



# Calderdale Council Corporate Plan

September 2022 to April 2024



Calderdale  
Council

**VISION 2024**  
CALDERDALE RENEWED





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## Foreword



### Cllr Tim Swift, Leader of Calderdale Council

Welcome to our Corporate Plan 2022 – 2024.

As a Council we are ambitious for the future of Calderdale. Recent years have seen some tough times, but there is a great deal of energy, creativity and hope across our borough. There's an eagerness to rebuild from the pandemic. There's also an unwavering determination to work together to improve life for all in Calderdale.

This Corporate Plan, which sets out our strategic way forward, aims to take our distinctiveness, talent, enterprise, kindness and resilience to the next level.

In 2024 we will celebrate Calderdale's 50th anniversary. To work towards this landmark moment in our history, we worked with the community back in 2018 to develop the Vision 2024 for Calderdale. It shapes our work as a Council. It helps us understand what we need to do to make life in Calderdale better for all. Calderdale people are used to working hard; we are also working hard to make the borough a better place.

The Corporate Plan sets out some of the key successes and challenges since 2018 and describes how we will use these to get to where we want to be by 2024.

In spite of COVID-19, flooding and significant financial pressures, we have achieved much over the past four years, a real testament to the sheer graft and resilience of our communities and workforce.

We have seen unprecedented investment into the revitalisation of our towns, we have built a new Central Library and transformed the Northgate site in Halifax town centre to deliver a flagship sixth form centre and top-class office and retail accommodation – an incredible boost for learning and the local economy. Tourism has surged, bringing money into the borough, and we are putting our unique heritage and culture at the centre of our regeneration. We are harnessing the

distinctiveness of our place and people to become an internationally-recognised destination for culture, tourism and film.

These successes have been enjoyed at times of great upheaval and challenge for us all. The start of 2020 saw the fourth major flood to hit Calderdale in just eight years – a stark reminder for us of the impact of the climate crisis. The experience of flooding continues to shape this borough. This latest flood was followed almost immediately by the devastation of the pandemic, with long-lasting consequences for health, wellbeing, inequalities and financial hardship. And now we see that residents and businesses are facing the worst cost of living rises in a lifetime, at the same time as we are experiencing sustained pressure on council budgets, the health and care system and staff recruitment.

But in Calderdale, adversity and the recent tough times have also left us with a legacy of innovation and opportunity. We believe that our new ways of working, with digital technology advancements and our very robust partnerships with other organisations, have strengthened our position in the next two years before our Vision 2024 is achieved. We are ready for the challenges. We are ready to recover.

We are addressing those challenges by focussing on three key priorities: reducing inequalities, building strong, thriving towns and tackling the climate emergency.

It's a great time to live in Calderdale. A great time to do business here. It's a great place to grow and to age well. Please join us on our journey towards the Vision 2024, and in the ambition set out in this Corporate Plan. Join us to celebrate Calderdale's 50th birthday in 2024 and get involved as we refresh our Vision beyond this milestone year.

## About Calderdale

Calderdale is a beautiful area in West Yorkshire, between Leeds and Manchester, with unique natural landscapes, vibrant towns, a thriving cultural and arts scene and diverse and resilient communities. It is part of the Leeds City Region. 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. We are rich in diversity of cultures, with communities from the Asian sub-continent and eastern Europe. Three quarters of the population live in urban areas.

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 / retail (15%), health and social care (11%), education (9%) and financial services (8%). Halifax is the birthplace of the former building society of that name, and Lloyds Bank still has a large presence in the borough today.

There are flourishing creative and digital industries, with the Upper Calder Valley recognised as a magnet for creative businesses seeking inspiring places to invest. Calderdale has an ambitious target to be carbon neutral by 2038, with significant progress by 2030, so the Council is keen to promote the borough as a location for green business.

More than 8,500 thriving, enterprising businesses and an overall economy worth around £4.5 billion each year (Gross Value Added (GVA) – Inclusive Recovery Plan, Calderdale Council 2021) highlight the scale of the opportunity that we want to maximise for all our communities. We are committed to developing an economy that works for everyone.

Working with our partners and communities, and a team of nearly 3000 employees, the Council provides over 600 services for people at every stage of their lives, including residents, businesses, schools and visitors.







## Vision 2024

**Our vision for Calderdale in 2024 is to be a place where you can realise your potential whoever you are, whether your voice has been heard or unheard in the past.**

**A place where talent and enterprise can thrive. A place defined by our innate kindness and resilience, how people care for each other, are able to recover from setbacks, are full of hope.**

**Calderdale will stand out, be known, and be distinctive. A great place to visit, but most importantly, a place to live a larger life.**

The year 2024 marks Calderdale's 50th anniversary and will be a time to celebrate and reflect on what has been achieved over the last half-century. Vision 2024 was shaped through conversations between local leaders, businesses, partner organisations, community groups, children and young people and residents across Calderdale. We asked, 'Where do we want to be by 2024? What will Calderdale be like in 2024? What ambitions do we share?' And we listened.

Each year we measure our progress towards the Vision 2024. We consider how, together with our partners and communities, we can overcome the challenges ahead, celebrate our successes and strive to achieve our aspirations for our place, building on the progress made since we adopted our Vision back in 2018.

This Corporate Plan sets out how the Council will contribute to the Vision 2024. We will focus on the outcomes that we want to change and that will have the biggest positive impact on our residents, business community and natural environment. We will continue to be innovative and look for better ways to deliver our services and will work with other organisations to consider where some of the things we do might be better done by others. We will continue to work with our local, regional and national partners to get the very best for Calderdale and West Yorkshire.



## Vision 2024 - Themes

### Enterprising and Talented

Calderdale is in the heart of Pennine Yorkshire and closely linked to Manchester, Lancashire and beyond. The borough still reflects its manufacturing heritage, with a number of advanced businesses in this sector, along with other key industries such as financial and business services, hotels and restaurants, creative and digital industries and tourism.

We have a culture of enterprise and innovation and value the importance of strong relationships between employers and our education providers, as we strive to give our talented young people the skills and knowledge they need to contribute to and succeed in the workplace. We want everyone to achieve their full potential, ensure children get the best start and help prepare young people for life after school.

Working through our Community Safety Partnership (CSP) we are committed to ensuring our town centres thrive, including a safe and vibrant night time economy for all our residents, visitors and business owners to enjoy. In particular we have prioritised the safety of girls and young women in our towns and public spaces with a range of initiatives.

These and other actions we are taking, in partnership with organisations across the CSP, support our annual submission for Purple Flag status for Halifax town centre. We have been proud recipients of this award since it launched in 2010.

### Calderdale will be a place where...

We are seen as a hub of small business enterprise and innovation in the North in 2024. There has been an increase from 54.9% to 57.2% in the number of new enterprises that are still active after three years, which puts our performance above the regional average and shows a strong economy.

With new ways to access local and regional business support, we are helping entrepreneurs to build successful, ambitious businesses to create wealth and jobs in Calderdale. We are hearing wise and powerful feedback from local business leaders on what they have learnt during the pandemic, along with their optimism, energy and determination to bounce back.

