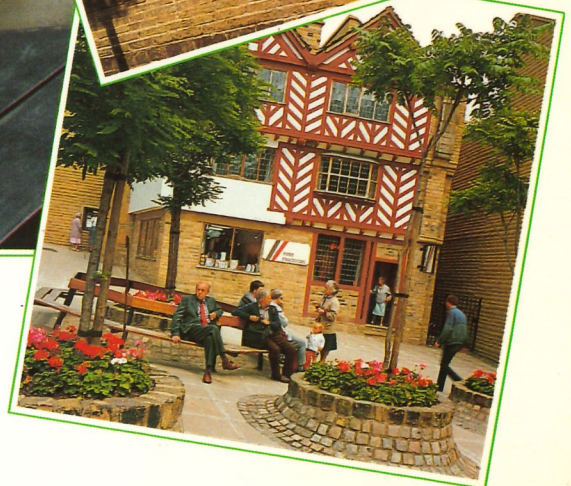
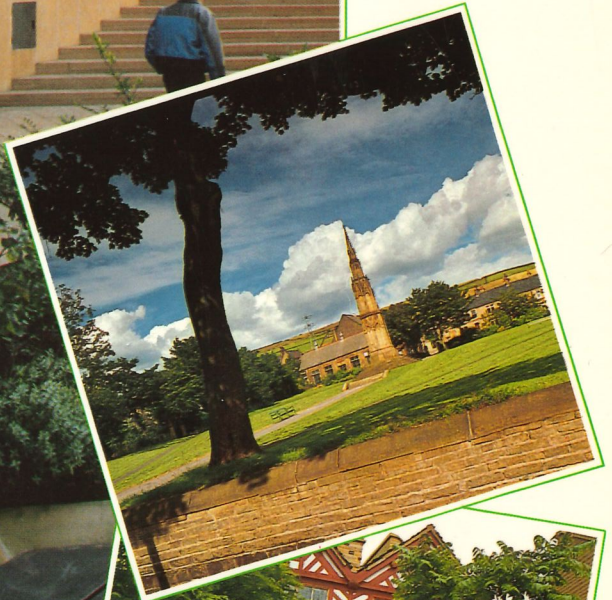


Vision in Calderdale





Members of the Calderdale Partnership Focus Group. From left to right: Ernest Hall, Dean Clough Industrial Park; Councillor Joe Tolan, Leader of Calderdale Council and the Labour Group; Crawford Laughlan, Halifax Building Society; Ken Sinfield, Bradford Pennine Insurance; Paul Greetham, Business in the Community; Michael Ellison, Chief Executive, Metropolitan Borough of Calderdale; Mike Blanch, former Director of Leisure Services, Calderdale Council; Richard Wade, Business in the Community.



KENSINGTON PALACE

February 1989

It is now two years since I came to Calderdale in my capacity as President of Business in the Community to launch the Calderdale Partnership. Since then, I have spoken about Calderdale throughout Britain, in the United States, and even in French in Paris.

I have kept in close contact with developments and I am delighted by the progress that has been made. One aspect which I find most pleasing is the way in which local companies are now getting involved. If we all look back in several years' time and find that Calderdale is a better place because of this novel partnership, it will be important that most of the ideas and energy responsible will have been generated from within the Borough itself.

Calderdale has become a model for other areas and has given birth to a process which will, I hope, be duplicated elsewhere over the next decade.

This booklet records two very busy years and I wish you, the people of Calderdale, continued success and increasing good fortune as we all work together for the benefit of your area.

Charles

Front cover

HALIFAX BUILDING SOCIETY & MASONIC HALL

UPPER: Akroyden, Boothtown, Halifax

LOWER: Woolshops, Halifax

VISION IN CALDERDALE

The First Two Years of the Calderdale Partnership

Introduction

Calderdale is a special place. A valley beneath the Pennines dotted with mill towns in what was traditionally called the West Riding of Yorkshire, Calderdale has a proud industrial heritage, scenic countryside and down-to-earth hard-working people.

But like so many parts of Britain left stranded by tidal waves of industrial change, as elements of Yorkshire's textile and older engineering industry declined, Calderdale faced the prospect of unemployment and urban decay.

Calderdale is fighting back. Today it has a future as well as a past. It's the setting for one of the major success stories of what perhaps it is time we all started thinking of as the New North.

Calderdale today is the scene of a brave social experiment based on partnership between the private and public sector, goodwill and patient, persistent effort.

Business in the Community has been trying to help the process.

Business in the Community (BiC) is a unique partnership of business enterprises, central and local government, chambers of commerce, the trade union movement and voluntary, professional and educational organisations. Its aims are to help industry, commerce and the professions to contribute to the health of the community. The emphasis is on local action in places where individual firms produce or sell their goods and services.

BiC was established in 1981 and in the early years most of BiC's resources were used to help establish more than 270 enterprise agencies throughout the UK, including Calderdale Small Business Advice Centre, established in 1982. These are centres which offer free and confidential advice to those in small business and those about to start out on that path.

In the Autumn of 1986, BiC decided to experiment to see if the notion of a private/public sector partnership could be developed to assist the economic regeneration of a particular area - a 'demonstration one-town partnership'.

The Bootstraps Approach

Business in the Community, which also acts as a clearing house and information bank on worldwide initiatives in urban renewal, looked 3,000 miles westward for an example of how a town whose smoke-stack industries no longer provided a livelihood could turn itself round.

The partnership approach BiC planned to try in Calderdale had already worked effectively in America, particularly in Lowell, Massachusetts, a New England mill town.

Lowell has been conspicuously successful in turning fortunes around by the whole community pulling together. Fifteen years ago Lowell had a 15% unemployment rate, the eleventh worst in the United States, with 107 empty buildings in the town centre. Today unemployment is below 3%, the lowest in the state and the fifth lowest in the whole USA. To quote Robert B Kennedy, Mayor of Lowell, "People with vision said we must take our future into our own hands to make Lowell a better place to live". It is Lowell's astonishing transformation from a defeated and humiliated community into a leading industrial and technology centre which has provided the inspiration to Calderdale.

In April, 1987 a small group representing the Council, local business and BiC travelled across the Atlantic to Lowell to try and learn the secrets of their success in revitalising their local economy. It was The Prince of Wales, as President of BiC, who first made the connection between Halifax and Lowell - they are indeed strikingly similar both in size, history and appearance.

Both once hummed to the sound of textile machinery and today they both are leaders in the attraction of new industries and the tackling of urban decay. On both sides of the Atlantic, old mills have been put to new uses while improved town centre buildings are starting to attract shoppers and tourists in greater numbers.



Michael Ellison and Paul Greetham show 3 early BiC visitors some of Calderdale's architectural heritage. Brian Dice, Chief Executive of British Waterways Board; Trevor Thomas, Director of Unilever (UK) Holdings; Peter Gillett, Partner of Ernst & Whinney.

The Calderdale delegation came back bursting with enthusiasm. Calderdale Council's Chief Executive, Michael Ellison, said "The spirit of the people was really tremendous. Everyone knew everyone and they were all on first name terms. This togetherness is what struck me more than anything else. It's vital that such enthusiasm be created in Calderdale".

Councillor David Fox, the then Mayor of Calderdale, said "We travelled more than 3,000 miles to find a community strikingly similar to the one we left behind. It was wonderful to see a community where everyone pulled together to achieve one overall objective".

However, there are a number of reasons why the Lowell experience could not be directly copied in Calderdale - American banks are far more localised than in the UK and local authority powers are more extensive in the USA. However, the notion of everyone working together within a sense of community spirit was a very powerful inspiration.

For BiC, this first 'one town partnership' was a national experiment. If a formula could be found in Calderdale, this pilot project could possibly be reproduced elsewhere. Indeed, in June 1988, a second 'one town partnership' initiative was launched by BiC in Blackburn to continue the learning process.

Why Calderdale?

Calderdale has a population of 192,000 and is one of the smallest Metropolitan District Councils. The main towns are Halifax, Elland, Brighouse, Sowerby Bridge, Todmorden and Hebden Bridge. It commands a strategic location at the centre of northern England. The M62 motorway passes through Calderdale providing rapid links to the M1, A1 and M6, enabling the large conurbations of Leeds, Bradford, Huddersfield, Oldham, Manchester and Sheffield (in total around 8 million people) to be reached within an hour's drive. The valley is also served by the Leeds to Manchester railway line. The area has a proud industrial heritage, beautiful countryside and the highest number of buildings listed as having historic or architectural merit of any borough in the UK. This was recognised by the Civic Trust during the compilation of two influential reports on the Borough's future possibilities.

Calderdale lacks suitable flat industrial development land, which causes two problems - there are few sites to offer firms interested in locating within the area and some successful local companies have been forced to expand elsewhere. That's why it's crucial that Lowfields, Calderdale's prime flat industrial site close to the motorway, is quickly brought forward for development.

Unemployment of 7.7% (October 1988), 6,109 people, compares with 8.6% for the whole of the UK when compiled on the same basis. Consequently the Borough does not qualify for mainstream gov-

ernment financial assistance so Calderdale has no option but to pull itself up by its own bootstraps.

Renaissance

This is clearly happening in Calderdale - the Fair Shares (Inheritance and Community Development) Project (itself a private/public sector partnership) is helping the Town Planning Department to smarten-up buildings in the towns and attract investment. Indeed its role has now been extended to include community development to spread benefits more widely.

The inspirational Ernest Hall continues Dean Clough's astonishing transformation from an empty carpet mill of 1.25M square feet into an industrial and office park with 200 firms and 2,200 people - from a symbol of social and economic catastrophe to a scene of industrial and artistic renaissance.



