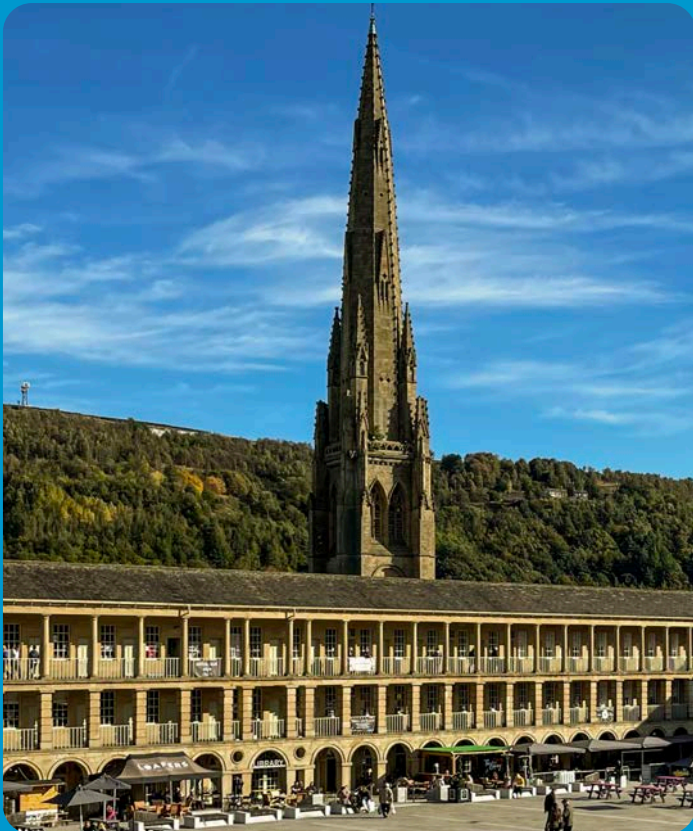




Calderdale Council

Corporate Plan

September 2024 to April 2026





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Foreword from the Leader

Councillor Jane Scullion

Welcome to our Corporate Plan 2024 – 2026. Through this plan we will introduce you to the things that we’ll do to make Calderdale a better place for everyone.

We have published this plan at a crucial time in Calderdale’s story. The year 2024 is the borough’s 50th birthday, our Year of Culture, the culmination of our Vision 2024 for Calderdale, and the start of our journey towards a new 10-year aspiration, Vision 2034.

Throughout the plan, we hope you get a sense of the hope and ambition that runs through every priority and every bit of work that we do. We want you to feel this hope and ambition too, and to feel part of the future of Calderdale.

Whether you live, work, learn, visit or do business in Calderdale, we want you to enjoy your time here – to thrive, be healthy, happy and successful, to live the fullest life and be your true self in our diverse communities.

We’re an honest place, and know there have been, and will be more, challenges along the way. But we look after each other. We’re strong, we come back from difficulties. We don’t have all the answers, but we want to keep learning and improving. And we’ll do it together. That’s the Calderdale spirit.

The next two years that the Corporate Plan covers – and the next 10 years of our Vision 2034 – are our opportunity to be bold. Transformation is core to our organisation, and we want people to be part of it, with their voices heard and playing an active role in shaping the future.

We’ll also do the ‘basics’ well. The Council is in the background of everyone’s lives – keeping roads moving, people safe and bins emptied; in the foreground of some – caring for children and adults who need extra help; and this will change throughout people’s lives. We’ll spend limited money

wisely for the benefit of Calderdale, ensuring we get the best value. This is not just about saving money – though that is important – but making sure people feel the benefit of public services in their lives.

Our ‘good’ Ofsted rating in spring 2024 was independent recognition of this. Looking after children and young people is one of the most important things we do and achieving this high rating despite the COVID-19 pandemic, the rising cost of living and national recruitment and retention issues, is a real testament to our staff and partnerships with local people, other organisations and community groups.

