



# STATE OF CALDERDALE ASSEMBLY



9<sup>th</sup> February 2017

## Conference Summary





## Thank you

Thank you for attending the State of Calderdale Event which was both successful and challenging.

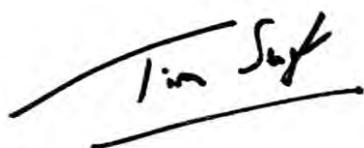
The conference was an opportunity for delegates to take part in shaping the way forward for Calderdale. The Council and its partners came together to look at the needs of Calderdale, how each organisation prioritises and seeks to meet those needs, where there may be gaps and challenges, and importantly, where there are opportunities to work together to target our resources appropriately to make the biggest impact on the people and place of Calderdale.

There were a lot of serious, thought provoking and sometimes challenging contributions, and we have tried to capture the flavour of them in this report. As you would expect with an event like this, we ended up with many questions and thoughtful ideas and the need for more work to help develop a shared sense of vision – but there were some really strong common themes, particularly around the combination of people and place that makes Calderdale special.

Neil McInroy in this introductory speech set out nine challenges that he said we need to consider if we are to create better lives and a good economy. We would welcome further reflections on whether he is right and, if so, how you and your organisation can contribute to meeting these.

Since we held the conference, of course, a General Election has taken place which has made the national political landscape more uncertain than ever. That in no way undermines the key messages from this conference – in fact, it is more important than ever that we have a shared vision and a clear and agreed set of local priorities which help to shape our response and encourage us to take as much control as we can of our own destiny.

Thank you to all of you for taking time out to attend this event, and for the hard work and determination you continue to show to helping make a difference in these extremely challenging times.

A handwritten signature in black ink, reading "Tim Swift", is written between two horizontal lines.

Councillor Tim Swift  
Leader Calderdale MBC



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# 1. Introduction

The first State of Calderdale Assembly was held on Thursday 9 February at the Shay Stadium, Halifax. The purpose of this event was to bring together key representatives from the public sector, voluntary and community sector and local business, to assess the current state of Calderdale, share our understanding of key issues for the Borough, and consider how we can work together to make Calderdale the best borough in the north.

Delegates received an information pack before the event including comprehensive evidence of levels of need throughout the borough. The information resource, <https://dataworks.calderdale.gov.uk/dataset?q=state+of+calderdale>, signposts useful sources of data and research. It particularly draws out key information and messages that have informed the Council's three priorities – Grow the Economy, Reduce Inequalities and Build a Sustainable Future. Delegates were provided with the opportunity to reflect on the information before the event, and an on-going opportunity to clarify or consider what the data is telling us, triangulated with any local or qualitative information that enriches the picture.

The day took the form of presentations, a question and answer session, an interactive voting session, table-top workshops and informal networking over lunch.

## 2. Hearing from our Key Note Speaker

### Neil McInroy, Chief Executive of the Centre for Local Economic Strategies (CLES)

CLES is focused on ‘the need to ensure that a local economy works effectively for local people and social inclusion is central’, and Neil as CEO is driven by a range of economic, social and environmental challenges, in a context of public sector austerity. He is focused on thinking through and applying a new economic model for places which includes ideas around economic resilience, collaboration, networks and new forms of public service delivery.



With this in mind Neil talked about the need for a new social contract between the public, social and commercial sectors, with the social becoming much more prevalent and with each intrinsically related to each other.

He also talked about how the system needs to change in order to make the social economy work better – good social progress resulting in more effective workers, a better economy, and less demand on the system.

Neil suggested 9 inter-related factors that Calderdale- as a place - should be thinking about to help create better lives and a good economy.

1. Co-design/co-produce and commissioning with citizens and the Voluntary Community & Social Enterprise (VCSE) sector — increase the value of upstream investment with a move away from institutional interventions towards family, community and prevention.
2. Deep collaboration and cooperation – think about behaviour change in the public sector workforce, with more varied roles that cross organisational boundaries.
3. Build networks – institutions need to be porous and have a network of relationships.
4. Sweat the public pound – think about supply chains and how we make sure that when money is spent it is spent in the local economy. The result will be less demand on public services, more local jobs and a reduced carbon footprint.
5. All anchors in place – need to work with the anchor organisations across the entire of Calderdale’s public estate to ensure that the total spend is used to encourage economic and social growth in our locality.