Ernest Hall surveys his beloved Dean Clough.

The local authority is both lively and innovative and is epitomised by the attitude of Michael Ellison who regularly quips "The answer's yes - now what's the question?".

Diverse local industries continue to thrive in the locality. They include Freudenberg Nonwovens, Rowntree Mackintosh, FKI Babcock, Crosrol, Halifax Building Society, Bradford Pennine Insurance, Spring Ram, Hoechst (UK) Ltd, Volex Wiring Systems Ltd, Warman International, Crosslee, Samuel Webster & Wilsons and Marshalls Halifax Plc.

Firms have invested in fine buildings which both provide impressive HQ's and contribute to the area's heritage - FKI Babcock with the former Crossley home, Belle Vue, and Samuel Webster & Wilsons with The Maltings, the impressive former brewery maltings, and Long Can, a 15th Century yeoman clothier's residence. The Halifax Building Society created hundreds of new jobs by their decisions to build their new data complex at Copley and the headquarters extension at Trinity Road.

Following the publication of its influential report, *'The Regeneration of Calderdale'*, the Calderdale Chamber of Commerce & Industry has become increasingly progressive, expanding to provide more and better services to local firms.

The Council's forward-thinking attitude impressed BiC officials. Its former Inheritance Project (now the Fair Shares Project) won a commendation from the Civic Trust; Calderdale Industrial Museum was voted Best Social History Museum in the Museum of the Year Awards; Calderdale Leisure Services Department won the Sir Mark Henig Award for the best local authority tourism development team; in October 1988, Calderdale attracted the prestigious 4-day Council of Europe Conference attended by delegates from 18 countries and welcomed by Conservative leader John Bradley who said, *"Apart from the prestige, it will make more people aware of where Calderdale is and what we are doing to get the area back on its feet"*.

Partnership Launch

After compiling a short-list of several northern towns, BiC decided Calderdale would be the perfect place for their experiment. The Council's response was thoroughly positive and BiC recognised that this key ingredient of local support was coupled with existing signs of commitment to partnership initiatives.

The spotlight was turned on Calderdale on 6 February, 1987 when The Prince of Wales came to the area to launch the Partnership. His Royal Highness said the promotion of partnerships between private and public sectors was an essential objective of BiC and he called on the 300 BiC members to support the Calderdale initiative.



The Prince officially inaugurates the Calderdale Partnership on 6th February 1987. Left to right Lord Ingrow; Michael Taylor, then leader of Calderdale Council; Lord Carr, then Chairman of BiC; Ernest Hall; Stephen O'Brien, Chief Executive of BiC; Richard Wade of BiC; Michael Ellison, Calderdale's Chief Executive.

The Prince presided over the meeting which was also attended by the Mayor of Calderdale, local councillors, members of BiC's Governing Council and local business and community leaders. Four special guests flew in from Lowell to share their knowledge and experience with members of the local community. Apart from the official launch, His Royal Highness took the opportunity to look at the area. He visited a number of businesses operating in Dean Clough Industrial Park, inspected some of the work of the Fair Shares Project, visited Piece Hall, a magnificent former cloth merchants' building dating from 1779, and Sowerby Bridge, a small industrial town in a valley setting.

The Prince's visit both gave the Partnership a high-profile launch and provided the Calderdale community with an exciting and enjoyable occasion - the first visit by a Prince of Wales to Calderdale since the 1926 opening of Shibden Hall Park, home of the area's famous Folk Museum.

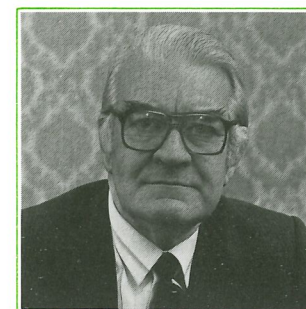
The Early Months

The aim of the Partnership is to see if we can work with a range of groups in a single Borough to help the process of economic regeneration. The objective is to create jobs, to enlarge prospects for employment by training and educational initiatives, to renovate the physical environment, to encourage the expansion of local business, to support community development and to attract investment to Calderdale.

BiC's role is simply that of an *'enabler'*, oiling the wheels and helping people to learn faster by bringing in lessons from elsewhere and plugging Calderdale into BiC's national network of members, supporters and contacts. BiC may be able to arrange an introduction or offer a suggestion but it's the people of Calderdale who must eventually run the Partnership.

Richard Wade, who had literally left his previous post with the BBC to join BiC only days prior to the Partnership's announcement, started working to set the ball rolling. Three ingredients, the Council, business and the people of Calderdale themselves were to be the cornerstone of the activity.

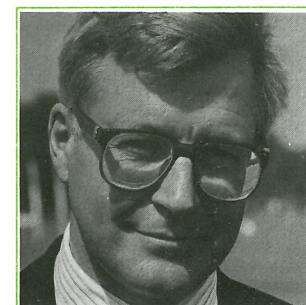
The Council had a truly essential role. The personal involvement of party leaders, councillors, the Chief Executive and senior officers gave the Partnership an important overview of the needs and assets of Calderdale and allowed it to enjoy a proper balance and focus. Both elected members and officers have given their time and co-operation freely and willingly, the majority of both groups having by now been involved in some way with the Partnership. The Local Authority were the essential element in the compilation of a *'shopping list'* which identified priority areas for the Partnership's potential involvement.



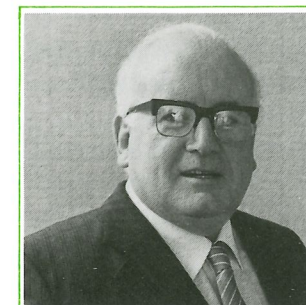
John Bradley - leader of the Conservative Group on Calderdale Council.



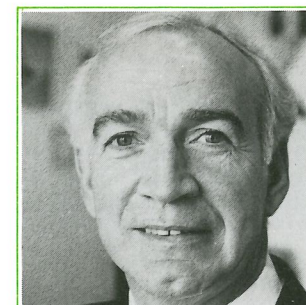
David Fox - leader of the Social & Liberal Democrats on Calderdale Council.



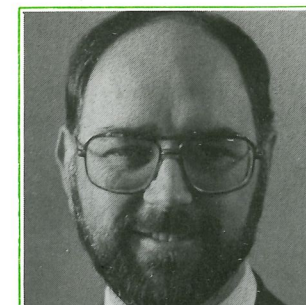
Richard Wade - BiC.



Joe Tolan - leader of the Labour Group on Calderdale Council.



Bill Rooney, Chairman of Spring Ram Corporation Plc.



Michael Ellison Chief Executive, Calderdale Council.

Local Leadership

Four local business leaders were persuaded to join a Focus Group to provide liaison and advice on overall progress. They were Ernest Hall, the founder and inspiration behind the astonishing transformation of Dean Clough; Crawford Laughlan, a General Manager with the world's largest building society which is based in the area, the Halifax; Bill Rooney, the Chairman of the rapidly growing Spring Ram Corporation Plc; and Ken Sinfield who runs Bradford Pennine Insurance, Britain's largest private motor insurance company.

These four joined the leaders of the three political parties represented on Calderdale Council; Joe Tolan, Labour; John Bradley, Conservative; David Fox, Social & Liberal Democrats. All three have devoted a great deal of time to Partnership affairs. Michael Ellison, the Council's tireless Chief Executive, joined BiC to complete the Focus Group

The people of Calderdale have a vital role. It would be utterly futile for business and the Council to work towards ambitions that were not perceived as relevant by the local community. Hence Calderdale Council, the Fair Shares Project and BiC joined forces to mount a series of 20 Town Forums throughout the Borough, two in each of ten different locations. People were invited to come and hear

about Lowell's experiences and hopes for the future of Calderdale but most importantly, they were encouraged not only to ask questions and pass comments but to come forward and volunteer their expertise and energy.

During the second round of meetings, individuals and groups were encouraged to form themselves into on-going Town Forums which would harness local goodwill and energy to benefit their area. For support, the Council nominated an officer to be a link person and BiC encouraged firms to take an interest in the affairs of their local forum.

The Initial Phase

BiC was keen for some senior members of its Governing Council to come to Calderdale and look at both problems and opportunities. (For a full list see Appendix A). It's fair to say that the reaction of most visitors ranged from polite surprise to delighted amazement. They were impressed by Calderdale's people, architecture, countryside and lack of smoke! But the most important characteristic which was evident to the visitors was the burgeoning sense of partnership - people with different backgrounds and from different walks of life all battling for the same team, the Calderdale team.

In order to establish credibility, Richard Wade needed to pull-off some early successes. BiC introduced the Children's Museum, supported by the Clore Trustees and the Vivien Duffield Foundation, to a twelve acre site with room for a 400 space car park incorporating two historic Halifax railway station buildings. This £8M investment, the Eureka! project as it is known, will be a new kind of attraction combining leisure and education, a total hands-on learning experience primarily for children. A large number of temporary jobs will be created in the construction industry during the development period and over 50 permanent jobs when the project opens towards the end of 1990. It is expected to draw around 500,000 visitors a year, which in turn will create new jobs in the local service industries. BiC was able to make the introduction but the Council had to do all the serious persuading and complicated land assembly work.