We have a strong performance in ensuring our children start well and are ready for school, and our young people leave formal education ready for life. Compared to other similar local authorities, Calderdale is ranked highly for 'Progress 8' - the average progress made by pupils over the course of their secondary school career.

### Kindness and Resilience

Calderdale has a long and proud tradition of community spirit and cohesion. Faced with frequent flooding, local communities have shown time and time again how they come together, stay resilient and look out for each other. This has been demonstrated further with Calderdale's care and compassion shining through during recent challenges such as the COVID-19 pandemic and our response to become a Valley of Sanctuary to help our communities prior to the war in Ukraine and also those seeking support as a result of conflicts all over the world. We want to use our strong community links and experience of bouncing back to help us prepare for any kind of setback.

In our latest Vision 2024 residents' survey, 35% of Calderdale respondents said they had taken part in unpaid, formal volunteering during the last year, which is above the Yorkshire and Humber figure of 30% (ONS 2019). 39% took part in unpaid, informal volunteering.

In 2021, Belong - The Cohesion and Integration Network, found that people in Calderdale are 140% more likely to have volunteered throughout the pandemic than people elsewhere in the UK.

Through the Healthy Holidays scheme to provide enriching activities and healthy meals for children and young people during school holidays, in summer 2021 over 6000 youngsters took part in 15,000 free activities in 43 venues throughout Calderdale. This shows Calderdale's kindness in action, with dozens of teams rallying around to support our local children to have the best possible start in life and to help tackle family poverty. 78% of children eligible for free school meals attended the sessions.

### Calderdale will be a place where...

We care for each other and use our informal networks to overcome health, care and other challenges. We will be collectively prepared for future threats and will respond and recover from setbacks - whether they are financial, environmental or related to cohesion and safety.

### Distinctiveness

Calderdale is a unique place made up of a mixture of market towns and small rural villages, covering an area of around 36,280 hectares. Its stunning landscapes attract filmmakers and visitors from across the world. Much of western Calderdale is dominated by moorlands and steep valleys, smaller settlements and protected habitats, and the east is mainly urban. The transformation of The Piece Hall in Halifax - the sole survivor of the great 18th century northern cloth halls - into an iconic international destination has kick-started culture-led regeneration in the borough. We want to build on this. We want to continue to develop Calderdale's growing presence on the world map as the place to be for heritage, culture, arts and music.

In the latest Vision 2024 survey, 71% of residents rated Calderdale as 'a great place to live'. 88% think Calderdale is an attractive place to visit.

Before the pandemic, tourism in Calderdale had increased year-on-year and was worth just under £400 million to the local economy in 2019 (an increase from £349 million in 2018) and supported an estimated 7,930 jobs.

Calderdale's profile as a filming destination continues to grow, with a strong partnership with Screen Yorkshire and numerous high-profile films and TV series filmed here, including Gentleman Jack, Marvel, Happy Valley and Last Tango in Halifax.

### Calderdale will be a place where...

We have harnessed the Piece Hall effect, making heritage, arts, music and culture our USP. Calderdale will be the heart of the South Pennines Park. A place to visit, invest and film. A place that gives residents an enormous sense of pride.





## Our Priorities

To play our part in achieving the Vision 2024, we have three strategic priorities – reducing inequalities, creating strong, thriving towns and places, and climate action.

We have objectives aligned to each of these priorities to drive our day-to-day and transformational work over the next two years and these inform our 12 key areas of delivery (Appendix 1). We believe in plain speaking in Yorkshire...so it's important to say we won't be able to do everything! To achieve our ambitions for Calderdale we will need to prioritise resources to support those who experience the least positive life outcomes, recognising that there are some services that will always be provided for everyone. If we continue the great work we do with other organisations and our local communities, we will be able to maximise impact.

### Reducing inequalities

Reducing inequalities and the causes of deprivation. We will continue to focus on individuals and groups who experience the most disadvantage and discrimination. Some residents are feeling the impacts of COVID-19 and the cost-of-living crisis more than others. We will work with our communities to support those most affected into positive opportunities and good jobs where they can achieve their best.

### Climate Action

We will step up climate action in response to our declaration of a climate emergency in January 2019. We will continue to work with local communities and regional partners to protect our distinctive environment and build resilience to the ongoing impact of climate change. In the last decade, flooding in Calderdale has been much more frequent, causing significant damage. This is a direct result of climate change, and Calderdale is especially vulnerable to flooding because of its steep-sided valleys and riverside communities. Although we can never stop floods, we will continue to reduce the risk across the borough and will drive forward our ambition to become a zero-carbon place by 2038, with significant progress by 2030.

### Strong, thriving towns and places

We will continue to promote and build strong, thriving towns and places. We will achieve this by supporting our local economy and ensuring a vibrant, independent retail offer, diverse local businesses and a rich cultural and artistic life that makes the most of Calderdale's heritage and landscape. Through the Local Plan, we will work with partners to deliver more homes for our current and future residents. This focus on homes shows the links between our priorities. Meeting the crucial need for affordable housing will support work to tackle poverty. And with environmental awareness and planning principles built in from the outset, it will also help us to address the climate emergency.





## Reducing inequalities

Some residents have been more badly affected by COVID-19 and the cost of living crisis than others. There are underlying inequalities in our borough, and the pandemic and economic challenges have increased these. We know that healthy life expectancy is shorter in our most deprived wards than those in more advantaged areas, and that levels of homelessness in Calderdale continue to be high. March 2022 saw around three times more households in temporary accommodation than in June 2019. Many of our residents are already struggling to afford to eat and heat their homes, and this will only worsen as the cost of living continues to rise. We are concerned to see a significant increase in demand for support with problem debt and the impact that this is having on people's physical health and mental wellbeing.

Our Anti-Poverty Strategy sets out our approach to tackle these inequalities, working jointly with partner organisations across Calderdale's public, private and voluntary sectors. With the borough's ethos of kindness and inclusion, we will continue to support the most vulnerable people in our communities and those who experience the most disadvantage and discrimination, including people who are homeless and fleeing conflict from other parts of the world.

We will work with our communities to enable those who have been most affected by increasing financial challenges to access the support they need. Together we will aim to build financial resilience and provide help to those in crisis.

### Calderdale will be a place where:

We tackle the challenges of the cost of living crisis for all our residents, with an emphasis on supporting the most vulnerable people. We will maintain strong working partnerships to help prevent poverty and disadvantage. With a focus on prevention, we will move away from crisis support and build resilience and long-term life opportunities for our most disadvantaged residents. This includes help with home energy, heat efficiency and affordable warmth.

We support and enable communities most impacted by COVID-19 to recover, to have good health and wellbeing and to thrive. We will work with our most deprived communities in Central and North Halifax to jointly identify priorities for people's health and wellbeing and empower communities to take action. Through our regeneration work, we will ensure that the local environment supports people to live active, healthy and happy lives.

## Strong, thriving towns and places

Calderdale has a distinctive mix of strong market towns, each with their own character. They are well-established and full of history, with kind and resilient people and businesses.