Beyond the ‘basics’, Calderdale is a place of creativity, trade and innovation. A place of great opportunity and inclusion. You just have to look up, look out and look within to see the beauty of our buildings, our landscapes and the strength of our character. We have long known that these make Calderdale unique, and now the many film crews have seen this for themselves and are bringing our borough to the world’s attention through TV and film. We’re making the most of this, and the economic benefits it brings, so we can proudly shout, “Happy 50th birthday, Calderdale, it’s our time to shine!”



About Calderdale

Calderdale is a beautiful area in West Yorkshire, between Leeds and Manchester, with unique natural landscapes, vibrant towns, diverse and resilient communities and a thriving arts and cultural scene – that’s why we’re celebrating the borough’s 50th anniversary with a Year of Culture from April 2024 to April 2025.

Although one of the smallest metropolitan boroughs in terms of its population of 206,600 (2021 Census), it is one of the largest by area size (140 square miles), with over 80% being rural.

The borough has an ageing population. Between the last two Censuses, the average age of Calderdale residents increased from 40 to 42. The number of people aged 65 to 74 rose by nearly a quarter, while the number of residents between 35 and 49 fell by just under 6000 (a 13% decrease).

We are rich in diversity of cultures. In 2021, 10.5% of Calderdale residents identified their ethnic group within the ‘Asian, Asian British or Asian Welsh’ category, up from 8.3% in 2011 - the largest increase among ethnic groups in this area.

In 2021, 86.1% of people in Calderdale identified their ethnic group within the ‘white’ category (compared to 89.7% in 2011), while 1.9% identified their ethnic group within the ‘mixed or multiple’ category (compared with 1.4% in the previous decade).

Once known as ‘the town of 100 trades’, Halifax was traditionally a manufacturing area based around textiles and had a pioneering role in the Industrial Revolution. Apart from manufacturing, the biggest employers are in wholesale or retail (15%), health and social care (11%), education (9%) and financial services (8%). Halifax is the birthplace of the former building society of the same name, and Lloyds Bank still has a large presence in the borough today.

Calderdale has become nationally and internationally recognised, with audiences across the world watching widely celebrated TV series and films that have been located in Calderdale, including Gentleman Jack, Happy Valley, and Marvel Secret Invasion. People have flocked to the borough to visit the places they’ve seen on screen, bringing wide-ranging economic benefits.

Calderdale is home to many flourishing and creative digital industries, and offers inspiring places for creative businesses to locate and invest. We also welcome and seek to attract green businesses to our borough in line with our commitment to be carbon neutral by 2038.

Calderdale has a proud tradition of volunteering, and a strong voluntary, community and social enterprise sector. Working with our partner organisations and communities, and a team of nearly 3000 employees, the Council provides over 600 services, from bin collections, libraries and highways, to targeted social care.



Our Council priorities and the Vision for Calderdale

We want Calderdale to be a place where everyone thrives, in vibrant communities, where businesses can grow, residents live fulfilled lives and feel supported, and our environment is protected.

We have four Council priorities to achieve this:

- **Reducing inequalities**
- **Thriving towns and places**
- **Climate action**
- **Sustainable and effective Council**

These priorities are part of the wider Vision for Calderdale. The Vision 2024 has united the Council, partner organisations and communities with a shared aspiration for the place since 2018. It is now being refreshed to jointly create the Vision 2034 for Calderdale.

Since 2022, we have been hearing from people from a wide range of communities across Calderdale about the best things in the borough and the type of place they would like it to be in the future. We have gathered many stories and have used these to shape the Vision 2034 for Calderdale:

“In 2034, Calderdale will be an enterprising place, full of opportunity, where we can all live a larger life.

“We will always be kind and welcoming. Everyone will have reason to be full of hope and this will enable us to thrive and get us through testing times.

“We will be celebrated for our distinctive heritage, nature and creativity that everyone can enjoy.”