6. Social value and impact - promote employment and economic sustainability; raise the living standards of all residents; promote the participation of citizen engagement; build capacity and sustainability of the voluntary and community sector; promote equality and fairness; and, promote environmental sustainability.
7. Advance experiments and small things – test small and then seek to scale up when things work.
8. Build a good economy – think about how a good economy can promote wellbeing. People make an economy so we need to invest in people.
9. Build business citizenship/civic business – empathy in business will grow good citizens.

### 3. Hearing from some of Calderdale's partners

Our video combined the responses from some of Calderdale's key partners to some important questions.

#### 1. WHAT ARE YOUR ORGANISATION'S PRIORITIES?

##### **Calderdale College**

- To prepare our students for work and life
- Enabling as many people in Calderdale as possible to take advantage of the significant investment that has been made in the college

##### **Calderdale Police**

- Safeguarding vulnerable children and adults
- Tackling anti-social behaviour
- Making sure the criminal justice system works for our communities, supporting the victims of crime

##### **Calderdale Council**

- Grow the economy – create jobs, ensure the right skills are linked into businesses, create economic prosperity for the people of Calderdale
- Reduce inequalities – some localities within Calderdale currently have poorer health and higher levels of poverty than others, and there are some issues where the whole of Calderdale performs worse than other areas, particularly for some health outcomes
- Create a sustainable future – protect our landscapes and environment and think about how children will live in Calderdale in the future

##### **Covea Insurance**

- Grow our business
- Establish what technology can do for our customers and define the skill set required of our employees as technology plays a bigger role

##### **Community Foundation for Calderdale (CFFC)**

- Housing and homelessness
- Building stronger communities
- Tackling poverty and disadvantage

##### **Calderdale Clinical Commissioning Group (CCG)**

- Commission health services that will meet the needs of our population
- Ensure that the services we commission are responsive and good quality

#### 2. WHAT ARE THE MAIN CHALLENGES FOR CALDERDALE IN THE NEXT 12 MONTHS?

##### **Calderdale Council**

- How to make best use of what we have in terms of our innovative businesses, good schools and committed communities and tie them together to be able to

ensure that we benefit when the big cities are looking at economic growth across the region

#### **Calderdale College**

- To make sure that locally there is a ready supply of skilled labour that can take advantage of jobs that are currently resourced by EU migrant labour
- To fully understand what skills modern workplaces demand

#### **Calderdale Clinical Commissioning Group**

- To continue to change the way that commissioners and those that provide services relate to each other
- To keep the focus on the long term – enabling our health and care system to be sustainable for the future

#### **Community Foundation for Calderdale**

- The uncertainty around Brexit and the availability of funding for the Voluntary and Community Sector
- Some businesses affected by the Boxing Day 2015 floods still require support to get back on their feet

#### **Calderdale Police**

- Community resilience, in relation to the severe floods and also the potential for community tensions caused by the local impact of the international terrorist threat
- Social inclusion – preventing our communities becoming excluded or disengaged

#### **Covea Insurance**

- The battle for talent – getting the talented to stay in Calderdale

### **3. WHAT ARE THE OPPORTUNITIES FOR CALDERDALE IN THE NEXT 12 MONTHS?**

#### **Calderdale Clinical Commissioning Group**

- Partnership and integration leading to the strengthening of primary and community services
- Improved access to GP services to improve people's experience of care

#### **Calderdale Council**

- Promote our unique selling point as a place – exploit our strong network of market towns to encourage tourism and new business start-ups

#### **Community Foundation for Calderdale**

- Capitalise on the investment in Calderdale – the Piece Hall, Square Chapel, the new library, the Minster and the plans for Eureka!