Richard Wade obtained the agreement of Rowntree Mackintosh to put £200,000 into a revolving loan fund. This issues low interest loans to people and firms who wish to improve the appearance of buildings in prominent locations throughout Calderdale. This will improve the environment, create work and increase property values without depriving banks of any mainstream business - these jobs simply would not have been possible without the Fund. Derek Sandell, General Manager of the huge Rowntree Mackintosh factory in Halifax, was appointed as Chairman of the Trust established to administer the Fund. At the launch he said *"We believe that environmental improvement is a vital element in building business confidence and attracting new investment - this new fund*

demonstrates the importance Rowntree attaches to links with the local community". The National Westminster Bank is providing a secretariat for the Fund and the Trustees have now started lending.



Pictured at the launch of the Rowntree Mackintosh Fund are left to right, Mrs Jennifer Nutting, Mr Sandell's Secretary; Graham Millar the Managing Director of Rowntree Mackintosh Confectionery; The Mayor, Councillor Wilfred Sharp; Paul Carrington of National Westminster Bank who is the Trust's Administrator; Derek Sandell, the General Manager at Rowntree's Halifax Plant; The Mayoress.

Entrepreneurial Spirit

One of the early BiC visitors was Harry Fitzgibbons, the Managing Director of Hambros Advanced Technology Trust. His visit provided an immediate tangible result leading to the opening of a new office in Halifax. The Company has £50M to invest in high technology companies and hopes to attract some new smaller scale business investments which would probably never have reached the attention of the London HQ. Mr Fitzgibbons said "I really love the spirit of these places. It's a very entrepreneurial spirit".

The development of Lowfields - Calderdale's only flat industrial site of any substance - was one of the Council's priorities. Shearwater were introduced to the site by BiC and drew up a scheme involving a £300M proposal which could create in excess of 4000 jobs. Their proposals were politically sensitive, due to a high retail element which some feared would have a detrimental effect on neighbouring shopping centres, but nevertheless they have heightened interest in Lowfields and increased the likelihood of early development being brought forward.

Marks & Spencer became involved at an early stage by pioneering short-term secondments of its own staff. Gill Barlow set the pace with a three month secondment to Bairstow Brothers of Halifax. It was a sharp contrast for Gill because her previous post was Lingerie Department Manager at Marks in Sheffield and she now had to adjust to an oily, noisy, male-dominated shop floor. She sorted out their office systems and helped the company's marketing. Her expertise was not only free but something which they would probably not normally have been able to attract to their business. Her employers had

the valuable opportunity of seeing how their protege would operate in a totally alien environment. So successful was her secondment that Calderdale now has an on-going relationship with Marks & Spencer. Craig Annan, a young manager from Harrogate installed a computer for a growing furniture manufacturer in Elland, Range Bank Upholstery, and a third secondment is currently being negotiated for a Brighouse engineering company.

JCB lent Calderdale a mechanical digger as a direct consequence of The Prince of Wales' visit to the JCB stand at a British trade fair in Portugal. The machine was used for environmental improvements at the Halifax railway station, Sowerby Bridge Riverside Scheme, Beechwood Park, a former army camp in Illingworth being turned into a recreational facility, Rochdale Canal and the Shay, the community sports stadium where Halifax Town FC play, and, when it was returned to JCB in October 1988, the value of the loan was estimated at over £22,000. As an important plus, two young men who worked on these projects received formal training from JCB and now possess a marketable skill.



The JCB at work at Sowerby Bridge's Riverside Project.

The Department of Environment provided £50,000 to establish a Neglected Land Initiative, unique to Calderdale. A second tranche of £50,000 was made available for the following financial year, its purpose being to encourage the private sector to come forward and get involved with the improvement of scruffy sites throughout the area. This has enabled Calderdale businesses to get involved in their own back yard.

After these accomplishments it was important that local business was encouraged to reciprocate the interest being shown in Calderdale from outside. Coupled with Richard Wade's new responsibilities which required him to spend more time in BiC's

London HQ, it was decided to recruit a full-time Director to promote the Partnership from a Calderdale base, Paul Greetham then being brought in to fulfil this role. A business graduate, Paul was formerly the Finance Director of a local printing and publishing company. He had also been President of Calderdale Chamber of Commerce & Industry, a two year term which gained him many local business contacts.

The Centre of Attraction

The media has been increasingly drawn to Calderdale to report what's going on. National and local radio coverage has been extensive and included the production of a special programme which went out on the BBC World Service on Christmas Day 1987.

A TV crew spent a great deal of time watching Partnership activities during the Autumn of 1987 and this culminated in a half hour documentary screened on BBC 2.

In October 1987, the Central Office of Information organised a special visit to Calderdale for the London correspondents of foreign media organisations. In addition, local, regional and national press articles and reports appear at regular intervals.

A TV film crew from London Weekend Television filmed in Calderdale during the preparation of a one hour documentary on The Prince of Wales to mark his 40th birthday. The documentary's director, Christopher Ralling explained "We hope to portray what the Prince is really doing with his life at the moment. Although he has no political power, he has an immense amount of influence and it's fascinating to see how that can affect places like Calderdale". The programme was written and presented by Anthony Holden who is also the Prince's biographer. His work 'Charles' published in Autumn 1988, includes significant references to the Prince's interest in and involvement with the Calderdale area - "Calderdale, to the Prince, was becoming the first tangible evidence of what his leadership could achieve in terms of rejuvenating entire communities".

HRH Checks up!

The Prince of Wales chose to visit Calderdale for a second time to check on progress and also honoured members of the Focus Group with dinner at Kensington Palace. His personal interest in progress generates immense pride within Calderdale and is an inspiration to those responsible for running the Partnership.

On 4 December, 1987 the Royal train pulled in to Halifax station for the first time in over a hundred years. During his second visit he visited Eureka!, Elland, Brighouse and opened the new Magistrates Courts in Halifax. He also went to Lowfields to look at the development possibilities and draw attention to the site.



The Prince unveils a notice drawing attention to the Lowfields industrial site.

Some 250 local people representing the Council, business and the voluntary sector assembled at Brighouse Civic Hall for a buffet lunch in the Prince's presence. The Prince gave a heartfelt rallying call to the local business fraternity and community leaders to become involved in the Partnership's progress.

He said "I know that co-operation in Calderdale is not a new thing and everybody, I think, has been waiting for a chance to put it into action. I have the greatest possible admiration for what all of you are doing, and everyone can help by being enthusiastic and encouraging others to get involved".

Hundreds of Union Jack-waving schoolchildren, young mothers and elderly people spent hours waiting for him to leave the Civic Hall. The Prince was noticeably touched by their cheers and singing which could plainly be heard inside the hall. The Prince allowed himself to slip 15 minutes behind schedule by undertaking a prolonged walk-about.

The Prince wasn't simply content to generate the enthusiasm of others, he wanted to set an example! In May 1988 he played in a charity polo match which raised £25,000 to help St Mary's, Illingworth in efforts to attract a wider community use for the church building. Buses were organised to take around 300 spectators from Illingworth to Windsor Great Park to watch the match.



Elland schoolchildren turn out to greet the Prince.



The people of Brighouse turned out in great numbers to greet the Prince on his second visit to Calderdale in December 1987.

The Second Phase

It was decided gradually to change the Partnership's emphasis from something which had been prompted by an external catalyst to become a more locally energised initiative.

It needed a local image and JCA Marketing Services and Pillings Print combined to provide a logo and associated stationery. The logo was symbolic - the tree representing the area's beauty, the strong forceful arrow displaying the area's resurgence of industry and commerce and the roots showing that the Partnership had to have a strong community base. To enable the office, which had been generously provided by Dean Clough Industrial Park Limited, to be run on a more professional and efficient basis, Bradford Pennine Insurance seconded a secretary.

This assisted Paul Greetham to act on his wider brief to get local businesses involved in the Partnership and generate fresh Calderdale-based activity.

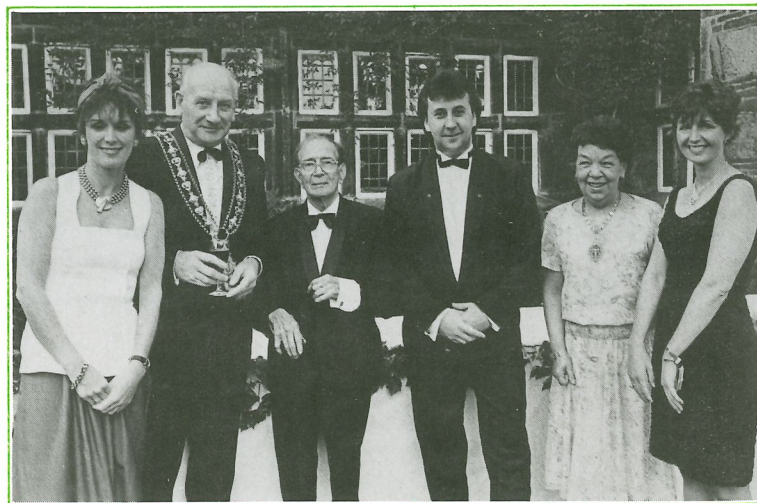
Business Action

Local firms responded splendidly. Many examples can be provided, such as Metro Pipelines Ltd and their provision of a heating and plumbing installation for the Vale Community Centre at Cornholme. Charles Openshaw and Sons Ltd sponsored 500 extra copies of the Calderdale Products and Services Register to enable wider distribution and hence promotion of all 1900 Calderdale firms to a much wider audience.

The proprietors of the Holdsworth House Hotel organised a summer ball to raise over £3,600 for the Calderdale Jubilation Narrowboat which provides opportunities for disadvantaged youngsters. Reflecting Roadstuds and the Heights Design Partnership helped sponsor their local schools with the Project 88 environmental scheme.