As the role of towns and the high street changes, we will continue to support their development as sustainable, thriving economic and social hubs where residents and visitors want to spend time and businesses want to invest. Thriving towns and places are places where people can connect, contribute to the local economy, be more active, feel safe, start well and age well.

We will work with communities, businesses and public sector organisations to drive investment in transport, public spaces, housing and new facilities to generate better-connected communities and an inclusive economy where everyone can contribute and benefit from opportunities. We will support independent retail, help to diversify local businesses and continue to develop a rich cultural and arts scene, which harnesses Calderdale's distinctive features.

Engaging with local people is of paramount importance. We will strengthen our work with partners and communities to deliver on the ambition of our towns and high streets programmes. These programmes will deliver transformational change, providing better quality public spaces, driving economic regeneration and making life better for people and businesses. One example of this is our work with partners through the Calderdale and Together Housing Investment Partnership (CTHIP) to develop new affordable homes in North Halifax as part of our wider strategic plan for the area, with a number of development schemes already in progress.

We will continue to work with the Government and West Yorkshire Combined Authority to secure further public and private sector investment, to deliver the major regeneration programmes that are underway and planned for the borough.

The Council is now close to adopting its Local Plan. The Plan sets out an ambitious framework for the

delivery of much-needed housing and employment up to 2032/33. We are planning for almost 15,000 new homes and over 10,000 additional jobs over this period. The Plan has carefully considered the need to provide homes so people can live close to where they work.

We have a thorough understanding of our housing needs and will work with local and national housebuilders and housing associations to ensure that these are met over the life of the Local Plan. We will focus on delivering much-needed affordable homes which help improve local people's lives. These will include age-friendly, specialist and adaptable homes to help older people and people with disabilities to live as full a life as possible and remain independent at the heart of their community. We will create strong, mixed communities in sustainable locations where people of all ages and backgrounds can connect, socialise, travel, spend time in nature, be active and healthy and access opportunities.

The Local Plan will protect and enhance our heritage buildings, our beautiful countryside and the distinctive character of local towns. It will help Calderdale's carbon levels to become net zero by 2038, by ensuring that new development is designed to be as sustainable as possible, and people travel in more active and environmentally-friendly ways such as walking and cycling. Development will increase biodiversity and support nature's recovery, and there will be improved countryside management through activities such as Natural Flood Management. We will also respond positively to proposals for renewable energy generation.

Through our Vision 2024 we will build a more inclusive local economy, benefiting everyone by unlocking the growth potential of Calderdale. We will support business, bringing new investment to secure more well-paid jobs in the borough, and use lessons learned from the pandemic to improve our engagement with businesses already in the borough.



We will focus on employability and life skills to build talent, working with schools, colleges and the voluntary and community sector to create a culture of lifelong learning which meets the needs of residents and businesses in a changing economy.

Calderdale is realising its ambition as the place to visit for an unforgettable cultural experience. And 59% of local people think Calderdale offers a variety of opportunities for everyone to engage in arts, culture and heritage. Our new ‘CultureDale’ brand reflects our diverse, vibrant and engaging culture that runs through every part of Calderdale as a place. It combines our rich history, distinctive landscape, architectural jewels, special people, creative talent and enterprising spirit. This comes at a key time, when we are working with organisations across the borough on delivering the new Cultural Strategy for Calderdale, and in the runup to the exciting Year of Culture in 2024.

We will work with partners and stakeholders to welcome visitors from around the world. We will build on our success as a filming destination. By continuing to develop our place-based brand, working to build the economy, supporting our communities and committing to partnership working, we will develop the sense of place that contributes so much to making Calderdale an area where people choose to invest, live, work, visit and study.

**Calderdale will be a place where:**

We will take a strategic and locally led approach to housing in North Halifax and across Calderdale to increase the number and range of homes needed now and in future, while also ensuring that the surrounding environment helps residents to live a high quality of life.

We will help people to enjoy, feel safe and be proud to live in their local areas, by dealing with issues like environmental blight and fly-tipping quickly and taking enforcement action where needed.

We will 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 in active and sustainable ways such as walking, cycling and swapping the car for the bus. This includes driving forward the £11 million Corridor Improvement Programme in partnership with West Yorkshire Combined Authority, and the £17.5 million and £19.1 million Towns Fund investments in Todmorden and Brighouse.





## Climate action

We declared a climate emergency in January 2019 to demonstrate our commitment to Calderdale's distinctive environment and the need to act now to fight climate change. Our residents have experienced first-hand the significant impact, cost and devastation that climate change can have for people, businesses and our place, with several major floods in recent years.

We have set a goal of Calderdale being net zero by 2038, with significant progress by 2030. No single organisation can achieve this alone, so we will establish a new Climate Action Partnership, and working through this partnership we will agree and deliver a three-year Climate Action Plan.

We will work closely with West Yorkshire partners to develop and implement programmes to help us realise a carbon-neutral recovery, promote more sustainable travel methods and reduce the risk of future flooding across the borough.

We will continue to develop our major capital schemes, focusing on improving facilities for walking, cycling and buses, so we can make it easier for people to make sustainable and active travel choices.

The challenge of the climate crisis is also an opportunity for us in Calderdale. We are fortunate to be the home of a thriving, established business sector that supports the digital economy and low carbon sector. By supporting growth in this sector, we can look to secure further benefits for all in the future.



### Calderdale will be a place where:

We will lead by example by reducing the Council's own environmental impact and carbon footprint, including more energy-efficient use of our buildings and vehicles.

We are working with local partners to deliver a Climate Action Plan which includes using our shared voice for climate action, enabling communities to take action, creating warm and resilient buildings, growing a green economy, increasing active travel and the use of public transport, and using nature and land to reduce carbon emissions.

We will continue to work with our strategic waste and recycling partner, Suez and engage with our residents to make it easy for them to act in more environmentally sustainable ways through their waste and recycling

We will adopt climate change principles across all our transformation programmes over the coming years. For example, encouraging people to travel in more active, sustainable ways will help them to be healthier, and better connected transport will give them access to jobs and opportunities that result in economic growth. Our Local Plan and delivering more energy-efficient housing will complement our work to tackle some of the cost of living crisis impacts and support our Council priorities.

## Our people

We want the Council to be a great place to work. Through our commitment to being an inclusive employer, we want people from our diverse communities to bring new talent to our workforce and join us in making a difference to local people's lives.

We employ nearly 3000 people with wide-ranging skills and expertise. The talent of our employees plays an essential part in meeting our Council priorities and providing the services that our residents need.

We have had to make significant savings in recent years due to major reductions in public sector budgets. We have achieved this through efficiency savings, service transformation and an enterprising approach.

During the pandemic, some of our teams worked in a variety of different roles to meet the urgent needs of residents. They showed great kindness, resilience and talent in the toughest circumstances. They rose to the challenge. We will embrace and take forward this flexibility and willingness to adapt in our future workforce.

There are ongoing challenges with funding, cyber threats, attraction and retention of talent for modern public services, alternative methods of working and further changes in the way we deliver services. It is clear there will be a great deal of change in our workforce and how it is organised in the years ahead.