#### **Calderdale College**

- Joint working – finding shared goals and creating a galvanised vision that organisations can get behind

#### **Calderdale Police**

- The refurbished Piece Hall, the new library, the continued attainment of the Purple Flag award as recognition of a safe night time economy, and the Tour de Yorkshire

**Covea Insurance**

- No reason why Calderdale shouldn't lead the way around digitalisation in the service sector

**4. WHAT TO YOU WANT TO CHANGE IN CALDERDALE IN THE NEXT 12 MONTHS?**

**Calderdale College**

- Stability! Collectively we can have the biggest positive impact if we are able to get on with what we are doing

**Calderdale Clinical Commissioning Group**

- Strengthen our partnership working and find some shared priorities such as improved care and experience of older people

**Calderdale Police**

- Tangible actions from our partnership working and events that deliver early intervention and a preventative agenda

**Calderdale Council**

- Visible change! More jobs being advertised and more local people getting those jobs, more businesses opening and more children doing well at school
- Residents and partners all pulling together to deliver our priorities

**Covea Insurance**

- Continued recovery from the floods
- Transition to a new digital skill set

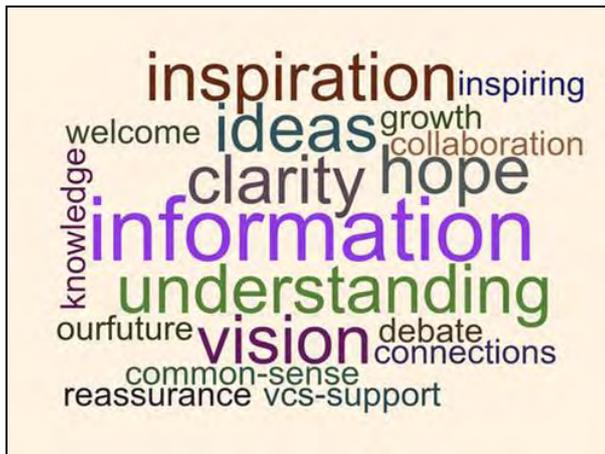
**Community Foundation for Calderdale**

- Improved communication
- Less talking more doing!

## 4. The Interactive Voting Exercise

Delegates were invited to take part in an instant feedback session which enabled them to text one word responses to a short series of questions. The results for each question were shown on a Live Word map.

1. What would you like to get out of the State of Calderdale Event?



**Top results:**

- Information
- Vision
- Inspiration
- Understanding
- Clarity
- Ideas
- Hope

2. What one word describes what is good or unique about Calderdale?



**Top results:**

- People
- Landscape
- Diversity
- Community

3. What word describes your biggest current concern for the Borough?



**Top results:**

- Inequality
- Leeds
- Cohesion
- Resource



## 5. World Café Group Exercise

Delegates were split into three random groups and asked to discuss what else can be done collaboratively to help improve the state of Calderdale, within the context of each of the Council's three priorities - 'Grow the Economy', 'Reduce Inequalities' and 'Build a Sustainable Future'. Delegates were encouraged to write down their thoughts and suggestions on the paper tablecloths. All delegates had the opportunity to discuss each of the priority areas.

The following represents a summary of the suggestions provided:

### **Overarching principles for moving forward**

- Develop a structure that brings all sectors together to agree a 'shared ethos' and 'do' something
- Create a consortia for collaboration
- Pooled resources
- Take some risks
- Collaboration to explore new ideas
- Share and cascade good practice across organisations

### **GROW THE ECONOMY**

#### 1. Promote what we currently do well

- Identify the things that make Calderdale vibrant and attractive – celebrate and develop these as areas of expertise
- Harness the pride in local heritage and 'lost' skills
- Celebrate local enterprise through local media so everyone knows about it

#### 2. Young People

- Increase the offer for young people – mentoring, volunteering, work experience
- Sponsorship schemes to train young people and encourage them to stay local
- Ensure BME young people mix with the wider community to best develop skills to move into work – BME young people are 20% of the future Calderdale workforce
- Invest in schools and skills
- Recognition of corporate parent and grandparent role for all our children looked after and young people leaving care across all sectors