Corporate plan 2022-2024 – our achievements

Our Corporate Plan drives all our work, policies, use of resources and performance management. We regularly report progress against our Plan and track our progress through performance reporting. Achievements from our previous Corporate Plan (2022-2024) include:

- **Our Children and Young People's Services** are rated 'good' in all areas following an Ofsted inspection in February 2024.
- In Calderdale schools, progress rates at Key Stage 2 have improved significantly since 2019 in reading, writing and maths, nearing or exceeding national measures.
- In 2023/24 all schools inspected by Ofsted achieved a rating of good or outstanding, increasing the proportion of schools that are good or better from 83% in 2022/23 to 88%.
- Our adult learning services maintained a 'good' Ofsted rating in the June 2024 inspection.
- We have invested £8.8 million in Halifax to improve public spaces and buildings, and £6 million in Elland to increase visits to the town following the COVID-19 pandemic.
- Work is progressing well on a much-needed new community hub in Mixenden in north Halifax.
- Working in partnership with West Yorkshire Combined Authority, we have opened a transformational new bus station in Halifax in 2024.
- The ambitious regeneration project at Beech Hill in Halifax won 'Best Residential Development of the Year – More than 100 Homes' at the Insider Yorkshire Property Industry Awards in September 2022.
- A new bridge spanning the Calder and Hebble navigation opened in 2024, as part of work on the A629 to improve the flow of traffic and make it easier to walk, cycle and use public transport.

- **Calderdale is performing well on tackling physical inactivity in adults compared to other areas.**
- **We were shortlisted for the Net Zero category of the prestigious LGC Awards, for our innovative work to tackle the climate emergency.**
- **We were finalists in the APSE Service Awards 2024, for 'Best Climate Action or Decarbonisation Initiative' for the innovative work to help restore Calderdale's moorlands and cut carbon emissions.**



Reducing inequalities

The difference we want to make

We want everyone in Calderdale to have hope, ambition and access to opportunities, regardless of their starting point, and to live their fullest life.

Driven by the borough’s kindness and inclusion, we will continue to support the most vulnerable people in our communities and those who experience the most disadvantage and discrimination.

We want everyone to be healthy enough to live a larger life. The ambitions within this priority are:

- **Starting well and developing well** – children are ready for school and every 15-year-old has hope and aspiration.
- **Living and working well** – working-aged people have good emotional health and wellbeing and fewer suicides.
- **Ageing well** – older people have strong social networks and live in vibrant communities.
- **Minimising the impact of poverty** – residents have reduced financial pressures and increased life chances.

Context

There are underlying inequalities in our borough, and the COVID-19 pandemic and recent economic challenges have increased



these. Healthy life expectancy (the average number of years a person would expect to live in good health) is shorter in our most deprived wards than those in more advantaged areas, and levels of homelessness in Calderdale continue to be high.

In 2024, more people are experiencing poverty and hardship, and reduced opportunity and wellbeing, than ever before. Through the Anti-Poverty Partnership, we are proud of the strong connections between the Council and community organisations to deliver excellent support services. We do all we can to stop people falling into poverty, reducing the impact if they are in poverty and helping them move out of poverty.

How we will make a difference

Starting and developing well	Join up support for families by delivering a sustainable Family Hubs programme, with a focus on narrowing the gap.
	Ensure children with additional requirements can meet their educational needs locally, and support them to become successful and independent adults.
	Ensure more children are thriving in mainstream education and reduce exclusions.
	Increase availability of high-quality, local accommodation for children looked after and care leavers.

Living and working well	Develop pathways into apprenticeships, training, skills and employment. Further improve skills and qualifications, enhance connections to work and career, and support more people to access good work.
	Build on our Making Every Adult Matter programme to improve outcomes for adults experiencing multiple and complex disadvantage.
	Narrow the gap in physical activity by developing the Active Calderdale programme to include Active Health and Care, Active Travel and Active Communities.
	Develop and deliver a mental health alliance to improve how organisations work together to ensure better outcomes for residents.
Ageing well	Deliver a programme of community-led support for adults of all ages, focusing on existing strengths, assets and connections with communities.
	Deliver the Ageing Well Alliance Plan.
	Implement and embed the new Voluntary, Community and Social Enterprise Strategy, ensuring the Council plays its part in a thriving sector.
Minimise the impact of poverty	Deliver the Anti-Poverty Action Plan.
	Building Stronger Communities Strategic Framework.