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. We will work from offices where required, which will be modern, low-carbon and flexible to meet a range of roles.

We know that understanding the views and experiences of our workforce is crucial to inform the changes we need. Our colleagues have demonstrated the resilience embodied by our Vision 2024. From our latest staff survey we can see that they have, overall, remained physically and mentally resilient amidst the challenges of the pandemic, with most measures showing some improvement since our previous survey

in 2020. However, there are also areas of challenge with no measures having yet returned to pre-pandemic UK population norms.

We are committed to the action plan that our employee resilience survey results have recently informed, and these will guide the work of our People Board. The survey is invaluable in enabling us to understand the resilience of our workforce in these challenging times. We have an active Employee Reference Group and vibrant staff networks, ensuring that employee engagement is at the heart of our work to deliver this Corporate Plan.

### Calderdale will be a place where:

Our People Board will deliver a prioritised programme of actions to improve employee relations and meet challenges around workforce planning, recruitment and retention, employee engagement and review of pay and benefits. We will establish a People Board to contribute to the development of a workforce strategy and ensure the workforce programme aligns with our People Plan.

Through digital transformation, we will redesign services in innovative ways to deliver better outcomes for our residents and businesses. We will work with leading IT and telecommunications partners to improve infrastructure and extend digital connectivity across the borough. We will focus on our data and cyber security and ensure people have equal access to digital technologies and services.





## Equalities, diversity and inclusion

We are committed to building a fairer Calderdale where everyone can thrive and contribute. To support our diverse and vibrant communities, we will ensure our services address all aspects of inequality.

Equality, diversity and inclusion are a key aspect of our Workforce Strategy. Our ability to recruit, retain and develop a workforce that reflects the communities we serve is key to our success in a competitive employment market. By being truly inclusive, we will harness the significant talent that is within our communities and be seen as an employer of choice that values diversity and offers opportunities for all current and future employees.

We have recognised the importance of equality and diversity and listened to Calderdale's unheard voices:

- Age Friendly Calderdale is about the Council, residents, local groups and businesses, and most importantly older people, working together to help people to age healthily, actively and safely.
- The Council's Black, Asian and Minority Ethnic (BAME) Network aims to create a working environment and policy framework for BAME staff across the Council and partner organisations which is open, supportive and promotes equal opportunities, employee wellbeing and a stronger employee voice

### **Calderdale will be a place where:**

We value the diversity that the rich heritage of migration and population change over many generations has brought to Calderdale. We will continue our work with partner organisations and residents to help bring communities together to benefit all and to be the employer of choice in our local communities. Our Corporate Equalities Group will oversee this work and the delivery of our Equality Action Plan and the equality, diversity and inclusion elements of our Workforce Development Plan.



## Financial strategy

Our Medium-Term Financial Strategy (MTFS) defines the Council and the way our finances work towards achieving our goals after a decade of austerity and the cost of living crisis that is affecting both the Council and the local community.

In Calderdale we spend over £400 million a year trying to improve our residents' quality of life, targeting our resources on their health and wellbeing, attainment and a strong and growing economy. We pay for this from four things: Government grants (60%), Council Tax (25%), Business Rates (9%) and fees and charges for some of the services we provide (6%).

Our revenue budget is becoming increasingly challenged, so we are also investing in a prosperous future for Calderdale through our Capital Programme. Not all our priorities will require significant investment in our physical assets and infrastructure, but some would not be possible without it. Therefore, on top of our annual operating budget, over the next three years we plan to spend a further £223 million. This will improve things such as our schools, roads, homes and natural environment. The Council's spending plans will be built around a new approach that focuses on improving key outcomes for all our local residents and businesses.

The Council has secured 83% of the £223 million from Central Government. The remaining amount will come from us borrowing money and selling assets that we no longer need. We will also be making the most of our people, partnerships, assets and strong financial position. For example, we own assets worth £546 million and have only £126 million of debt left owing on them.

There are risks though, especially around affordability. It's a balancing act between what we want to do and what we can afford to do. The financial position faced by local authorities across the country continues to be very tough, with rising costs caused by high inflation adding to existing pressures in adults' and children's social care.

So far, we have managed our budget successfully by reducing our spending through being more efficient, concentrating on our priorities and limiting the impact on frontline services valued by our communities. However, we will need to continue to make savings and have measures in place to manage our finances carefully to ensure our plans remain affordable and sustainable, by:

- Having a three-year financial planning and budget setting period
- Monitoring expenditure and income regularly
- Revising strategies to bring us back on track

Despite the difficult financial situation we are faced with, as we move into the next phase of recovery from COVID we must continue to embrace change and work with communities and businesses to deliver on the issues that matter to them. It is important to be clear about what delivering these ambitions might cost and how we might pay for them, so that our finances remain in line with our priorities.

### Calderdale will be a place where:

We will continue to place careful and responsible financial management at the heart of our financial planning. We will review and update our MTFS to maintain the Council's financial resilience and will monitor and realign our budgets where needed to ensure we are directing our limited resources to where they make the most difference.

## Engagement and partnership

Calderdale has a longstanding and successful history of partnership working. The borough's response to flooding in recent years, along with the pandemic and the cost of living crisis, have reinforced the importance of working together.

We have built on the strong links created during and after floods to help shape Calderdale's volunteering efforts. Our joint response with local partners and voluntary organisations during the pandemic included vaccination coordination and delivery of food and essentials to our most vulnerable residents. To engage people with the vaccine programme across all communities, Calderdale successfully recruited 144 community champions – an amazing joint effort.

Our partnership work is wide-ranging. To deliver the Vision 2024 and aspirations for our place, we work with place leaders from across the health sector, the Police and Fire Service, education, housing, the voluntary and community sector and local businesses.

We have also built partnership responses into many aspects of our prevention work, such as tackling domestic abuse, reducing offending and building cohesion across our communities. The Community Safety Partnership (CSP) is one example of this.

Together we have helped to boost the Piece Hall effect, hosted the Tour de Yorkshire, held community-driven events and festivals, and most recently launched the new 'CultureDale' brand to showcase Calderdale's unique and diverse cultural identity.

We have attracted investment into the borough to transform towns and transport links, and to develop an inclusive economic recovery from the pandemic.

We have launched our innovative new Future Leaders Programme to give managers across the borough the tools they need to drive high performance. The Calderdale Academy of Health and Social Care Excellence is helping to provide access to health and care careers at a time when the sector is experiencing significant recruitment pressures.

### Calderdale will be a place where:

We will continue to nurture existing local partnerships and develop new connections with people, groups and businesses across Calderdale to jointly deliver the priorities in this Corporate Plan.

We will listen to stories from our communities, recognising the benefits that this will bring for jointly producing and delivering a robust and achievable vision for the future, and for joining up services to meet people's needs. Together, we will seek to influence regional and national agendas to maximise opportunities for Calderdale.

We will work with partners to engage and empower local people and communities to play their part in achieving the priorities in this plan.



## Starting & developing well (children and young people)

Our vision is for children in Calderdale to grow up healthily, safely and successfully. Being kind and nurturing talent and resilience is important to us. Together with our partners in early years, education, health, the Police and many voluntary organisations, we are working hard to ensure every child has the best possible opportunities in life, regardless of their starting point.

