new low carbon economy, with new jobs and industries emerging out of this transition. Investment will be made in building the skills of local people so they can take advantage of these opportunities, ensuring the shift to a green economy is an equitable one which reduces rather than exacerbates existing inequalities. Carbon emissions from businesses operating in Calderdale will decline, supporting Calderdale to achieve a cleaner economy.</p>
<p>Goal 5: More people visit, stay, work and live in Calderdale</p> 	<p>Calderdale's distinctive geography, rich cultural heritage, and creative industries will have been harnessed to attract new visitors, businesses and residents to the borough. More people will visit and stay longer. This will increase the size and quality of the tourism sector and increase the size of the working age population. Capitalising on changes to people's working patterns, Calderdale will become an attractive location for people who choose to work remotely and for those who commute to nearby towns and cities for work.</p>





Creating the Enabling Conditions for an Inclusive Economy

This is an economic strategy which seeks to reduce inequalities and has inclusion at its heart. Because of this we intend to work in ways that can make the greatest difference to Calderdale's businesses, communities and neighbourhoods. Across each of our goals our implementation approach will be to align our efforts towards the sectors, people and places who can most contribute to and benefit from an inclusive economy.

In addition, we identify three enablers which we believe are crucial to achieving all our goals for an inclusive economy in Calderdale: health, housing, and connectivity.

We will work actively with partners at local, regional and national levels to create these conditions for an inclusive economy in Calderdale.

Sectors

Align our efforts to the sectors and businesses which have the greatest potential for impact, including

- Manufacturing
- Financial services
- Hospitality
- Creative industries
- VCSE/social economy

People

Align our efforts to, and with, the communities who could benefit the most, including

- Young people
- People furthset from the labour market (e.g. disabled residents, people with limited longterm conditions)
- Residents living in poverty/on low wages

Places

Align our efforts in the place where we can have the greatest impact, including

- Wards highest on the index of Multiple Deprivation
- Town centres (e.g. Halifax and Brighouse)
- New investment and employment sites (e.g. Clifton Enterprise Zone)



Health

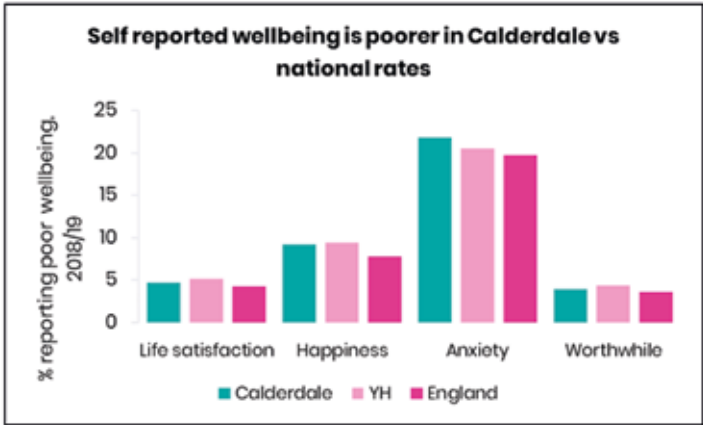
Healthy people with a positive sense of wellbeing, both physical and mental, are essential to creating an inclusive economy. Being healthy supports people to be economically active, boosts productivity, builds resilience and reduces the burden on local businesses from high sickness absence and staff turnover.

Equally, having an economy which creates good jobs and opportunities for residents is a fundamental determinant of people’s health and wellbeing. An economy that is good for people will provide good jobs, with secure and reliable incomes, pay a living wage and, among other things, offer flexibility for those who need it.

Long term health problems are more prevalent in lower income communities, exacerbating existing inequalities. In implementing the strategy, we will create opportunities for people to participate, to have their voices heard, to share their experiences, and to be treated fairly. Working with communities experiencing inequalities and with employers to bridge these gaps will take place to ensure everyone can contribute to and benefit from economic opportunities in the borough.