How we will measure success

Performance Indicator	What is good performance?
Prevalence of Healthy Weight children (reception and Year 6)	High
Percentage achieving a good level of development in the Foundation Stage Profile	High
Average Progress 8 score per pupil	High
Healthy life expectancy at birth (males and females)	High
Further education and skills achievements per 100,000 population aged 19 to 64	High
Proportion of adults with a Level 3 qualification or higher	High
Percentage of physically active adults	High
Proportion of older people in receipt of long term adult social care (65+)	Low
Requests resulting in a service (Adult Social Care)	Low
People in adult social care quality of life - Range (-0.8 to 1.0)	High
Outcome Short term service provision (Adult Social Care)	High
Voluntary organisations as a rate of population (per 100,000)	No Polarity

Thriving towns and places

The difference we want to make

Our distinctive heritage, landscape, creativity and mix of strong market towns will be our unique selling point. This will help boost economic growth and tourism, create job and learning opportunities, and make people proud to live, work, study and do business in Calderdale.

We want our economy to be inclusive. This means everyone will be able to contribute to and benefit from it, in places that inspire them to be more active, feel safe, develop and age well, and invest.

We will attract and retain talent and wealth here. By doing so, we will increase business innovation, enterprise and investment and create good work for all.

The ambitions within this priority are:

- **Public spaces and facilities** – our towns are regenerated.
- **Business** – local businesses have opportunities to thrive and grow.
- **Feeling safe** – our communities are safe with welcoming environments.
- **Being connected** – people and businesses benefit from high-speed internet and sustainable transport.
- **Housing delivery** – we create strong, mixed communities in sustainable locations that provide affordable, age-friendly and adaptable homes.



Context

Calderdale’s economy is home to a strong advanced manufacturing base that continues to innovate today, a growing tourism and services sector, significant financial services firms such as Covéa Insurance and Lloyds Banking Group, and vibrant creative industries.

Our entrepreneurial spirit is reflected in a rate of business growth more than double the national average, the highest rate of business start-ups in West Yorkshire and business survival rates higher than both the West Yorkshire and national averages.



How we will make a difference

Public spaces and facilities	Progress the unprecedented levels of investment into major capital and infrastructure projects to grow the economy, create well-connected places and encourage people to travel actively and sustainably:
	<ul style="list-style-type: none">• The £11 million Corridor Improvement Programme in partnership with West Yorkshire Combined Authority to improve access for pedestrians and cyclists, a new public square in Sowerby Bridge and a better welcome for canal boats in the lock.
	<ul style="list-style-type: none">• The £17.5 million and £19.1 million Towns Fund investments in Todmorden and Brighouse, which will develop green and attractive spaces, increase walking and cycling and boost business.
	<ul style="list-style-type: none">• The A629 Phase 2 project to improve Halifax town centre, reducing traffic, making it easier to walk around and connecting it better with nearby homes.
	<ul style="list-style-type: none">• The Future High Streets Fund investments in Halifax and Elland, celebrating the towns’ heritage and encouraging local people and visitors to spend more time there.
	<ul style="list-style-type: none">• The planned new state-of-the-art Levelling Up-funded Halifax Leisure Centre.
	<ul style="list-style-type: none">• The North Halifax Strategy to transform the area and make life better for local people, working with them to reduce inequalities in health, education, employment and access to services.
Business	Build on Calderdale’s amazing Year of Culture 2024. We will put in place a legacy development programme for the culture, heritage and community sport sectors, focusing on resilience, sustainability and data intelligence to attract inward investment, diversify the sector, increase community engagement, grow the creative/ cultural industries and boost tourism.
	Work on the School Rebuilding Programme with the Department for Education, schools and the community between 2024 and 2030 to transform 11 schools in the Upper Calder Valley.
	<ul style="list-style-type: none">Progress the establishment of new investment and employment sites in line with the Local Plan, creating skilled job opportunities for local communities.Support small and medium enterprises to bid for and win contracts through local procurement opportunities, including strengthening their position in local supply chains.Continue to provide start-up support for entrepreneurs looking to get a new venture off the ground, and growth programmes for businesses ready to expand, including business advice, mentoring, and grant support.