As a Council, and as corporate parents, we are committed to giving children looked after the care and opportunity we would want for our own children and grandchildren. We know that our looked after children face some very big and, at times, difficult challenges, and we have the same hopes and ambitions for them as those of every good parent and grandparent.

We want all children in Calderdale to develop or maintain positive relationships with their family, friends, professionals and other trusted adults, while upholding their rights. We want our children to flourish with good health, to be safe and happy, to do well at school, and make the most of leisure opportunities, hobbies and interests. We want them to grow in confidence and be able to express their hopes, fears and experiences with trusted adults, teachers, mentors, youth workers and social workers. If children need to come into care, we want that to be in good-quality, stable placements that will support them as they make their way through childhood into adulthood and beyond.

We recognise the importance of supporting the development of a positive identity in Calderdale's diverse communities. We want our young people to be able to lead independent lives and to make their way as adults in higher education, in good careers and jobs, and to be financially secure. If they become a parent we will ensure they receive early, sensitive and effective support.

In many ways we are on track. High school attainment is consistently above the national average, and with more early help we've seen a clear reduction in children needing support plans to keep them safe and well. However, there are still significant inequalities in school readiness and attainment

between children and young people in Calderdale, and since the pandemic there is more to do to ensure all children can grow up to live a larger life.

### Calderdale will be a place where:

**All children and young people develop social skills, take part in activities and have a voice in decisions that affect them.** We understand the importance of the foundations laid in the first five years of a child's life and will work with early years settings to improve the already high proportion rated as 'good' or 'outstanding' by Ofsted. Together with early child development, parenting support and ['50 things to do before you are 5'](#), we will narrow the gap in the number of children who are ready to start school. Our Education COVID Recovery Plan includes a strong focus on social and emotional development and ensuring young people have equal access to digital technology. We will continue to work closely with children, young people and their families to ensure their voices are heard in the design and delivery of the services that affect them and will keep supporting and listening to Calderdale Youth Council, the Youth Parliament and school councils.

**All children and young people enjoy learning and achieve their best, stay in education and get a job.** We will work with our partners to deliver the Education COVID Recovery Plan to ensure the attainment and wellbeing gaps for children and young people are closed as quickly as possible, reducing the inequalities that worsened during the pandemic. To give every child the best chance of achieving their potential, we will work with schools to improve attendance, reduce exclusions and increase the proportion rated 'good' or 'outstanding' by Ofsted. We will review and develop our services for children with special needs, including alternative provision. We will support planning for additional school places, particularly in South-East Calderdale, in the context of the plans for development in this part of the borough detailed in the Local Plan. For our young people leaving care, we will improve access to apprenticeships and work experience, both in the Council and with local businesses.

### All children and young people are healthy and stay safe at home, in school and in the community.

Our Health and Wellbeing Board has identified 'All 15-year-olds have hope and aspiration' as one of the four priorities for our refreshed Wellbeing Strategy. To support children to remain settled within their local community, we will recruit more foster carers for Calderdale children and invest in more local residential care for those who need it. We will continue to develop our early help practitioners, providing additional training on working in partnership with families. We will maintain our strong focus on safeguarding children and young people.

The Independent Review of Social Care by Josh MacAlister was published in May 2022 and the Government is due to respond to the recommendations. This will have implications for the future delivery of children's social care and early help staff in Calderdale in 2023/24. The national, independent Child Safeguarding Practice Review Panel published the review into the murders of Arthur Labinjo-Hughes and Star Hobson in May 2022. The Panel made eight recommendations to enhance child protection practice nationally and the Government will set out an implementation plan at the end of 2022.

The publication of the White Paper, 'Opportunity For All' has given a steer for local authority-maintained schools. By 2030, all children should have the opportunity to attend a school that is part of a good multi-academy trust. At present we are continuing to provide support and challenge to our schools on a graduated basis, allocating resources where they are needed most. This is guided by feedback from regular Schools Causing Concern meetings and termly review meetings. There is no intention at this time to look at establishing a local authority multi-academy trust until we have clearer guidance.

A key area of pressure is in relation to rising numbers of permanent exclusions and availability of services / resources to ensure students get early help to prevent issues. We have challenged schools that are the highest excluders, but there is also a need to consider building additional capacity for Advanced Practitioner places and early intervention. This will be a priority in 2023.





## Living & working well (Public Health)

We want people to live long, happy, healthy and full lives. We will make it easier for residents to be healthy throughout their lifetime by working across a variety of Council teams and with the NHS, the voluntary and community sector, the Police, the Fire Service, schools and early years settings, workplaces and local communities. Working as part of the Health and Wellbeing Board, a key priority is to help improve the emotional health and wellbeing of working-age people and to reduce suicides.

Many things affect our health and wellbeing – from income, housing and education to air quality, culture and access to green spaces. As a Council we cannot influence these on our own. We are part of a system that drives change where it is needed. For example, working with our strategic planning partners, we will ensure that our urban planning and housing developments maximise the opportunity for improving residents' health.

### Calderdale will be a place where:

We build on the positive engagement with our communities and the national COVID vaccination programme to help prevent future harm for our residents and enable Calderdale to recover from the worst effects of the pandemic. Our Living with COVID Plan sets out how we will achieve this.

Our Health and Wellbeing Strategy for 2022-2027 recognises that COVID-19 has negatively impacted on people's physical and mental health and wellbeing, increased inequalities and placed unprecedented challenges on services. We will work with our communities and partner organisations to recover people's health and wellbeing and public health services.

We work with our partners to achieve the four Wellbeing Strategy priority outcomes:

- All children are ready for school
- All 15-year-olds have hope and aspiration
- Working-age adults have good emotional health and wellbeing and fewer suicides
- Older people are connected and live in vibrant communities

We will deliver the Active Calderdale movement and embed physical activity across Calderdale into health and social care, the voluntary and community sector, education, parks, open spaces and more. Through this approach, we are creating the conditions in communities for people to receive more support and encouragement to be physically active.





## Ageing well (Adults)

We want people to be able to live their largest life possible and to feel connected to their communities, recognising their individual aspirations and building on their strengths and social networks.

We will ensure that our social care services provide seamless, efficient and compassionate support to adults to help them live healthy, sustainable and independent lives.

We provide early help and support that connects people to their communities to prevent social isolation and gets people back on their feet. Where people are assessed as being eligible for social care, we will ensure that the support they receive builds on their strengths, keeps them connected and maximises their independence. We know that the best form of support is personalised, keeping people in control and being able to choose the support that is best for them.

We will safeguard the adults we work with from abuse and will support them to take part in community life. This requires the expertise and involvement of organisations across the health and social care sector. Working in partnership with organisations such as the NHS, Police, housing providers and the voluntary and community sector, we can focus efforts on the challenges and opportunities that we need to address to improve the outcomes that shape our residents' lives.