Overall, Calderdale has a health profile that is slightly worse than the England average. But there are some particular challenges, particularly below average life expectancy for men.

	Calderdale	West Yorkshire	England
Life expectancy at birth (for those born 2018-2020)			
Healthy life expectancy (female)	63.5	62	63.9
Healthy life expectancy (male)	59	60.7	63.1
Limiting long-term health issues and/or disability			
Day to day activities limited a lot	7.90%		7.30%
Day to day activities limited a little	10.40%		10.00%
% describing their health as:			
Very Good	46.60%		47.50%
Good	34.20%		34.20%
Fair	13.50%		13.00%
Poor	4.40%		4.10%
Very Poor	1.30%		1.20%



Active collaboration between the Inclusive Economy Board and the Health and Wellbeing Board implementing the priorities of the Wellbeing Strategy (2022-27) will ensure these links between health and wealth are actively addressed. There is a particular link to the Living and Working Well goal of the Health and Wellbeing Strategy which aims for working age people to have good emotional health and wellbeing, and fewer suicides, with health being an enabler to all of the inclusive economy goals.

Calderdale is in strong position to bring a renewed focus on these links between people’s health and the economy. Calderdale Council has strong collaborative relationships with the Integrated Care Board and Place Leaders bring together partners from the private sector, health sector, local government and beyond to ensure we all work in the interests of creating a healthy and prosperous community.



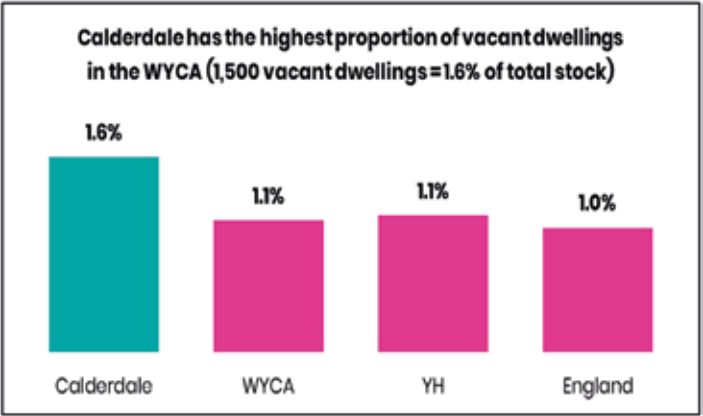
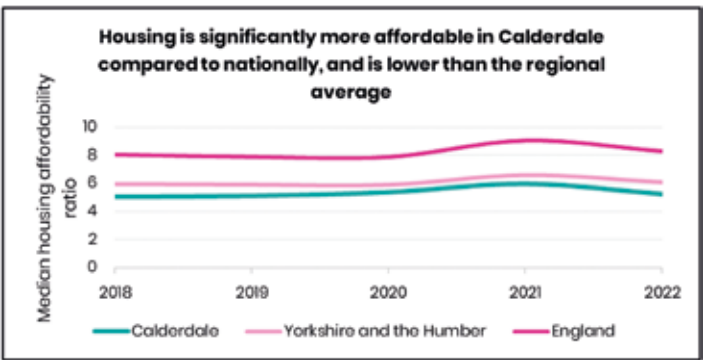
Housing

Housing supply, affordability and quality will underpin the ability of Calderdale businesses to attract and retain employees, including young people, and for Calderdale to remain a place in which diverse communities can live and work.

Ensuring the Inclusive Economy Strategy is supported through the implementation of Calderdale’s Housing Strategy (2021-2026) will be key to tackling local priorities, in particular challenges relating to housing supply and empty homes.

Calderdale is a relatively affordable place to live, with the average house price standing at £187k in 2023 in Calderdale, compared to £235k in the region and £340k nationally. When compared to earnings, Calderdale’s average house price is 5.2 times the average income, lower (and so more affordable) than the regional rate of 6.1 times average incomes and the national rate of 8.3.