Feeling safe	Building Stronger Communities Framework.
	Working with the Police and other partner organisations, we will deliver on our new Domestic Abuse Strategy action plan and implement the ‘Jog On’ initiative as part of our response to issues around violence against women and girls.
Being connected	Make it safer, easier and more appealing for people to walk and cycle for recreation and commuting. We are investing in improvements across the borough, and promoting our unique walking routes such as the stunning Calderdale and Pennine Ways, and the longest continuous climb in England at Cragg Vale.
	Help to improve bus services. Moving ahead with bus franchising, in partnership with West Yorkshire Combined Authority, will create a more modern bus network, more reliable bus services and better information and ticketing for passengers.
	Encourage more people to use trains by continuing to work with Rochdale through our Community Rail Partnership. This includes lobbying for more investment in, and electrification of, the Calder Valley rail line, to achieve the sustainable movement of people and goods, and increasing inward investment and tourism. The delivery of Elland Rail Station is critical to connect communities.
Housing delivery	Unlock the delivery of 241 new homes through the North Halifax Transformation Programme, creating a range of housing options and green, open spaces.
	Work with local and national housebuilders and housing associations. We will focus on providing much-needed affordable, age-friendly, specialist and adaptable homes, including the South East Calderdale Garden Communities.



How we will measure success

Performance Indicator	What is good performance?
Business Survival Rates (3 years)	High
RQF level 4+, aged 16 to 64	High
Median gross weekly pay	High
Claimant Count (*benchmarking uses the proportion rather than number)	Low
Youth unemployment	Low
Domestic Abuse - Repeat Victims	Low
Serious Crime	Low
Neighbourhood Crime	Low
Housing delivery test % of deliverable assessed housing requirement delivery over a rolling 3 year period – over 75%	High
Percentage of major planning applications decided on time	High
Percentage of non-major planning applications decided on time	High
Percentage of major planning applications overturned on appeal	Low
Percentage of non-major planning applications overturned on appeal	Low

Climate action

The difference we want to make

We declared a climate emergency in January 2019, and are committed to becoming a net-zero carbon place by 2038.

Our communities live with the significant and ongoing fear of flooding, one of the devastating effects of climate change. We want to protect local people and businesses by building resilience to things like extreme weather, and by improving air quality to help people live healthier lives.

We want to restore nature and manage our landscapes sustainably to help wildlife thrive, reduce carbon emissions and flood risk, and help people get out into nature to stay well.

The ambitions within this priority are:



- **Nature and landscapes** – our landscapes are protected and looked after so they can store carbon and support our wildlife.
- **Warm and resilient buildings** – every home in the borough needs to be warm and resilient, and all buildings need an Energy Performance Certificate rating of C or above.
- **Transport and air quality** – our transport systems work for everyone and our streets are safer and greener.
- **Green economy** – our businesses and residents are future-ready so they can thrive in a net zero carbon world.

Context

In the last decade, flooding in Calderdale has been much more frequent with significant impacts. This is a direct result of climate change and Calderdale is especially vulnerable to flooding because of its steep-sided valleys and riverside communities. Other consequences of climate change are also increasingly impacting on people’s health and our beautiful natural landscapes, such as poor air quality and more frequent and longer periods of extreme heat.

Calderdale’s climate action is a huge team effort across the whole borough, all communities and many organisations. It is nationally recognised as leading the way, winning the ‘Leadership in responding to the climate emergency’ category at the prestigious MJ Local Government Achievement Awards in June 2024.

Producing a Local Area Energy Plan to map our route to net zero, and working on a whole terrace retrofit demonstrator project, are both West Yorkshire firsts.