Yorkshire Electricity Board reduced by £6,000 their charge for electrical works involved in re-opening the Rochdale Canal at Copperas Culvert, Walsden, whilst British Telecom actually absorbed the entire £7,000 cost of their part in the project! Moreover, companies actively responded to encouragement to participate in the Neglected Land Initiative. Allan Holdsworth Joiners and Interface agreed to turn a tip at Shelf into a community park facility. At Todmorden, Volex, Woodmac and Warman International will combine to transform a derelict former churchyard into a town centre garden. Initiatives like these at opposite ends of Calderdale helped to dispel the fears of some that the Partnership would be too heavily Halifax-orientated.

Many firms adopted local good causes; Leonard Batty & Son got involved with the Calderdale Festival Theatre, William Edleston Limited helped the Halifax Canoe Club and Caldene Clothing took an important interest in the South Pennine Packhorse Trail Trust. Firth Carpets, impressed by the efforts of the Bailiff Bridge Community Association to raise funds, are prepared to give the stone and slate material from St Aidans Mission Church which they plan to dismantle and re-erect to form a purpose built community hall. To help the scheme materialise, the firm also promised to match pound-for-pound the £10,000 which the Association had raised.



The Mayor and Mayoress of Calderdale, Cllr and Mrs Albert Berry, are featured with Mr Freddie Pearson, the owner of Holdsworth House Hotel, prior to their summer ball which raised funds for the Narrowboat Appeal.

Enterprise

It was important to get some outreaching events mobilised. After consultations with representatives of the ethnic community, two problems were identified which seemed to be restricting the scope for budding Asian entrepreneurs. These were the availability of finance from conventional sources and the confusing maze of grants, loans and allowances. Hence an evening Enterprise Clinic was held in an Asian restaurant in Gibbet Street, Halifax, in the town's main area of settlement by this community. In a splendid display of co-operation, 18 experts assembled, able between them to provide a range of important services for anyone starting in business, while the Calderdale Community Relations Council invited budding Asian entrepreneurs and laid on interpreters. The event was a real success. Not only was advice on legal matters, accountancy, insurance and planning permission given but some of the would-be business people who attended even secured bank loans within 24 hours!

Gathering together divergent groups who would not meet during the normal course of events also had a number of spin-off benefits. For example, following a conversation between the President of the Chamber of Commerce and the local Council's Race Relations Adviser, three young unemployed Asians obtained apprenticeships with a local engineering organisation.

Following the success of the event, three Enterprise Roadshows were held during the Autumn at different locations throughout the Borough. These were not specially targeted at members of the ethnic minority but simply open to all members of the public who were interested in starting in business. Private sector sponsorship provided the facilities and the 170 people who attended found it immensely useful to have a whole host of experts gathered together in their own locality.

The Calderdale Business Challenge took place in October, 1988. This was a positive purchasing event attracting 19 large company buyers of both local and regional significance. They ranged from Asda to Marks & Spencer, from the Yorkshire Purchasing Organisation to the Post Office. Representatives of 200 local companies came along to the Dean Clough event to show what they had to offer. Apart from providing sponsorship, British Telecom also provided a short-term, part-time secondee to organise the event on behalf of the Partnership. Again, this event exemplified the spirit of co-operation, with a dozen firms and organisations helping in various ways.



John Lyles, Chairman of S. Lyles & Sons Ltd, officially opens the Calderdale Business Challenge. With him are (left to right) Ernest Hall who hosted the event at Dean Clough; Peter Emsell, the British Telecom secondee who made the arrangements; Guy Martin, Calderdale's Industrial Liaison Officer; Peter Siddall, the President of Calderdale Chamber of Commerce & Industry;

New Ideas

Following a conversation with Brian Walker of Brunswick Properties (Halifax) Ltd, Paul Greetham organised a competition called Ideas into Action to help new and start-up businesses. It was open to Calderdale residents aged over 30 either new to business or who had been in business for less than a year. Over 20 local companies and organisations contributed to an impressive array of prizes amounting to over £10,000.

Thanks to the efforts of elected members of the Council, Council officers, many local business leaders, community leaders and BiC executives, all acting together in a spirit of co-operation, confidence in Calderdale's future has increasingly picked-up. This is typified by Square Chapel, a 200 year old listed building in a dangerously decrepit state near Halifax town centre. After years of neglect, the building was close to demolition, with no takers at any price, but interest has now heightened to the extent that eight bids were received when the Council re-marketed the building in June 1988.

Still, confidence remains all too fragile, and, for the Partnership, it was certainly not to be a smooth ride all the way.

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WIRING SYSTEMS 

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F I R T H



Rowntree Mackintosh

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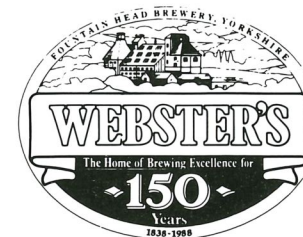
 **Crosrol**



Dean Clough



MARSHALLS HALIFAX PLC



Yorkshire Bank



Openshaw
SERVING PRINTERS WORLDWIDE



Calderdale
Chamber of Commerce
and Industry



Surmounting Difficulty

In May 1988, United Biscuits announced that it was to shut its KP Foods factory in Halifax with the loss of nearly 1000 jobs. United Biscuits Chairman, Sir Hector Laing, is also Chairman of Business in the Community and this top-level link caused a public outcry. The three party leaders on Calderdale Council called for Sir Hector's resignation as BiC Chairman. An emotional reaction was understandable but throughout the episode BiC continued to explain that business needs to create wealth in order to be socially responsible and this, regrettably, includes the need to take normal commercial decisions such as closures.

The pressure receded to some extent after a business consortium headed by David Wood, a local industrialist introduced to United Biscuits by BiC, announced plans to purchase the Club Lane factory. He promised 300 jobs initially by attracting a vegetable processing company from outside the area, with hundreds more hoped for as the full site develops, this job creation being an essential United Biscuits stipulation of the sale.

If the Partnership manages to surmount that kind of difficulty, truly it can survive most things. Indeed, the involvement of members of the Focus Group in negotiations with United Biscuits enabled the Calderdale contingent to have a wider base. United Biscuits directors were not only talking with elected representatives of the Council, but also with fellow businessmen who understood the need for hard commercial decisions to be taken but, in this case, were solely concerned with Calderdale's future. The Focus Group was anxious to ensure that, even though the decision to close the factory was irrevocable, United Biscuits should behave in a responsible way and be as generous as possible when putting something back into the Halifax community.

Where next?

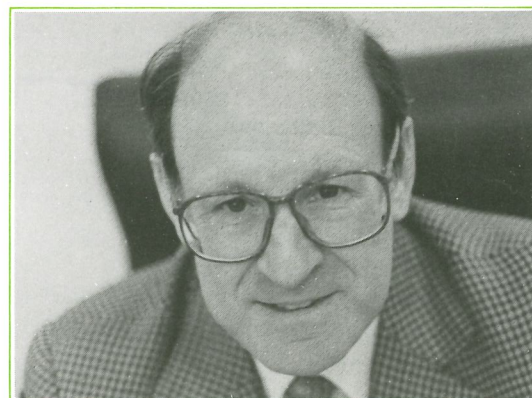
Suddenly everyone's talking about partnership - it's the buzz word of the late 1980's. But the simple formation of a partnership of itself guarantees nothing and achieves nothing. The whole partnership process is slow and needs patient nurturing. It's somewhat difficult to define or pin down. The private sector has to be encouraged to lead it, not via philanthropic contributions but by investment - investment in their businesses, their people and their communities. The approach to any partnership needs to be tailored to local circumstances and inevitably requires two dimensions, the formation of a policy and a mechanism to deliver that policy.

The Calderdale Partnership's policy was stated at the outset in February 1987. Though the emphasis has changed as we've gone along, the basis has remained the same. What we need is a method of

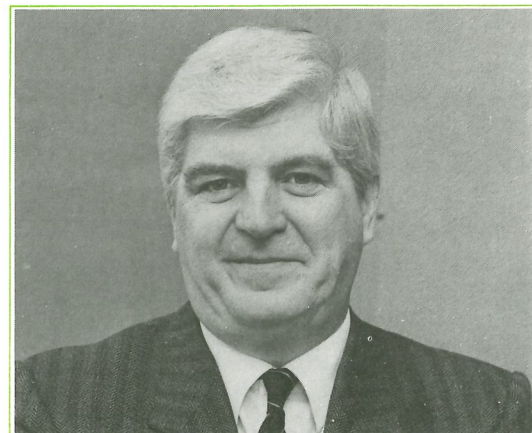
delivering the leadership and goodwill being steadily developed for the benefit of the community.

As an attempt to mark the transition from getting others to act on the Partnership's behalf to getting the Partnership to act in its own name, the four private sector members of the Focus Group formed the Calderdale Partnership Projects Company, a company limited by guarantee. Michael Ellison, Calderdale's Chief Executive, and Paul Greetham of BiC were invited to join them and they subsequently attracted two further important local business people - David Marshall, Chairman of Marshalls Halifax Plc, and Tony Gartland, Chief Executive of FKI Babcock Plc. Yorkshire Bank Plc provided £10,000 to help the new Company get started.

The purpose of the Company will be to support the Focus Group by undertaking various projects on a normal commercial basis, the surplus profit achieved to be partly re-invested in further projects with the remainder benefiting various worthwhile causes in the Calderdale area. It is vital that the Company's first project is a resounding success as a foundation of further advance, and hence it will have to be chosen, planned and sustained with particular care. Ideally, the Directors want the Company to undertake a project that would not have otherwise taken place. Two or three suggestions are currently under consideration.