### **Calderdale will be a place where:**

We deliver sustainable, high-quality and compassionate adult social care, focused on wellbeing. Cabinet Members approved our policy to become a World Health Organisation Age Friendly Borough in October 2021. This identifies Calderdale as a place where people of all ages can live healthy and active later lives. It makes it possible for people to keep living in their homes, take part in the activities they value and contribute to their communities for as long as possible. We will develop our approach ahead of the new adult social care reform White Paper, 'People at the Heart of Social Care', which includes a new duty to independently review and assess local authorities' performance in delivering their adult social care duties.

We embed equality, diversity and inclusion in all areas of our adult social care. We will enhance the life chances of people with a learning disability by improving access to health and wellbeing opportunities, training and employment. To improve life chances for all, we will involve people with disabilities in finding new solutions.

We are committed to investing in and growing our high-quality Extra Care and Supported Living accommodation. We will make sure older and vulnerable people can access specialist housing that meets their needs.





# How will we measure our success?

The Corporate Plan sets out what type of place we want Calderdale to be through our Vision 2024, and the key priorities and objectives to get us there.

We are entrusted with spending public money in the best way possible, and this comes with significant responsibilities. With good governance, transparency and risk management underpinning council decision-making, we can be confident that we are upholding these responsibilities.

Our governance approach encompasses political and organisational structures. We set outcomes for residents and the priorities that underpin these; track our progress and performance against the outcomes; and identify the level of finance required to deliver.

We have developed and refined our performance management framework that underpins this plan. We measure the Council’s performance based on around 90 key performance indicators and treat a selection of these as our ‘super key performance indicators’ as they have the biggest impact on local people. These measures are vital in telling us what we are doing well and not so well, so that we can make improvements. We benchmark our performance against other local authorities to ensure we are stretching ourselves to perform effectively.

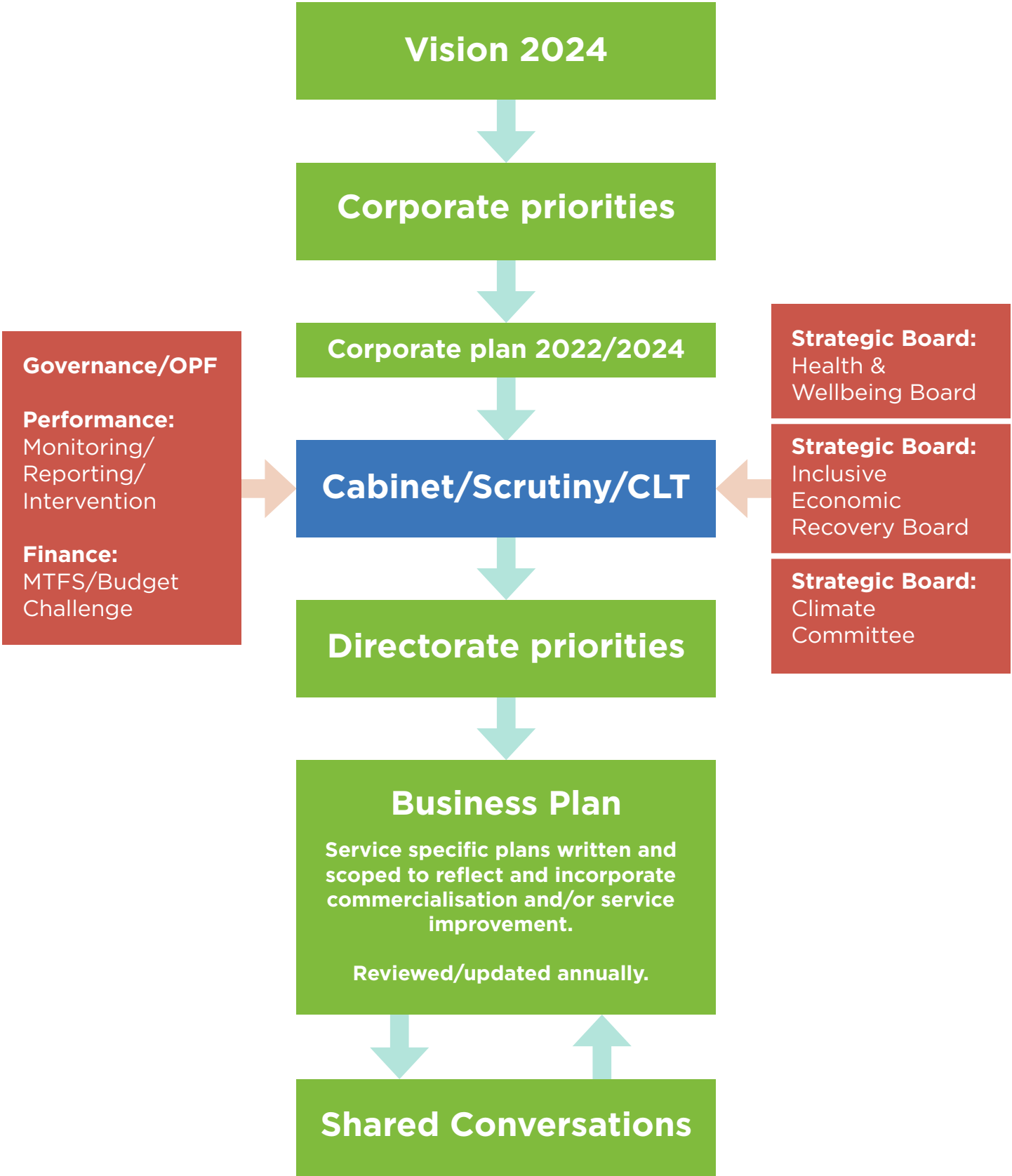
Corporate and political oversight is key to this work. Our Corporate Leadership Team, Cabinet and Strategy and Performance Scrutiny Board regularly review our progress and our performance management framework measures. This information is publicly available on our [Dataworks](#) website to show where we are performing well, the challenges we are facing and how we are working to overcome these.

## Calderdale will be a place where:

We can show how our Vision 2024, priorities and action plans are linked and shape the services we provide.

Our governance approach enables us to measure our progress and performance as a council to transform outcomes for residents, which will inform how we allocate our limited resources through our annual Medium-Term Financial Strategy (MTFS).

Our progress is shared for everyone to see on our interactive performance dashboard, which contains around 100 key performance indicators. This shows our progress over time and allows us to compare our performance with other councils. Our Corporate Performance Reports also show how we are doing everything we can to achieve the Vision 2024 for Calderdale and help local people live their best possible life.