How we will make a difference

Nature and landscapes	Continue to work with partner organisations and local communities to reduce flood risk and build flood resilience. We will promote the delivery of natural flood management, including the pioneering sphagnum moss project to restore moorland and peatland to reduce flood risk.
	Help improve water quality in our rivers to benefit people, wildlife and the environment, working with the Environment Agency, Yorkshire Water and other organisations.
Warm and resilient buildings	Deliver our whole terrace retrofit demonstrator and develop more business cases for investment, to install measures to make homes warmer, healthier and cheaper to heat.
	Lead by example by reducing the Council’s own environmental impact and carbon footprint, with electric vehicles in our fleet, low-carbon public buildings and climate-friendly policies.
Transport and air quality	Continue to develop polices and plans to make effective and efficient investment decisions in our highway assets to keep them in a safe condition.
	Continue to support bus franchising and the development of mass transit across West Yorkshire. We want to see further improvements to our bus stations and bus stops, ensuring they are comfortable, safe, modern and have real-time displays.
Green economy	Move our waste and recycling services to a new provider in August 2026.
	Develop a Renewable Energy Planning Policy to support our climate ambitions.
	Work with Calderdale Food Network to develop and publish a Sustainable Food Strategy.

How we will measure success

Performance Indicator	What is good performance?
Local sites (both geological and wildlife) where positive conservation management is being or has been implemented in previous 5 years	High
Per capita CO2 emissions in the area	Low
Household waste recycling rate (CKPI ID406)	High
Residual household waste - (CKPI ID 86) per household	Low
Recycling contamination rate	Low
Percentage of local authority motorways and A roads that should be considered for maintenance (CSKPI ID 17)	Low
Percentage of local authority B and C roads that should be considered for maintenance	Low

A sustainable and effective Council

We are always looking at how we can work better to make a difference to local people. This includes transforming the Council to be more modern, efficient and financially sustainable.

Growing the Council's talent

We employ nearly 3000 people with wide-ranging skills and expertise. Our staff have showed kindness, resilience and talent in the toughest times. We have learned from significant events such as floods and COVID-19, and are building on people's flexibility to adapt.

We aim to be recognised as one of the best places to work in Yorkshire. A place where staff feel supported, enabled and empowered to do great work that makes a difference to people's lives.

Through our commitment to being an inclusive employer, we want to improve employment opportunities for people from our diverse communities.

Our staff networks, which represent our diverse communities, have been described by Inclusive Employers as strong, and they will remain at the heart of our work to deliver this Corporate Plan.



There are ongoing challenges with funding, cyber security threats, attraction and retention of talent for modern public services, alternative methods of working and further changes in the way we deliver services.

We will continue to empower our staff and transform the way we work to achieve our priorities in a digital, wellbeing-led and financially sustainable way.

The Council's finances and transformation

The Council has a proud history of doing more with less, whilst protecting services that people value. Since 2010 we have made savings of £127 million, whilst still meeting the needs of people who need services most. Through more efficient work practices and processes, we have reduced our workforce by 16.4% and our buildings by 20% over the past decade.

Our financial planning aims to maximise income and funding, invest in the things that have the biggest impact, in line with our priorities, and minimise the effect of savings on communities.

We will continue to:

- **Make our budget balance and keep decision-making local.**
- **Meet our legal and statutory obligations.**
- **Work with partners to reduce inequalities.**
- **Be ambitious for Calderdale.**
- **Enhance quality of life.**
- **Keep residents safe.**
- **Protect services where possible.**
- **Remain focused on tackling climate change.**
- **Bring investment into the borough.**
- **Be honest about what we can and cannot do.**
- **Focus on good financial management to stay on track within the cash limits set within our budget.**
- **Be financially sustainable and adapt to remain effective for the future through transformation.**



Our transformation priorities focus on service redesign in children's and adults' services; bringing the Local Plan to life in transforming the place; developing new ways of delivering waste management and highways; and implementing a refreshed Digital Strategy that changes the way we interact with people.

Through **digital transformation**, we will:

- **Ensure all local people can equally access digital technology and services.**
- **Continue our focus on cyber security and our ability to recover and continue business as usual.**
- **Automate routine tasks so staff can focus more on activities that are valuable to local communities.**
- **Have better connections between our systems and those of partner organisations, so we can share data and make better decisions.**
- **Ensure staff have the right technology and digital skills to provide services effectively.**



Equality, diversity and inclusion

We are committed to building a fairer Calderdale where everyone can thrive, contribute and be their authentic selves. We will continue to support our diverse and vibrant communities that make Calderdale so special, by always involving and listening to them so we know what they need, and they can access our inclusive services.