There is opportunity and potential for more quality houses in the borough. Calderdale has the highest proportion of empty houses in West Yorkshire, with 1.6% of homes vacant compared to 1.1% across West Yorkshire and 1% nationally, and between 2018 and 2021 (the latest period of the housing delivery test), Calderdale delivered 55% of the total number of homes required, the lowest in the West Yorkshire Combined Authority area.



Combined with population projections of a reduction in the working age population, the importance of building homes which encourage local people to stay and which attract new families to the borough becomes significant. The Local Plan reflects this, providing for 10,000 new homes up to 2033/34, with 3,140 affordable homes to be built by 2035.



Connectivity

A lack of connectivity – both physical and digital – can act as a significant barrier to business growth and levels of economic activity. Ensuring reliable and affordable public transport and digital connectivity will directly impact on how well the inclusive economy strategy achieves its goals, particularly for residents and communities already disadvantaged in the labour market (e.g. young people, people with a disability, people on low incomes).

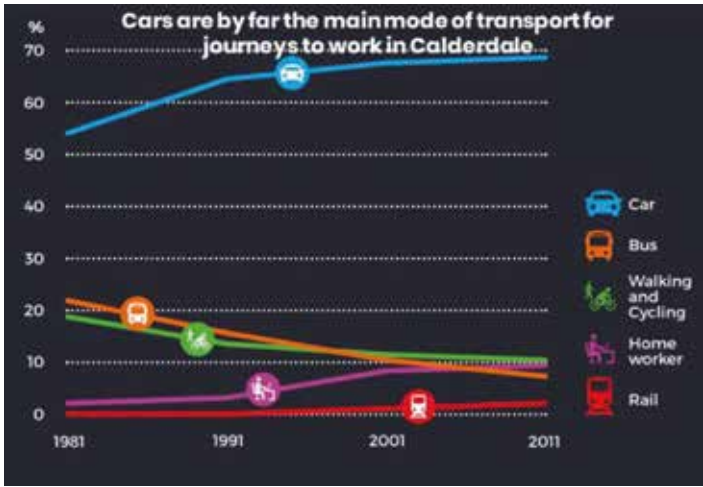
Improving transport connections within the borough and to major cities like Manchester and Leeds is essential. Enhancing transport links will open up greater economic opportunities for residents across Calderdale, particularly for those who do not have access to a car. Cycling and walking is affordable and healthy and offers a realistic alternative for those furthest from the labour market. Transportation connectivity for Calderdale includes ensuring effective rail and bus links, the powers and budget for which often sit outside local authority control. Working closely with West Yorkshire Combined Authority and the Metro Mayor will be particularly important to further strengthen this enabler.

In 2011, rail accounted for 3% of journeys to work made by Calderdale residents.

In 2011, 8% of all journeys to work made by Calderdale residents were made by bus. The proportion of journeys made by bus has declined 38% since 2001 and by 64% since 1981.

There is clear business demand for this. 42% of businesses responding to a West Yorkshire survey said they are dissatisfied with the quality of local highways and public transport infrastructure⁴. A Calderdale business survey found that ‘improving transport’ was rated number 1 out of 11 priority areas when businesses were asked ‘How far should each of the following be a priority for helping Calderdale’s business and economy?’⁵.

Having the digital infrastructure and skills to both work and run businesses are a key part of the 21st century economy. Strong digital connectivity gives businesses and individuals access to the national and global economy, widening opportunities and opening up new



markets. For some businesses it can mean Calderdale becomes a more attractive place to work and do business, as geographic proximity becomes less important. This access is particularly important for small businesses and start ups, which are a large part of the Calderdale economy. Digital connections also provide access to important learning and training opportunities.

In relation to digital infrastructure 56% of broadband in Calderdale is 100mbit/s, compared to 77% nationally. Meanwhile 22% is full fibre broadband compared to 56% nationally.⁶ Although the Calderdale digital propensity index score⁷ is high: 93.7%, higher than the regional average (93.4%) it is slightly lower than the national average (94.1%). 33% of business across West Yorkshire identify digital skills/advanced IT as a skill gap for the next 12 months.⁸ Improving digital connectivity and building digital skills were also rated as high priorities in a 2024 survey of Calderdale businesses.