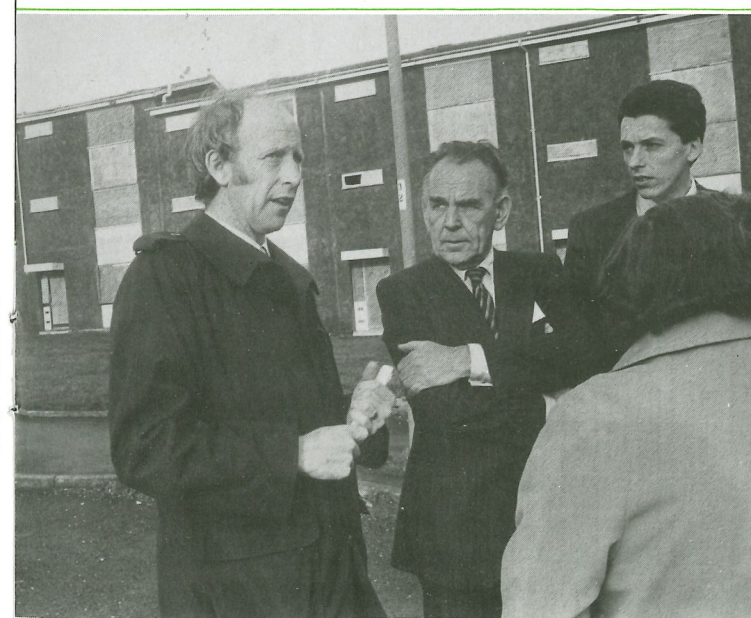
David Marshall - Chairman of Marshalls Halifax Plc.



Tony Gartland - Chief Executive of FKI Babcock Plc.



Dame Jennifer Jenkins, Chairman of the National Trust; Angus Stirling the Trust's Director General; David Fielden, Assistant Director of Leisure Services; and Paul Greetham of BiC during a visit to the Trust-owned Gibson Mill at Hebden Bridge. Talks are now going on about new uses for the mill.



Brian Fairclough, Calderdale's Housing Director discusses the problems of Abbey Park housing estate with an early BiC visitor, Sir Lawrence Barratt, Chairman of Barratt Developments Plc. It was subsequently announced that Barratts were to build 75 houses on that part of the estate which was demolished.



Alice Mahon, MP for Halifax, and her husband Tony greet the Prince at Halifax railway station at the start of his second visit to Calderdale. Looking on are Michael and Cecilia Ellison.

Though the Focus Group remains at the heart of all Partnership activity, it's also possible that the Company could provide the Partnership with means of supporting itself after BiC decides that it can no longer be financially involved. BiC rarely manages initiatives itself and will wish to withdraw when Calderdale feels that the Partnership can be self-sustaining though, of course, BiC will actively seek to continue an advisory role and some kind of informal association with the Focus Group.

The Town Forums which were established throughout the Borough after the 20 public meetings are now beginning to take shape. These could provide the eyes and ears of the Partnership throughout the area and also allow local interested groups and individuals to play an active part in making their locality a better place.

Taking Stock

Is it time to take stock?

After a frantically busy two years perhaps we should now reflect and consider our ambitions for the next two years. We would like to see further investment brought into Calderdale, the environment continually brightened up and restored to former glories, and unemployment virtually eliminated! However we operate in the real world and must content ourselves with making further progress towards all these aims. We must remain agile and responsive to cope with unforeseen challenges.

Perhaps we need a critical analysis of what we have achieved coupled with a strategy for further development. That should allow us to channel the energy and enthusiasm generated into a Partnership which will continue to benefit Calderdale.

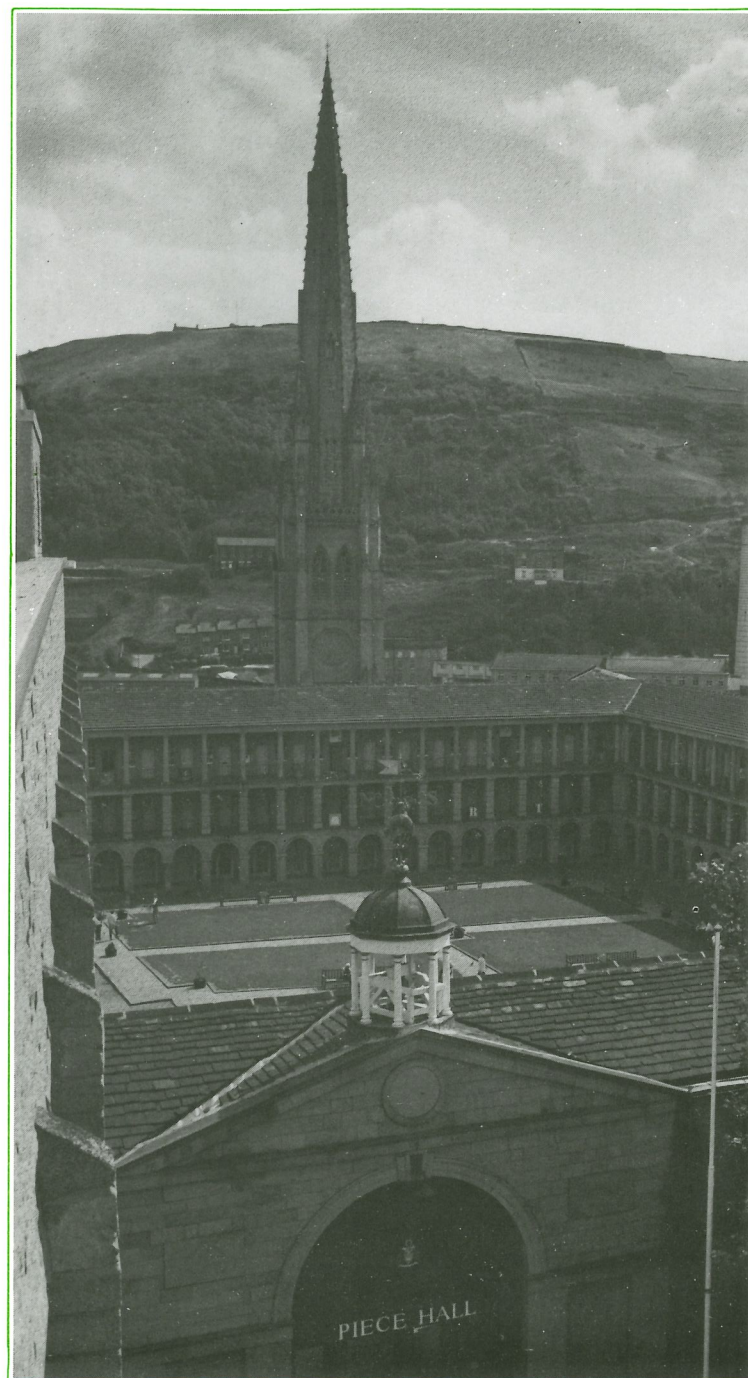
But then nothing about partnership is a piece of cake! George Duncan of the First Bank of Lowell reminded us of that on his second visit to Calderdale in June, 1988. He told Pennine Radio "*We had a decline in economic opportunity, jobs and most importantly, we had a loss of confidence and we had no direction whatsoever. There's no instant solution, it's hard work*". Lowell has made the recipe work - so can Calderdale!

With the United Biscuits closure announcement, the Partnership was faced with adversity for the first time. The prevalent feeling within the Partnership has been that such problems are best faced with a spirit of united resolve rather than embittered disunity. It may well be that having successfully faced such a difficulty as a team could be what the Partnership needed to make it even stronger and equip it to fully take its rightful place as a key component in the regeneration of Calderdale.

Gradually, the Partnership must become 'owned' by everybody in Calderdale and not be seen as something prompted by outsiders. Local involvement and 'ownership' of the project will ensure its future life.

Responsibility

Here in Calderdale we are witnessing the emergence of the private sector's renewed sense of community. There is enough evidence to suggest that Calderdale is fast becoming a model for other areas which could trigger the start of a regenerative process elsewhere during the next decade. It's a heavy responsibility that we accept with both humility and enthusiasm.



Halifax Piece Hall.