As one of the largest employers in Calderdale and one of the main providers of local services, we are committed to the highest standards in service delivery, decision-making and employment practice. Equality of opportunity for all our diverse communities and workforce is an important part of this commitment, and we will uphold our duties under the Equality Act 2010.

We have consulted on and published six equality objectives, which we are reviewing in 2024/2025.

We have made good progress in ensuring our workforce reflects our diverse communities, by collecting and using diversity data, but know there is still work to do. We have achieved a bronze award in the Inclusive Employer Standard, and we are proud to have eliminated our gender pay gap to -0.4% and our ethnicity pay gap to -0.7% as part of our work to be an employer of choice.



We care about what our employees think and feel, and give them a voice through focus groups, staff surveys, consultations and staff-led equality networks. We have networks representing race equality, the LGBTQIA+ community, women, people with disabilities, working carers and early careers.

How we will make a difference

Growing the Council's talent	Implement our Workforce Strategy to ensure staff are flexible and motivated to respond to change over the next five to 10 years and achieve our Vision and priorities.
	Continue our commitment to workplace wellbeing by building on the success of our integrated health, safety and wellbeing management system.
Council finances and transformation	Deliver the approved budget savings in our Medium-Term Financial Plan.
	Improve our cyber security performance.
	Deliver our Customer Experience Framework, improving our response times to people and reducing complaints.
	Ensure we provide value for money, by reviewing service business plans and carrying out annual value for money assessments.
Equality, diversity and inclusion	Publish our new corporate equality objectives in 2025, with an action plan to deliver improvements against our targets.

How we will measure success

Performance Indicator	What is good performance?
Number of upheld Ombudsman complaints per 10,000 population	Low
Council tax collection rates (in year)	High
Non-domestic rates collection rates (in year)	High
Reserves as a proportion of service expenditure	High
Reserves as a proportion of net revenue expenditure	High
Total core spending power per dwelling	High
Level of Band D Council Tax rates	High
Council Tax revenue per dwelling	High
Social care spend as percentage of core spending power	Low
Debt servicing as percentage of core spending power	Low
Total debt as percentage of core spending power	Low



Transforming Calderdale together

Organisations and communities working together to achieve priorities and tackle challenges is a major strength in Calderdale. In difficult times, such as flooding, the COVID-19 pandemic and the cost of living crisis, our communities rally to support each other, and resilience is strong.

The Council can't deliver change on its own. Partnership working is at the heart of this Corporate Plan, and one of our actions is to develop this strength further.

Our multi-agency Health and Wellbeing Board, Inclusive Economy Board, Town Boards, Climate Action Partnership and Anti-Poverty Partnership all bring a wide range of organisations together from across sectors to deliver our shared ambitions and share skills and resources to get value for money.

We also work with neighbours beyond our borders through our active contribution to West Yorkshire Combined Authority and West Yorkshire Health and Care Partnership. This has enabled us to attract regional investment into Calderdale and secure funding for major transport projects.

Involving local people in shaping services

We want the people who use our services, and those who may use them in the future, to contribute to positive change in the way services are provided.

There are good examples of the Council working with local people on the design, development, delivery and evaluation of services, such as in our adults' and children's social care services, Family Hubs, the climate action work and Active Calderdale, where everyone has the opportunity to meet needs together.

We also have a strong tradition of transferring assets to our communities, with major buildings becoming thriving hubs, and we shift commissioning and delivery to community organisations.

We received independent recognition for our community engagement from the Corporate Peer Challenge in 2023. The review team recommended that we be more consistent in embedding these approaches and be bold and

transformational when working with communities.

We will ensure that people across Calderdale are more involved in designing a wider range of services, based on their experiences and ideas. This is called co-production, which goes beyond dealing with crises and becomes the way we work together in Calderdale to achieve our Vision 2034. The aim is to empower people and create a rich mix of community-led projects, to help build strong and healthy communities where people can get more of the help they need from within their own neighbourhood.