The Council will be continuing to prioritise digital transformation to ensure our Borough, our people and the Council are fit for the future. As part of this we will work with the Inclusive Economy Board and wider partners to focus support to enable the delivery of this Strategy. Key themes will be: Connectivity, Data and Insights, Digital Council and Digital Inclusion.

⁴ West Yorkshire Business Survey 2023, BMG Research

⁵ Calderdale Business Survey 2024, Calderdale Council, Chamber of Commerce, and Small Business Service

⁶ Ofcom 2023

⁷ Digital propensity is the degree to which individuals use various forms of ICT in their day to day lives

⁸ West Yorkshire Business Survey 2023, BMG Research



Working together to deliver the strategy

Creating an inclusive local economy relies on partners from different sectors working closely together to align their efforts. The priority goals and enablers in this strategy show just how connected economic outcomes are to our health and wellbeing, the engagement of our communities, our natural environment and our physical infrastructure. Our goals are interconnected and interdependent and achieving them will require strong leadership and an integrated approach to implementation.

While the priorities within this strategy rely on action and collaboration from a range of partners in the borough, the Inclusive Economy Board has a pivotal role in providing leadership and coordination for this strategy. Resolving issues which arise, collaborating to achieve the priorities in Calderdale's neighbourhoods and working together to improve outcomes for key groups will all require strong collective leadership.

Three principles will guide how we work together:

- **Outcomes led:** focusing on achieving the best possible outcomes for businesses and communities, ensuring that we regularly review the progress being made. We will do this by placing agreed, evidence based outcomes at the heart of our decision making, priority setting and resource allocation to ensure positive change occurs as a result of our activity.

- **Outward and engaging:** engaging with the people and businesses who make up our inclusive economy, ensuring there are opportunities to shape the decisions which will affect their lives and businesses. This will mean further developing our relationships with local businesses and ensuring that the voice of Calderdale diverse business community informs everything we do. We will proactively connect and work with the people and businesses we serve to shape what is delivered, how and where, based on what matters to them.

- **Cooperative and collaborative:** we will cooperate and support each other as individual organisations; and collaborate to shape and deliver activity when this is the right strategic approach and will achieve better outcomes for people and businesses in Calderdale.

Shared values and behaviours underpin good partnership working and we identify the following as a framework for positive collaboration:

- **Being agile, innovative and flexible** and ensuring the partnership remains alert to changing circumstances, needs and opportunities and is prepared to test innovative solutions and evolve ways of working to deliver better outcomes. We will be dynamic and respond to changing circumstances, needs and opportunities in the most effective ways, including by being prepared to test innovative solutions and to evolve ways of working to deliver better outcomes.

- **Open, honest communication:** we will communicate regularly, proactively and transparently to share the information, learning and practice needed to partner well. Talking openly and actively listen to each other, respecting the unique role each partner brings.

- **Accountability:** we will articulate where our individual strengths and capacity lie and take responsibility for applying them in ways that deliver our own contributions to the shared outcomes we seek for Calderdale. Working in the interests of our shared goals for Calderdale, rather than our individual organisations, to improve outcomes.

It is only by everyone working together – businesses, business support organisations, the public sector, voluntary organisations, community groups, social enterprises, community anchors, residents and communities – that we will create an inclusive economy to which everyone is able to contribute and from which everyone benefits.