#### 3. Involvement and engagement

- Give communities a chance to create solutions
- VCS infrastructure support and stable investment in the sector

#### 4. Support new business start-ups and growth

- More new business incubation and investment
- Easy access to advice to get started and keep going

#### 5. Transport

- Better transport links within Calderdale to make commuting to work easier and more affordable – a lot of upper valley travel to work in Manchester because it's easier and quicker
- Better transport links to other economic centres - live here commute

#### 6. Attract people to Calderdale

- Encourage local spending
- Develop dynamic and vibrant town centres and enhance the shopper experience
- Develop vibrant housing options
- Build on tourism
- Problems with night time economy / alcohol

#### 7. Explore different models and different ways of working

- Worker cooperatives – e.g. Suma model co-operatives
- Encourage co-operative of local producers e.g. Ice-cream
- Encourage equality for all
- Harness the skills of older workers
- Business Angels
- Market Towns “Buddy” scheme
- Community innovation panel

### **REDUCE INEQUALITIES**

#### 1. Address the differences in communities

- Develop English Language Skills and enable good access for all for example, free English lessons, everything digital and everything in English.
- Understand how inequality of access to health and social care services from different communities can be addressed. Focus on what the barriers are and talk with people from communities to understand how to address them rather than assuming we know best e.g. access to learning disability services for South Asian communities – the unforeseen impact on health of people not being able to access what's out there and available to them.
- Service design to meet needs for equality in communities – start at co-design of provision to inform commissioning - Community, local authority, health, education, leisure facilities, transport etc.
- Tackle mental health issues.

#### 2. Integrating communities

- Support communities to be better informed about diversity
  - Valley of Sanctuary - Do something to understand other cultures and backgrounds to tackle prejudice
  - Re-create 'Dunkirk spirit' outside of crisis – a willingness to all help each other even when there is no emergency situation
  - Citizen Pledge – what's expected of them
3. Explore different models and different ways of working
- Develop inter-generational policies, structures and ways of working
  - Use role models - education and personal experience of being with people 'different' to you.
  - Peer mentoring
  - Use the pupil premium in more focused ways
  - Develop Community Champions
  - Challenge our individual organisations' inequalities
  - Remember that equal opportunities means that the opportunities are equal, not the people. Everyone is different and that should be celebrated and encouraged
  - Revisit Total Place
  - Focus on reducing the inequalities that will have the most impact on the other two priorities: growth and sustainability: education, employment and affordable housing
  - Talk to people with fewer opportunities – what would make a difference to them – short, medium, long term?
  - Warp and weft of all we do (first 1000 days)
  - Don't start from a position of inequality and how we reduce it, start from a presumption of equality and how we grow it

## **BUILD A SUSTAINABLE FUTURE**

### 1. Sustain Calderdale as a place

- Build on sense of belonging; change how people feel about Calderdale especially young people
- Motivate civic actions by rewarding active citizens
- Recognise and support the help – little acts of kindness – that people give to each other every day
- Ownership of big projects e.g. Piece Hall – encourage generation sense of belonging

### 2. Planning and Resilience

- Our towns and infrastructure need to be positioned and constructed to be resilient so communities can live and flourish with the reality of flooding

- Bring planning, economy, transport, green spaces and communities together to look at the 25 year vision for a valley that floods
- Ensure projects leave a “legacy” – and “impact” in Calderdale - not flash in the pan ‘learning’
- Don’t lose what we want to keep Housing / Planning
- Pursue opportunities for alternative energy - green energy, wind etc.

### 3. Sustainable Housing

- Communities are people so long term stability of housing – better, longer more secure tenancies, more affordable homes - prevents churn / transience and helps to build communities.

### 4. Sustainable food consumption

- Reduce food waste
- More Totally Local and Incredible Edible
- Food for life programme

### 5. Local Investment

- Investment to make small / medium size organisations retain expert staff provision
- Longer term funding with realistic outcomes
- Use local labour - lead by example on procurement
- Investment in skills training which is focused on the local job market
- Investment and support for small and medium enterprises to train up low or none skilled local labour
- Investment in the preventative programmes that are working – have proven outcomes. Honesty about what is not working.