Elected Members will continue to bring their unique insight into the strengths and challenges of local areas, and support and involve the communities they represent.



Other strategies and plans

The Corporate Plan is supported by, and achieved through, several key strategies and plans.

Reducing inequalities:

- Health and Wellbeing Strategy.
- Anti-Poverty Plan
- Voluntary, Community and Social Enterprise Strategy
- Stronger Communities Strategic Framework

Thriving towns and places:

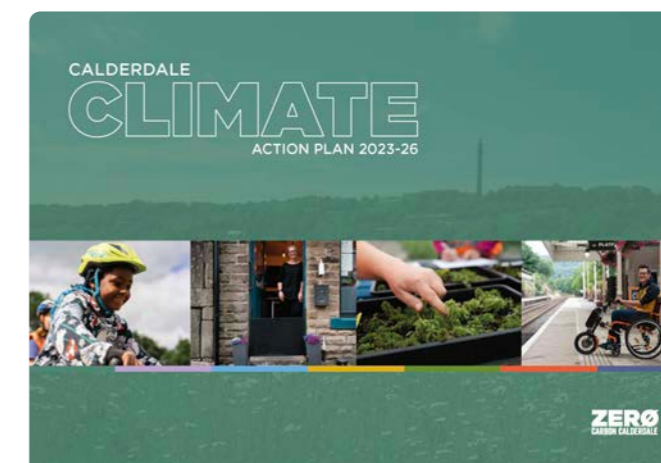
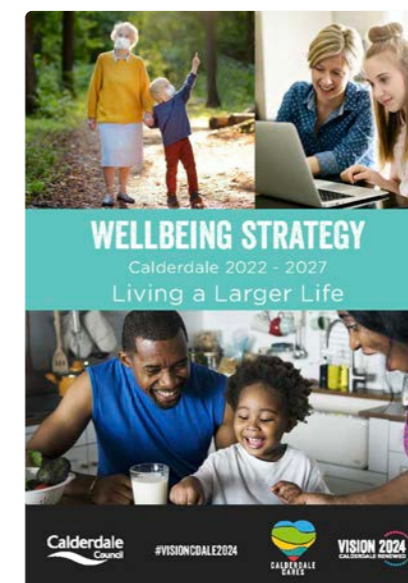
- Inclusive Economy Strategy
- Local Plan
- Calderdale Housing Strategy
- Community Safety Plan
- Domestic Abuse Strategy

Climate action:

- Climate Action Plan

Sustainable and effective Council:

- Medium-Term Financial Plan
- Workforce Strategy
- Productivity Plan
- Digital Strategy



Managing our performance

Our Corporate Plan drives all our work, policies and performance management.

Through performance management, we will track our success against the aims of this Corporate Plan and the Council's priorities. We base this on the difference the Council and our partner organisations are making to people's lives, and how we're using our resources to deliver our priorities.

Corporate performance – we use around 100 key performance indicators (KPIs) to measure how we are doing compared to our own ambitions and to other similar local authorities.

Internal governance – we take value for money seriously because we understand the need to spend public money carefully and on things that matter most to local people. Using the Corporate Plan as a focus for our work, we can measure how public money makes a difference to our communities.

Our Corporate Leadership Team, Cabinet and Overview and Scrutiny Board regularly review progress and our performance management measures, which are published every July (with a half-yearly progress report every December). This information is available on our Dataworks website to show where we are performing well, the challenges we are facing and how we are working to overcome these.

Independent view – we are committed to continuously improving what we do to make life in Calderdale better for everyone. As part of this, we invited the Local Government Association (LGA) to do a Corporate Peer Challenge review in February 2023. The review report at <https://new.calderdale.gov.uk/council/data/priorities-and-performance/corporate-peer-challenge> shows the strengths and recommendations identified, and how we are making improvements.

Our “clear and impressive progress” and “willingness and drive to improve” were highlighted in the LGA's Corporate Peer Challenge progress review in November 2023. The review team highlighted many strengths, including our financial management, the Year of Culture, the Local Plan, our strong relationships with local voluntary and community groups, and our alignment of people, finance, digital and transformation.