Appendices

Alignment between Calderdale’s Inclusive Economy Strategy and West Yorkshire Combined Authority Priorities

Calderdale Inclusive Economy Strategy	West Yorkshire Plan Missions				
	Mission 1: A prosperous West Yorkshire – an inclusive economy with well paid jobs	Mission 2: A happy West Yorkshire – great places and healthy communities	Mission 3: A well connected West Yorkshire – a strong transport system	Mission 4: A sustainable West Yorkshire – making lives greener	Mission 5: A safe West Yorkshire – a region where everyone can flourish
Goal 1: Increased business innovation, enterprise, and investment	✓		✓	✓	
Goal 2: Good work for all, including young people	✓				✓
Goal 3: Wealth is created and retained within communities	✓	✓			
Goal 4: A cleaner and greener economy, fit for the future				✓	
Goal 5: More people visit, stay, work and live in Calderdale		✓	✓		
IES Enabler: Health		✓			✓
IES Enabler: Housing		✓		✓	✓
IES Enabler: Connectivity		✓	✓	✓	✓

Calderdale Inclusive Economy Strategy	West Yorkshire Investment Priorities					
	IP1: Good Jobs and Resilient Businesses	IP2: Skills and Training for People	IP3: Creating Great Places & Accelerated Infrastructure	IP4: Tackling the Climate Emergency & Environmental Sustainability	IP5: Delivering Sustainable, Inclusive & Affordable Transport	IP6: Culture, Creative Industries, Sport & Physical Activities
Goal 1: Increased business innovation, enterprise, and investment	✓		✓	✓	✓	✓
Goal 2: Good work for all, including young people	✓	✓		✓	✓	✓
Goal 3: Wealth is created and retained within communities	✓	✓	✓			
Goal 4: A cleaner and greener economy, fit for the future	✓	✓	✓	✓	✓	
Goal 5: More people visit, stay, work and live in Calderdale			✓			✓
IES Enabler: Health	✓	✓				✓
IES Enabler: Housing			✓	✓		
IES Enabler: Connectivity			✓		✓	

Appendices - Enablers

Relationship between health and the economy	Contribution to Inclusive Economy Goal				
	1	2	3	4	5
By creating healthy workplaces and good jobs (e.g. pay, job security, working environment) businesses can have a direct impact on people’s health and wellbeing	●	●			
If employees are in good health it is good for the individual and a lower cost to the business (e.g. reduced sickness absence)	●	●			
Opportunities provided through training and reskilling to meet the needs of the future economy (e.g. retrofit, digital) could positively support people’s wellbeing		●	●		
Working with lower income communities and those experiencing inequalities to address health needs is key to addressing levels of economic activity			●		
Transitioning to a cleaner economy with lower carbon emissions / achieving net zero will benefit people’s health, in turn enabling them to contribute economically				●	
Improving people’s health will enable more people to benefit from Calderdale’s visitor offer and local amenities, bringing money into the local economy					●

Relationship between housing and the economy	Contribution to Inclusive Economy Goal				
	1	2	3	4	5
Increasing housing supply will boost prospects for business growth and aid recruitment and retention	●				●
Being able to offer a diverse range of housing, including that which is affordable, will enable people on all incomes to live and work in Calderdale and help to retain young people in the local economy		●	●		●
Developing community-led housing will be generative for the local economy and retain wealth within local communities	●		●		
Improving housing quality will help to attract and retain families who choose to live and work in Calderdale					●
Investing in housing retrofit and will stimulate new training and reskilling opportunities and create jobs for local residents		●	●	●	
Developing new housing is itself a contributor to local economic growth, by working with local supply chains and creating jobs for local residents the economic benefits will be further locked in	●		●		

Appendices - Enablers

Relationship between connectivity and the economy	Contribution to Inclusive Economy Goal				
	1	2	3	4	5
Faster and more frequent public transport connections, particularly rail and bus services, will support local businesses to attract employees and better enable residents to access work locally and nearby	●	●	●		●
Improving public transport provision will help to reduce car use, contributing to goals for a cleaner economy				●	
Investing in transport infrastructure will itself generate economic growth and if linked to local supply chains and opportunities for residents, ensure the economic benefits are locked in		●	●		
Improving the digital infrastructure and broadband capabilities will increase Calderdale's attractiveness to new businesses and boost productivity		●			
Developing the digital skills of businesses and residents will better position Calderdale to meet the needs of the future economy and address current skills gaps		●		●	