### 6. Digital

- Broadband free Wi-Fi everywhere in Calderdale
- Enable workforce to work at home or in local digital hubs using new technologies so that there are less cars on the road

### 7. Explore different models and different ways of working

- Sustainability needs political stability - politicians working together – we haven’t got this nationally - can we get it locally
- Co-design and involve people in projects
- Action focused workshops on specific themes and issues, work together to tackle one issue at a time.
- A new social contract for Calderdale (without alienating people)

- Flip the hierarchy
- Neighbourhood hubs multi-disciplinary teams

## 6. Feedback from the Event

Delegates were asked for feedback following the event, and twenty four completed evaluation forms.

The vast majority of those delegates found the event to be fully useful and informative, and the remaining couple of delegates found it to be partially useful and informative.

The majority of delegates reflected positively on the speakers and interactive sessions and many commented that they had enjoyed the event and felt that there was a positive atmosphere for discussion.

Delegates felt the best things about the event were the quality of the evidence presented in the information resource, informative speakers, good discussions and the opportunity for constructive challenge, the mix of people and organisations taking part, and the enthusiastic participation of delegates.

## 7. Moving Forward

The first State of Calderdale Assembly provided an opportunity for different organisations from different sectors to explore shared challenges and opportunities, and to develop our understanding of each other's priorities moving forward.

Participation during the event, and the feedback received, demonstrated a resonance, with the Council's ambition for Calderdale to be the best borough in the north, and its priorities to grow the economy, reduce inequalities and build a sustainable future.

It is clear that a good deal of effective partnership working is already happening, but alongside this positive work organisations and whole sectors are facing significant challenges and pressures.

Growing inequalities and the prospect of further cuts to public sector budgets will impact on those already disadvantaged and living in poverty. Making the most of what resources we have through effective partnership working is crucial to helping the people and communities of Calderdale.

There is a sense now that we need to convene the key anchor organisations in Calderdale to best prepare our response to the challenges we will face in a new landscape for public services.

Evidence from the event shows that there is a great deal of willingness to make partnership work. There are emerging and embedded examples of good practice that demonstrate leadership, clarity, and vision and suggest a readiness to share and potentially grow these. The challenge now is to continue on the journey, collaborating further in challenging times to make sure that we get it right for our place and the citizens of Calderdale.

Over the next 12 months there will also be a focus on new emerging issues and initiatives that will impact on Calderdale and will in turn present opportunities and challenges for effective partnership working (*Figure 1*).

Figure 1

**The next 12 months – potential initiatives and challenges**

- Inclusive growth - including the development of social value initiatives and interaction with the Township Boards.
- The further development of Halifax town centre with the completion of large capital projects including the Piece Hall and Library.
- Changes in the way health and care is commissioned and delivered locally and sub-regionally.
- The impact of welfare reform.
- *Brexit* including the workforce challenges it brings to some organisations.
- Regional and sub-regional collaboration.
- Digitalisation – further developments and new ways of working.
- The strategic role of the Voluntary and Community Sector.
- Political context and uncertainty following the General Election.

In order to mitigate the risks and capitalise on the opportunities moving forward, relationships need to be developed to maximise cooperation between organisations and resolve some of the ongoing challenges around finances, resources and engagement.

We are planning to continue a collaborative approach and will explore with partners Neil McInroy's nine inter-related factors that Calderdale as a place could think about to help create better lives and a good economy.

Finally, *Figure 2* identifies some specific initiatives that we will actively explore with partners over the coming months.

Figure 2

**'No Cost' Initiative**

Promote and publicise "little acts of kindness" on websites and Twitter

**'Low Cost' Initiative**

Action focused lunchtime workshops on specific themes and issues, work together to tackle one issue at a time. This will help maintain the energy of State of Calderdale and further develop partnership solutions.

**'Experimental' Initiative**

Explore the development of some co-location of primary care, community health social care and VCS in an area of deprivation.