APPENDIX A

LIST OF VISITORS TO CALDERDALE

Sir Mark Weinberg
Dick Ryeland
Ian Craik
Christopher Tabor
Sir Lawrie Barratt
Bob Holt

Frank Lampl
Danny Desmond
Brian Dice
Ken Butler
John Hall

Jean Crawford
D W G Ashton
John Bullock
Robin Lingard
Sir Terence Heiser
Sir Brian Hayes
John Abbott
Peter Gillett
Roy Addison
Alex Fletcher
Harry Fitzgibbons

Tony McBurnie
Andrew Wadsworth
Bob Hinde
Chris Woodcock
Donald Chesworth
Christopher Laing
John Last
Steven Glover
Tim Bell
Hon David Sieff
Charles Green
Philip Mayo
Angus Stirling
Philip Ward
Sir John Clark
Fred Reeder
Alec Reed
Mike Carver
Graham Millar

David Stephenson

Bill Stevenson
Leonard Sainer
Paul Hodgkinson

Sir Nigel Mobbs
Julian Smith
Thomas Wm Roper M.P.
Simon Milne
Arnold Ziff
Trevor Thomas
Sir Hector Laing
Sir Alastair & Lady Pilkington
G R Jarvis
Charles Wimpenny
Reg French & Paul Jagger
Graham Sunderland
Simon Mountford
John Layfield
John Darby

Allied Dunbar Plc
J C Bamford Ltd
Bank of England
Baring, Houston & Saunders
Barratt Developments Plc
Blue Arrow Building Services Limited
Bovis Construction Plc
Bride Hall Plc
British Waterways Board
Burton Group Plc
Cameron Hall Developments Limited
CBI
CEGB
Deloitte Haskins & Sells
Dept of Employment
Dept of Environment
Dept of Trade & Industry
Education 2000
Ernst & Whinney
Ferranti Computer Systems
Foreign & Colonial
Hambro Advanced Technology Trust
Institute of Marketing
Jacobs Island Co
Jones Lang Wootton
Kellogg's
Kumagai Gumi UK
John Laing Plc
Littlewoods Plc
Lloyds Bank Plc
Lowe Howard-Spink & Bell Plc
Marks & Spencer Plc
National Westminster Bank Plc
National Freight Consortium Plc
The National Trust
Northern Foods Plc
Plessey Co Plc
Postel (Post Office)
Reed Executive Plc
Rover Group Plc
Rowntree Mackintosh Confectionery
Scottish & Newcastle Breweries
ScotBiC
Sears Plc
Simons Construction Holdings Limited
Slough Estates Plc
W H Smith & Son Ltd
State of Victoria, Australia
Joshua Tetley & Son Ltd
Town Centre Securities Plc
Unilever (UK) Holdings Ltd
United Biscuits (UK) Ltd
The Wellcome Foundation Ltd
Waite & Son Ltd
J Wimpenny & Co
Yorkshire & Humberside TUC
Yorkshire Bank Plc
Yorkshire Post
Yorkshire Water Authority
Arthur Young

ACTIVITIES ASSOCIATED WITH THE CALDERDALE PARTNERSHIP

1 Two Royal visits by HRH The Prince of Wales. On the 6th February, 1987, Dean Clough, Fair Shares Project, Piece Hall, and Sowerby Bridge were visited. The itinerary for the 4th December, 1987 included Eureka!, Magistrates Courts, Elland and Brighouse.

2 The Rowntree Mackintosh Fund for Calderdale; a £200,000 revolving loan fund to provide low interest loans to refurbish buildings and sites in prominent locations - Rowntree Mackintosh Confectionery Ltd.

3 Management and secretarial facilities for Rowntree Fund - National Westminster Bank.

4 £50,000 clean-up scheme for Halifax railway station - British Rail.

5 Management trainee loaned to small Halifax machine tool firm to expand their market - Marks & Spencer Plc.

6 Loan of JCB mechanical digger for environmental work throughout Calderdale and training of two operators - J C Bamford Ltd.

7 £300M development proposal prepared for Lowfields, Elland - Shearwater Properties Plc.

8 £50,000 environmental improvement grant for 1987/8. Another £50,000 provided for 1988/9 - Department of Environment.

9 Sponsorship of Calderdale Festival Theatre - Marks & Spencer, Calderdale Chamber of Commerce & Industry, Spring Ram Corporation and Dean Clough Industrial Park.

10 Environmental improvements on housing estate - Samuel Webster & Wilsons Ltd.

11 Consultancy study by Project Fullemploy into employment problems faced by Calderdale Asians - Northern Foods Plc.

12 Expansion by North Park Computers in Halifax - Bradford Pennine Insurance (part of Sun Alliance).

13 £8M investment in Eureka!, a national learning centre for children, on 9 acre derelict site by Halifax railway station - Vivien Duffield Foundation and Clore Trustees.

14 Establishment of venture capital regional office in Halifax - Hambros Advanced Technology Trust.

15 Consultancy for the progress of the Partnership - Deloitte Haskins & Sells.



The Prince asks some searching questions of the Eureka! organisers.

16 Sponsorship of business meetings during Prince's visits to Sowerby Bridge and Brighouse - Marshalls Halifax Plc/Samuel Webster & Wilsons/Spring Ram Corporation.

17 Part sponsorship of St John's playbus - Joshua Tetley & Son.

18 Total refurbishment of Halifax town centre store - Burton Group Plc.

19 Enterprise Campus pilot scheme started - Calderdale College/Dean Clough Industrial Park

20 HRH The Prince of Wales played in charity polo match which raised £25,000 to help St Mary's, Illingworth in its efforts to attract wider community use for church - Guards Polo Club/Remy Martin.

21 Sponsorship of office and secretarial requirements for Calderdale Partnership office in Halifax - Bradford Pennine Insurance/Dean Clough Industrial Park/Cotterills Business Supplies.

22 Manual help restoring packhorse trail for Todmorden Footpaths & Bridleways Association - British Picker Company.

23 Financial expertise for Calderdale Festival Theatre - Leonard Batty & Son, Accountants.

24 £500 donation to fabric fund of Christ Church, Pellon, Halifax - Samuel Webster & Wilsons Ltd.

25 Secondment of management trainee to increase computer awareness for furniture manufacturer in Elland - Marks & Spencer Plc.

26 Design and installation of heating and plumbing system for Vale Community Centre, Todmorden - Metro Pipelines Ltd.



Some of the Illingworth residents who travelled to Windsor Great Park to enjoy the Prince's Polo Match.

27 Focus Group members dined with HRH The Prince of Wales at Kensington Palace in December 1987 and were introduced to the Prime Minister on her visit to Dean Clough in February 1988.



Ken Sinfield and Ernest Hall show the Prime Minister some space at Dean Clough being prepared for occupation by Bradford Pennine Insurance (Feb 1988).

28 £500 sponsorship for 500 extra copies of Caldis Products & Services Register to enable wider distribution and hence promotion of 1900 Calderdale firms to a wider audience - Charles Openshaw & Sons Ltd.

29 Theatre groups in Hebden Bridge called to a meeting under the auspices of BiC to discuss future plans. They now hold their own regular meetings.

30 Holdsworth House Hotel held a Summer Ball raising £3,600 for the Calderdale Jubilation Narrowboat which provides opportunities for disadvantaged youngsters.

31 Secondment of manager to Fair Shares Project - Bradford Pennine Insurance.

32 Sponsorship of Project 88 childrens' environmental scheme - Reflecting Roadstuds Ltd/Heights Design Partnership.

33 Preliminary appraisal and report on drainage problems at Beechwood Park, Illingworth - Allied London Properties Ltd.

34 £6,000 savings in cost of their works to re-open Rochdale Canal at Copperas Culvert, Walsden - Yorkshire Electricity Board.

35 Design of logo for Partnership & printing of associated stationery - JCA Marketing Services/Pillings Print Co Ltd.

36 Assistance for Halifax Canoe Club as part of Sowerby Bridge Riverside Project - William Edleston Ltd.

37 Plans to enhance YEB premises in Halifax town centre drawn up - Michael Denton Associates.

38 An Enterprise Clinic held in Gibbet Street, Halifax, an area with a high Asian population, which allowed budding entrepreneurs direct access to 18 business experts.

39 Print work undertaken for West Yorkshire PHAB - Pillings Print Co. Ltd.

40 Meeting for Council representatives and retailers to discuss a retail strategy for the area - Burton Group Plc.

41 GCSE in Travel & Tourism started at North Halifax High School - American Express.

42 Calderdale Business Challenge. A positive purchasing event attracting 19 large companies' buyers providing opportunities for all 1900 Calderdale firms - British Telecom/Regional Enterprise Unit/Dean Clough Industrial Park/JCA Marketing Services/Enterprise Campus/Project Office Furniture/Chamber of Commerce/Caldis/19 large organisations.

43 Local firms add thousands of pounds to schemes under the Neglected Land Initiative scheme - Interface/Allan Holdsworth Joiners/Holt Bros/Woodmac/Warman International/Volex.

44 Firms come forward to support their local town forums - Provident/Wm Edleston/Peel Design & Build/Freudenberg/Hoechst/Warman International/Openshaws/Ripponden & District Motors/Caldene Clothing/Interface/Prince, Brown & Co/Spring Ram Corporation.

45 24 firms and organisations contribute to Ideas into Action, an enterprise competition providing £10,000 worth of prizes, launched Autumn 1988 - Brunswick Properties (Hx) Ltd/Lloyds Bank/Ball & Crosby/Leonard Batty & Son/ Ripponden & District Motors/Finn Gledhill & Co/JCA Marketing Services/ Alan Cooper Ltd/Waddington & Sons/Douglas Priestley Office Equipment/Chamber of Commerce/ Halifax Trades Council/Northern Advertising/Discountdata/David Senior Office Supplies/Calderdale Business Club/Post Office/British Telecom/Dunn & Bradstreet/Advance Business Equipment/ETS/CaS-BAC/Caldis/Holdsworth House Hotel.

46 Provision of accommodation and food for England v China table tennis international in Halifax - Saint Hotels Plc.

47 Help with timber provision for various local worthy causes - John Crossland & Sons.

48 £3,600 sponsorship of Royal Ballet's *'Time and Motion'* project in Calderdale - United Biscuits (UK) Ltd.

49 £7,000 sponsorship of slide and tape presentation on Calderdale for Council of Europe Conference - United Biscuits (UK) Ltd.

50 Offer of £10,000 plus use of materials of St Aidans Mission Church for building of community hall in Bailiff Bridge - Firth Carpets Ltd.

51 Sponsorship of concert for Halifax Arts Council broadcast live by BBC - Arthur Andersen & Company Foundation.

52 Printing of 10,000 leaflets for Calderdale 2 000 - Edward Mortimer Limited.

53 Absorption of whole £7,000 cost of their work involved in re-opening Rochdale Canal at Copperas Culvert - British Telecom.