Data sources and references

Data measure	Source
Calderdale business perception	BMG Research, West Yorkshire Business Survey 2023 Calderdale Council, Inclusive Economic Strategy and Employment and Skills Framework Business Survey, 2024
Self-reported wellbeing of residents	Office for National Statistics, Personal well-being estimates by local authority, November 2023
Economic output	Office for National Statistics, Regional gross value added (balanced) by industry: local authorities by ITL1 region, April 2023
Productivity	Office for National Statistics, Regional gross value added (balanced) by industry: local authorities by ITL1 region, April 2023 Office for National Statistics, Business Register and Employment Survey, October 2022
Business growth and sector composition	Office for National Statistics, UK Business Count, 2023
Business Density	Office for National Statistics, UK Business Count, 2023 Office for National Statistics, Mid-Year Population Estimates, 2022
Business start-up and survival rate	Office for National Statistics, Business Demography, UK: 2022, November 2023 Office for National Statistics, Mid-Year Population Estimates, 2022
Occupations	Office for National Statistics, Annual Population Survey, 2022
Qualifications	Office for National Statistics, Annual Population Survey, 2022
Poverty rate	Department for Levelling Up, Housing and Communities, English Index of Multiple Deprivation 2019: Percentage of people who are income deprived, 2019
Wages	Office for National Statistics, Annual Survey of Hours and Earnings, 2023
Employment growth and sector composition	Office for National Statistics, Business Register and Employment Survey, October 2022
Visitor economy statistics (spend, no of visitors, economic output)	Calderdale Council, Calderdale Visitor Economy Strategy 2024 - 2029, 2024
Population growth/age profile	Office for National Statistics, Mid-Year Population Estimates, 2022
Qualifications	Office for National Statistics, Subnational population projections 2018-based, 2020
Employment and economic inactivity rates	Office for National Statistics, Annual Population Survey, 2022
Deprivation	Department for Levelling Up, Housing and Communities, English Index of Multiple Deprivation 2019, 2019

Indicators

GOAL 1: Increased business innovation, enterprise and investment
Calderdale retains its leading position for high business start-ups, exceeding national and regional rates of business births per 10,000 working age population
Calderdale retains its strong business survival rates at 1 year, 2 years and 5 years
Increase in the percentage of people who think Calderdale is a place that enables businesses to thrive and succeed
Increased investment in the physical infrastructure required for Calderdale businesses to thrive - including public transport provision, housing supply and quality, and employment sites and premises
GOAL 2: Good work for all, including young people
Increase in economic activity rate, particularly for men and places where inactivity is highest
Increase in the number and proportion of jobs paying the Living Wage, particularly for women
Reduction in percentage of population with no skills
More people consider Calderdale to be a great place for young people to flourish and achieve their ambitions
GOAL 3: Wealth is created and retained within communities
Growth in the social economy through an increase in the number, proportion and sustainability of community-owned/led businesses
Increase in the number of community owned assets (i.e. areas of land, buildings, or other property of substantive value owned by a community group)
Increase in percentage of spend by anchor organisations; with local organisations/suppliers ; in areas of highest deprivation locally; and with VCSE and SMEs
Increase in social value generated through procurement activity, in particular training and job opportunities for communities experiencing greatest. disadvantage in the labour market (e.g. people with disabilities, young people)
Reduction in rates of poverty and inequality
GOAL 4: A cleaner and greener economy, fit for the future
Growth in the number of businesses reaching net zero for their carbon emissions
Increase in the provision and take-up of training courses offering green skills across Calderdale
Increase in the number jobs created to support the retrofit of homes in Calderdale
Residents have confidence that people and organisations in Calderdale are tackling the climate emergency
GOAL 4: A cleaner and greener economy, fit for the future
Growth in the tourism and hospitality business sector, growing the number of businesses and contribution of the sector to the local economy
Increase in the number and duration of visitors to Calderdale (day visitors & overnight stays), including the number of local visitors
Increase in the quantity and quality of visitor accommodation
More young people choose to stay living and working in Calderdale