## How will we measure our success?

Priority	Super Key Performance Indicator (SKPI) 2022/2023	What does good performance look like?
Reducing inequalities	Healthy life expectancy at birth (males)	High
	Healthy life expectancy at birth (females)	High
	Percentage of physically active and inactive adults	High
	Prevalence of Healthy Weight - Reception	Low
	Prevalence of Healthy Weight - Year 6	Low
	Proportion of older people in receipt of long-term adult social care (65+)	Low
	Percentage achieving a good level of development in the Foundation Stage Profile.	High
	Average Progress 8 score per pupil	High
	NVQ Level 4+, aged 16 to 64	High
Strong, thriving towns and places	Median gross weekly pay	High
	Claimant count	Low
	Youth unemployment	Low
	Business survival rate (3 years)	High
	Principal roads where maintenance should be considered	Low
	Housing delivery test. % Of deliverable assessed housing over a rolling 3-year period	High
	Crime SKPI(S) - currently under review/ agreement to reflect priorities	
	Voluntary organisations as rate of population (per 100,000)	(New measure - benchmark to be established).
Climate action	Local sites (both geological and wildlife) where positive conservation management is being or has been implemented in previous 5 years	High
	Per capita CO2 emission	Low

## The 3 priorities and the 12 deliverables

To provide focus and prioritisation for our work, we as a Council will look to reduce inequalities where they exist, build strong, thriving towns for all our residents, business and visitors and take positive action to tackle the climate emergency. Aligned to each of these priorities to drive our day-to-day and transformational work over the next two years will be 12 key areas of delivery.

Overarching this, we know that our Workforce are key to the successful delivery of all these priorities. Delivering our People Strategy will be a key priority so that we develop a resilient, talented, and digitally secure/robust organisation going forward, ensuring that our customers have access to the information they require, when they need it, in a clear and customer focused way.

Infographic - Comms  
(Draft Representation Below)





# Key deliverables - Reducing inequalities

We know that the impact of the pandemic and the challenge posed by the cost-of-living crisis are not felt equally by our residents. We will work with our communities to reduce inequalities, and the causes of deprivation wherever they exist for our residents.

Ways in which we will deliver change and improved outcomes for our residents to achieve this priority are as follows.

- We will deliver our Anti-Poverty Strategy and tackle the challenges of the Cost-of-Living Crisis for all our residents, with an emphasis on supporting the most disadvantaged / financially vulnerable members of our community. We will do this in partnership with other organisations, including through the Anti-Poverty Partnership.**
- We will deliver Adult Social Care Reforms, including a Fair Cost of Care exercise. This will support our ambition where ‘We want you to be able to live your largest life possible and to feel connected to your communities, recognising your individual aspirations and building on your strengths and social networks’.**
- We are acutely aware of the impact that suicide has on the families and those close to those who suffer this tragedy. We will therefore take positive action to address this and deliver Calderdale’s Suicide Prevention Plan.**
- We will deliver the Social Value Charter and enhance local spend through sustainable procurement. We will look to maximise the impact of spend in support of Calderdale’s inclusive economy, embedding social value themes and measures in appropriate Council contracts and improving access to public sector contracts for the voluntary sector and SMEs.**

The above, is of course not an exhaustive list of all the work that we as a Council will be doing to reduce inequalities. Over the medium/longer term, other areas which our Council directorates will work to support this priority also include the following.

**Reducing inequalities and the causes of deprivation – COVID-19 has affected everyone, but not everyone has been impacted equally. The pandemic has intensified underlying inequalities. Our priority is to work with our communities to ensure that residents who have been most affected by the pandemic are supported into positive economic activity.**

Key Deliverable	Lead Directorate
Using our Active Calderdale approach, we will work with local people and the voluntary and community sector to create safer, more attractive, more accessible parks and green spaces and public areas, to enable residents to be more active.	Public Health
We will enhance in-house, local provision for children requiring specialist placements. We will invest in more children’s residential care in the borough, including the purchase of a second house to provide more care closer to home.	Children and Young People’s Services
Working with partners, we will support and enable communities most impacted by COVID-19 to recover their health and wellbeing, with the delivery of Calderdale Health and Wellbeing Board’s refreshed Wellbeing Strategy.	Public Health
We will recruit more foster carers for Calderdale children and increase apprenticeships and work experience for care leavers in the Council and in local businesses.	Children and Young People’s Services
We will support planning for more school places created through the Local Plan and ensure children and young people continue to get the best possible education.	Children and Young People’s Services
We will work with partner organisations to deliver the comprehensive Education COVID Recovery Plan to ensure the gaps for children and young people are closed as quickly as possible and enable all young people to achieve well, be well supported for their social and emotional development and to address digital poverty.	Children and Young People’s Services
We will work with partners to develop a Calderdale Drug Strategy and multi-agency delivery system to transform drug treatment, reduce drug-related harm and support more people to recover.	Public Health
We will develop a sustainable model and business plan for ISCAL, providing employability services to people with learning disabilities.	Regeneration and Strategy
We will use our Housing and Homelessness Strategy to guide the support we provide to people at risk of homelessness and provide prevention options for people to continue to sustain tenancies or help to secure more suitable accommodation, as well as strengthening pathways for people.	Regeneration and Strategy
We will continue to actively support migration and asylum through our Valley of Sanctuary, where those seeking asylum and refugees can fully participate in life in Calderdale and be recognised for their contribution.	Public Services



# Key deliverables - Strong, thriving towns and places

We will support our local economy so that they become economic hubs that provide thriving independent retail businesses, a rich cultural life, and sustainable travel infrastructure.

Areas which we will prioritise and deliver in the next couple of years to achieve this are as follows.

- We will continue to progress the Local Plan towards adoption in September 2022. It will reflect input from all Council directorates along with Planning to strengthen the policy framework for creating active, healthy environments.**
- Subject to business case approval, we will support our local partners in the Todmorden and Brighouse Town Deal Boards to deliver on the £36.6 million Town Deals funding that has been secured, including directly delivering projects like the improvements to Brighouse Market and Todmorden Town Hall. Furthermore, we will deliver schemes using the Future High Streets Fund (£17.6 Million) and High Streets Heritage Action Zone (£1.8 Million) funding in Halifax, Elland and Sowerby Bridge, respectively to support better quality public spaces, commercial and housing developments, improved shopfronts and restoration of the historic Halifax Borough Market.**
- We will deliver our Major Highways and Infrastructure Projects and work with our Transport service and other relevant partners to strengthen our approach to more sustainable travel and improve the network infrastructure on schemes such as:**
  - Our work to progress the £11 million Corridor Improvement Programme to improve the main routes through Todmorden, Sowerby Bridge, Hebden Bridge and Rishworth. This will see the delivery of a number of measures to improve bus journey times and encourage more active and sustainable travel.**
  - We will move forward the A629 Phase 1B project along Elland Wood Bottom to Salterhebble to deliver a new canal bridge and road.**
- We will tackle Environmental Blight and its negative impact on our place and people in innovative ways. We will introduce refreshed processes for dealing with environmental blight, including online reporting and better use of IT / CCTV.**

Other areas which our Council directorates are working on to support this priority also include the following.