54 Business advice for Todmorden branch of Calderdale Volunteer Bureau - Volex Wiring Systems Ltd.

55 Introduction of consortium headed by local businessman David Wood to United Biscuits to purchase Club Lane factory with promise of hundreds of new jobs.

56 3 Enterprise Roadshows throughout Calderdale to help business start-ups - CaSBAC/Volex/United Biscuits/Hoechst.

57 Printing of calendar for the Hands-On Organisations, a group of voluntary bodies - Pillings Printing Co Ltd.

58 £10,000 donation to assist initial work of Calderdale Partnership Projects Company - Yorkshire Bank Plc.

59 Printing of Partnership bulletin - Smith Kellett Ltd.

60 Provision of plaque for winner of *'Ideas into Action'* - Pearson Brothers Engravers Ltd.

61 £1,000 sponsorship of the Anchormen Drum & Bugle Corps, Elland - Andy Thornton Architectural Antiques Ltd.

62 Accountancy advice for Pecket Well College, a group aiming to provide basic literacy and numeracy for adults via residential courses - Leonard Batty & Son.

63 Accountancy advice for South Pennine Packhorse Trail Trust - Spenser, Wilson & Co.

64 Co-ordination of renovation, interior design and landscape works for Vale Community Centre - John Thornton Associates.

65 Talks with Calderdale Council on possible development based on retention of fine local architecture - Bride Hall Plc.

66 Calderdale shortlisted for feasibility study for major educational initiative - Education 2000 Trust.

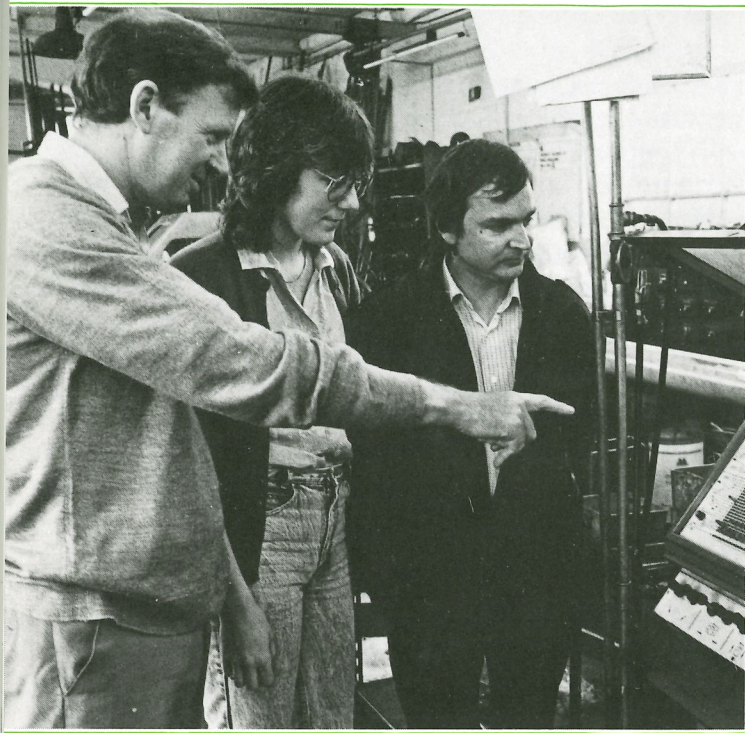


Paddy Ashdown MP, Leader of the Democrats, manages to keep up with Ernest during one of his notorious whirlwind tours of Dean Clough!

APPENDIX C LOCAL FIRMS & ORGANISATIONS WHICH HAVE GOT INVOLVED WITH THE CALDERDALE PARTNERSHIP

Advance Business Equipment Limited
Arthur Andersen & Company
Asda
Leonard Batty & Son
Ball & Crosby Limited
Barclays Bank Plc
Bradford Pennine Insurance Limited
British Gas Plc
British Picker Co
British Telecom Plc
Brunswick Properties (HX) Limited
Caldene Clothing Limited
Calderdale Business Club
Calderdale Chamber of Commerce & Industry
Calderdale College
Calderdale Society of Chartered Accountants
Calderdale Small Business Advice Centre
Alan Cooper Limited
Cotterills Business Supplies Limited
John Crossland & Sons
Crowther Carpets Limited
Dean Clough Industrial Park Limited
Michael Denton Associates
Design to Print Limited
Discountdata Limited
Wm Edleston Limited
Finn Gledhill & Co
Firth Carpets Limited
FKI Babcock Plc
Freudenberg Nonwovens Limited
Halifax Building Society
Halifax Courier Holdings Limited
Halifax Institute of Insurance
Halifax Trades Council
Heights Design Partnership
Hoechst U.K. Limited
Holdsworth House Hotel
Allan Holdsworth Joiners Limited
Peter Hollings Photography
Holt Brothers (HX) Limited
Interface Flooring Systems Limited
JCA Marketing Services Limited

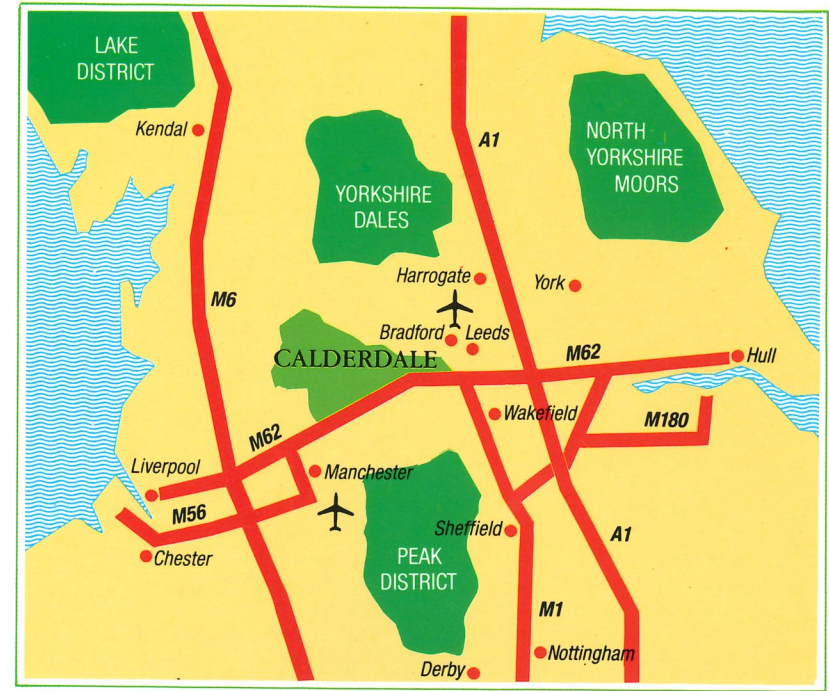
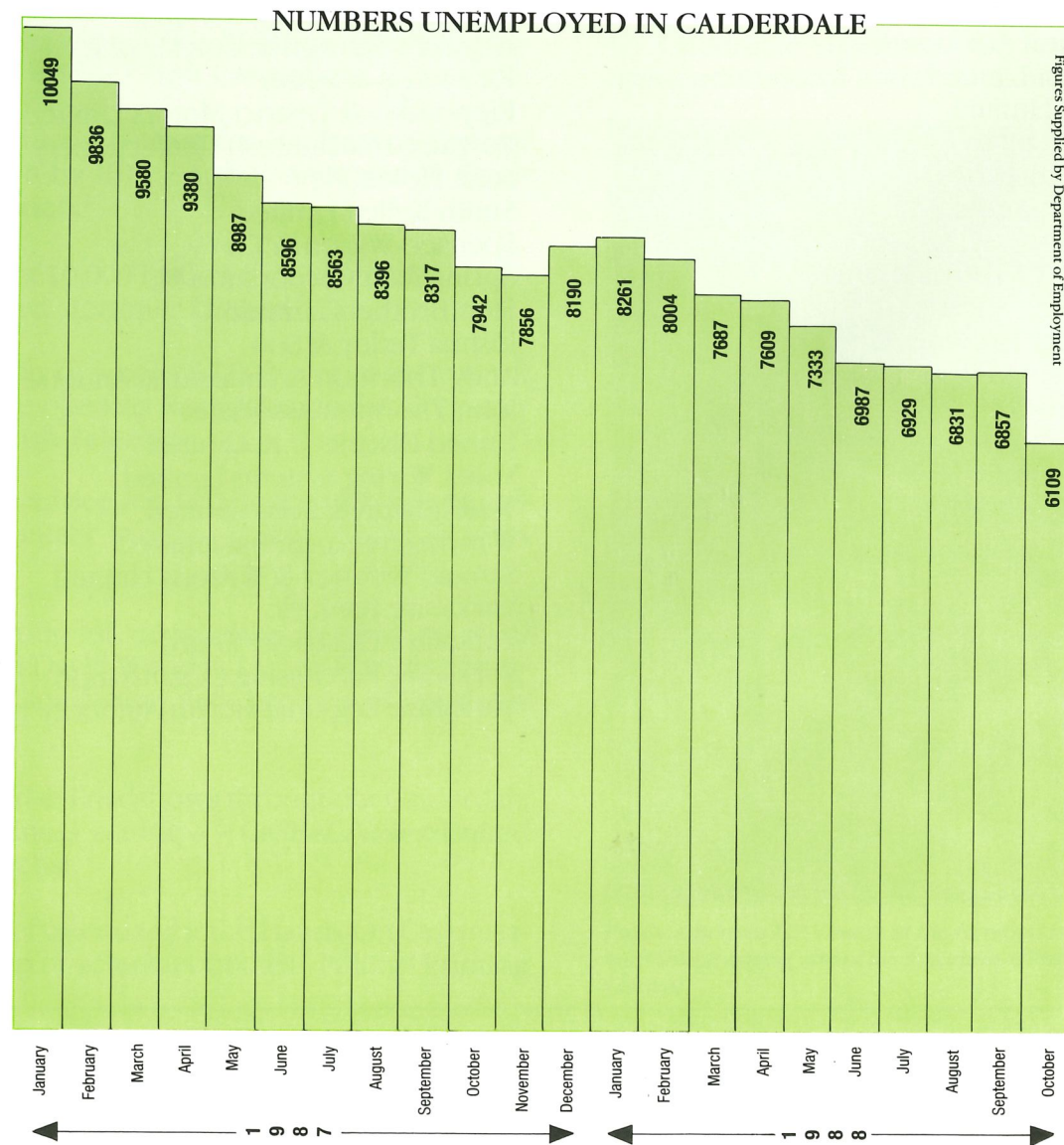
Lambert, Roper & Horsfield
Lloyds Bank Plc
Marks & Spencer Plc
Marshalls Halifax Plc
Metro Pipelines Limited
Metropolitan Borough of Calderdale
David Mitchell Design
National Westminster Bank Plc
North Park Computers Limited
Northern Advertising Limited
Charles Openshaw & Sons Limited
Pearson Brothers Engravers Limited
Peel Design & Build Limited
Pennine Computer Co Limited
Richard Pickles & Hollos
Pillings Printing Co Limited
Post Office
Douglas Priestley Office Equipment Limited
Prince, Brown & Co
Project Office Furniture Limited
Provident Management Services Limited
Reflecting Roadstuds Limited
Regional Enterprise Unit (D of E)
Rice-Jones & Smith
Ripponden & District Motors Limited
Rowntree Mackintosh Confectionery Limited
Saint Hotels Plc
Smith Kellett Limited
Spenser, Wilson & Co
Spring Ram Corporation Plc
Stott Brothers Limited
Joshua Tetley & Son
Andy Thornton Architectural Antiques Limited
John Thornton Associates
United Biscuits U.K. Limited
Volex Wiring Systems Limited
Waddington & Sons Limited
Warman International Limited
Samuel Webster & Wilsons Limited
Yorkshire Bank Plc
Yorkshire Electricity Board
Yorkshire Purchasing Organisation
Yorkshire Regional Health Authority



Gill Barlow of Marks & Spencer pitches in to help at Bairstow Bros of Pellon Lane, Halifax.



Adrian Rose of Calderdale's Town Planning Department explains the work involved with the re-opening of the Rochdale Canal to Arnold Ziff, Chairman of Town Centre Securities Plc, the owners of the Rochdale Canal Company. Mr Ziff was one of 80 or so visitors brought to the area by BiC.

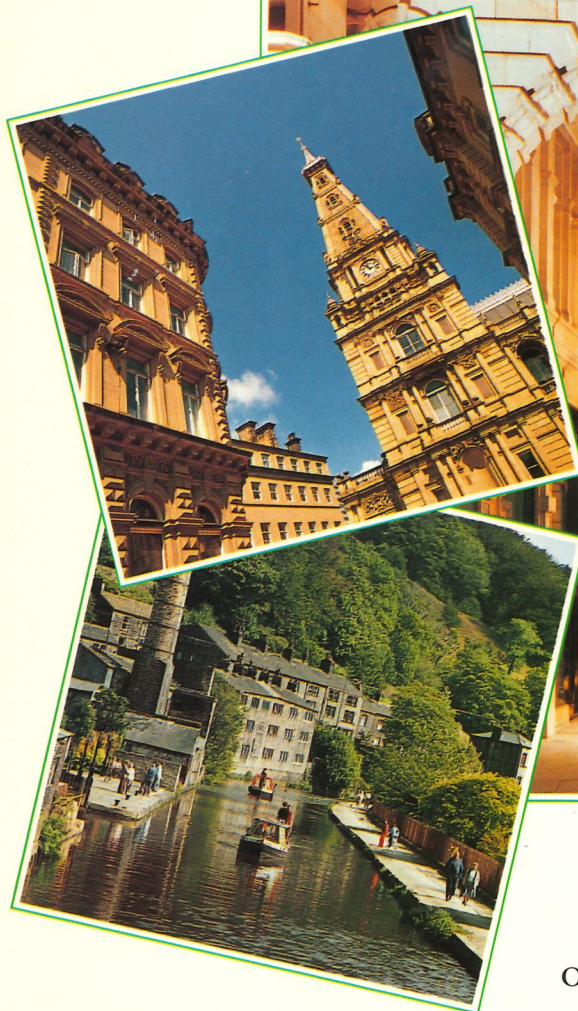
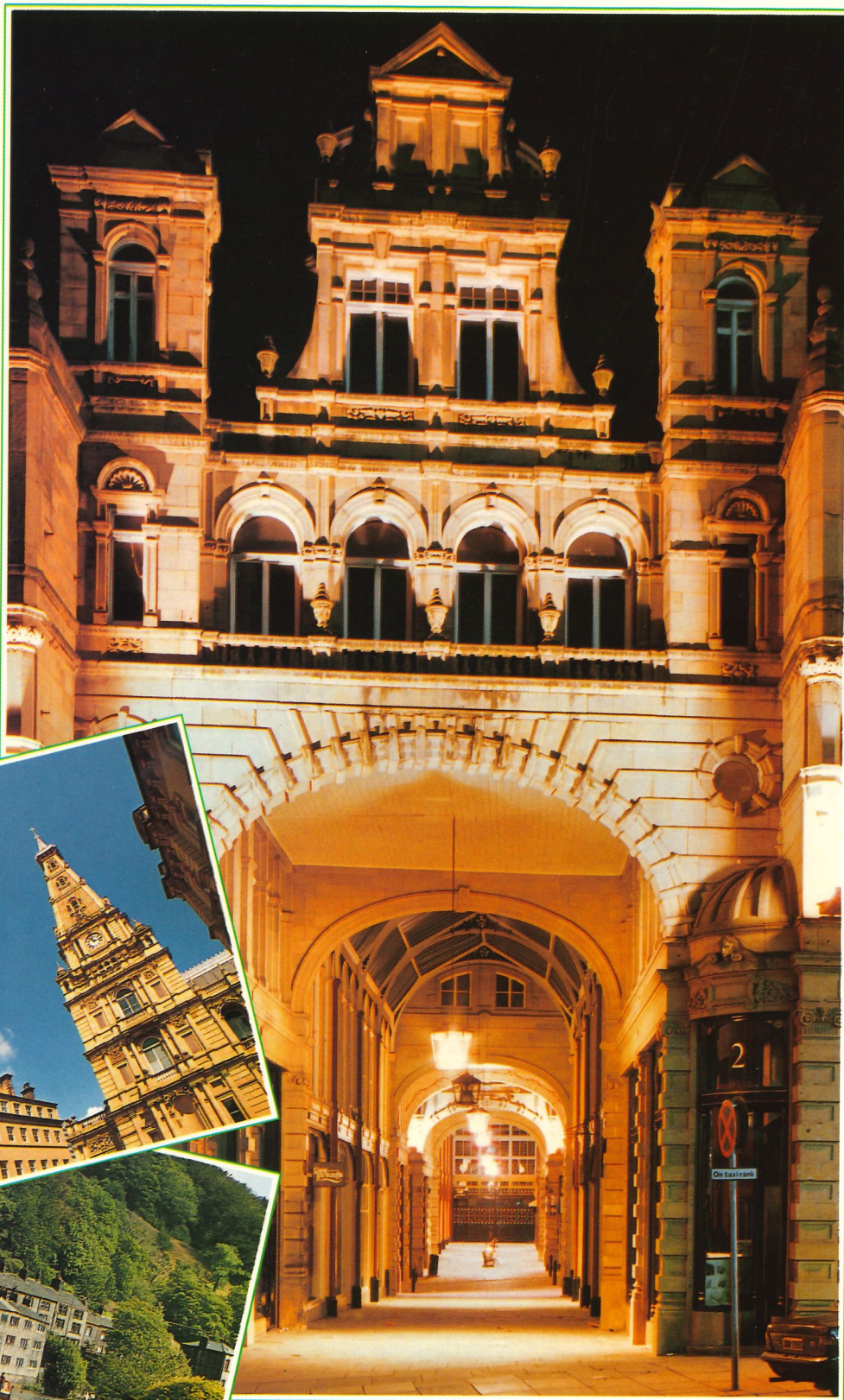


His Royal Highness The Prince of Wales meets Calderdale Council Leader, Councillor Joe Tolan, during his visit to Brighouse Civic Hall in December, 1987. Also greeting the Prince are (left to right) Councillor John Bradley, Leader of the Conservative Group on Calderdale Council; Stephen O'Brien, Chief Executive of Business in the Community; Bill Rooney, Chairman of Spring Ram Corporation Plc; Paul Greetham of Business in the Community.

"This booklet has been created by a partnership of the following Calderdale Firms:- Design to Print Limited, Stott Brothers Limited, Evening Courier (Halifax), JCA Marketing Services Limited, Peter Hollings Photography."

Back cover
OLD ARCADE, HALIFAX
 UPPER: Town Hall, Halifax
 LOWER: Rochdale Canal, Hebden Bridge

Vision in Calderdale



Published in the interests of Calderdale by the
Calderdale Partnership,
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