**Strong, thriving towns and places - Our towns will become vital, sustainable economic hubs, that support thriving independent retail, diverse local businesses and a rich cultural and artistic life that builds on Calderdale’s heritage and landscape setting.**

Key Deliverable	Lead Directorate
We will increase housing supply and work to meet local need. In North Halifax we will develop a locally led approach to supporting future strategic developments, focusing on transformational change and better outcomes for people. We will continue to deliver new homes through the Calderdale and Together Housing Investment Partnership (CTHIP), which is due see the first phase of new homes complete at Beech Hill in November 2022 and the remaining homes ready by August 2023, with construction starting on at least three other sites across the borough.	Regeneration and Strategy
We will deliver/progress other programmed major investment and projects in conjunction with relevant partners to further strengthen sustainable travel infrastructure and improve transport connectivity across our network with schemes as follows: <ul style="list-style-type: none"> <li>Make further progress on the delivery of the new Elland Railway Station and access package.</li> <li>Support the continued transformation of Halifax Bus Station, a West Yorkshire Combined Authority-led project which links in to a number of other Calderdale-led projects in and around Halifax town centre.</li> <li>Progress the detailed designs to improve the key Halifax Railway Station transport hub through the Halifax Station Gateway project, in partnership with stakeholders including Network Rail.</li> <li>Work with West Yorkshire Combined Authority on North and West Halifax projects to assess and inform future funding through Improved Streets for People.</li> </ul>	Regeneration and Strategy
We will progress plans for delivery of the new leisure centre in Halifax. Full Council approved a scheme totalling £31.3 million into the Capital Programme in February 2022 to provide a new leisure facility on the North Bridge site.	Public Services
Using our new Cultural Strategy as a foundation, we will begin preparation and programming for our Year of Culture in 2024, working with partners and stakeholders to advocate and champion culture, heritage and creativity for our people and place.	Public Services
Working with regional partners, we will deliver our new Road Safety Strategy, adopting the ‘Vison Zero’ approach and its principles of design, behaviour and vehicle / road safety for walkers, drivers and cyclists to significantly reduce the number of deaths and serious injuries on our roads.	Public Services (Community Safety Partnership)



## Key deliverables - Climate action

To increase the pace of delivery against our declaration of a climate emergency in 2019, we will continue to work closely within the West Yorkshire region to develop and implement programmes that help us realise a carbon neutral future. We will also deliver preventative work to reduce the risk of future flooding across the Calder Valley.

Areas which we will prioritise and deliver in the next couple of years to achieve this are as follows.

- We have made major progress in recent years and hit our historic targets to reduce CO2 emissions by 40% by 2020. We know that we must go further and faster however, if we are to meet our new target of net zero carbon emission by 2038. We will therefore develop and consult on a multi-agency Climate Action Plan setting out the action to be taken to progress towards our net zero carbon emissions goal.**
- Our residents and businesses have experienced first-hand the devastating effects of flooding in recent years. We will continue to work in partnership with the Environment Agency to improve overall Flood Resilience across the valley, including delivery of the Hebden Bridge Flood Alleviation Scheme.**
- Collection, recycling, and disposal of household waste is a key service for all residents. We will review our Waste and Recycling contract with Suez to ensure it reflects our priority to improve waste and recycling collection reliability for residents.**
- We will further develop and improve Digital automation and our Customer Service platforms such as our website, Live Chat and online forms to meet our customer expectations and further support our organisational shift to low-carbon service provision.**

This is of course not a list of all our work to accelerate and demonstrate our commitment to address the challenges of the climate emergency we face. Other areas which our Council directorates are working on to support this priority also include the following.

**Climate action - Calderdale Council declared a climate emergency in 2019. We will work within the West Yorkshire region to develop and implement programmes to help us realise a carbon-neutral recovery. We will continue to support the recovery from recent floods and take preventative action to reduce the risk of future flooding across the Calder Valley.**

Key Deliverable	Lead Directorate
We will continue our fleet modernisation to minimise the environmental impact of the Council's vehicle movements.	Public Services
We will adopt a new parking strategy that will encourage active and sustainable travel whilst also recognising the value of the private car.	Regeneration and Strategy
We will enhance our ICT infrastructure with the addition of a cloud-based secure backup. This will enhance our cyber security infrastructure and provide an off-site / low-carbon solution.	Public Services
We will continue to offer grants from almost £8 million of capital funding through National Government's Green Homes Scheme to fund low-carbon, energy-saving works to low-income households between 2019 and 2023. The final phase of the scheme is expected to be completed by March 2023 and aims to deliver improvements to a further 581 homes.	Regeneration and Strategy
We will oversee a programme of work to ensure that our corporate estate is safe, suitable and supports delivery of the Council's priorities, including major external investment to reduce our carbon emissions. Using Government grants under the Public Sector Decarbonisation Scheme Phase 1 Fund, we will install ground and / or air source heat pumps at Bankfield Museum, Brighouse Library, Spring Hall, Todmorden Market, Todmorden Sports Centre, Manor Heath and Halifax Town Hall to reduce carbon emissions by an estimated 82%.	Regeneration and Strategy



## Links

[calderdale.gov.uk/council/councildepartments/service-areas/meet-directorates.pdf](https://calderdale.gov.uk/council/councildepartments/service-areas/meet-directorates.pdf)

[calderdale.gov.uk/v2/council/our-vision](https://calderdale.gov.uk/v2/council/our-vision)

[calderdale.gov.uk/vision/](https://calderdale.gov.uk/vision/)

[dataworks.calderdale.gov.uk/dataset/anti-poverty](https://dataworks.calderdale.gov.uk/dataset/anti-poverty)

[calderdale.gov.uk/v2/sites/default/files/Health-and-wellbeing-strategy-2022-2027.pdf](https://calderdale.gov.uk/v2/sites/default/files/Health-and-wellbeing-strategy-2022-2027.pdf)

[calderdale.gov.uk/v2/residents/environment-planning-and-building/planning/planning-policy/local-plan](https://calderdale.gov.uk/v2/residents/environment-planning-and-building/planning/planning-policy/local-plan)

[calderdale.gov.uk/v2/residents/community-and-living/inclusive-economy-strategy](https://calderdale.gov.uk/v2/residents/community-and-living/inclusive-economy-strategy)

[calderdale.gov.uk/v2/sites/default/files/inclusive-economy-strategy-v3.pdf](https://calderdale.gov.uk/v2/sites/default/files/inclusive-economy-strategy-v3.pdf)

[calderdale.gov.uk/v2/council/our-vision/climate-emergency](https://calderdale.gov.uk/v2/council/our-vision/climate-emergency)

[calderdale.gov.uk/v2/residents/jobs-and-volunteering/working-calderdale-council/about-council](https://calderdale.gov.uk/v2/residents/jobs-and-volunteering/working-calderdale-council/about-council)

[calderdale.gov.uk/v2/council/budgets-and-spending/approved-budget-2021](https://calderdale.gov.uk/v2/council/budgets-and-spending/approved-budget-2021)

[calderdale.gov.uk/v2/council/budgets-and-spending/financial-forecast-strategies](https://calderdale.gov.uk/v2/council/budgets-and-spending/financial-forecast-strategies)

[calderdale.gov.uk/v2/council/budgets-and-spending/statement-accounts](https://calderdale.gov.uk/v2/council/budgets-and-spending/statement-accounts)

[calderdale.gov.uk/v2/council/our-vision/calderdale-conversations](https://calderdale.gov.uk/v2/council/our-vision/calderdale-conversations)

[dataworks.calderdale.gov.uk/](https://dataworks.calderdale.gov.uk/)







**VISION 2024**  
CALDERDALE RENEWED

**Calderdale**  
Council