

BE THE BEST BOROUGH IN THE NORTH

2018/19 End of December

Corporate Performance Report

Summary

This report provides a performance update for Quarter 3 of the 2018/19 reporting year. The 15 Super Key Performance Indicators (SKPIs) are reported along with Northern Borough rankings. Calderdale is currently placed 5th overall against the 20 Northern Boroughs.

During this reporting period, there have been data releases for 3 quarterly SKPIs:

- **Total Crime** — There has been a further increase in Total Crime this quarter (Q3 6589). In terms of benchmarking, using the [Police recorded crime open data tables](#) we are ranked 15th (2017/18) against the Northern Boroughs, our ranking having improved from 18th (in 2016/17).
- **Adult Social Care** — The proportion of older people in receipt of long term adult social care has remained fairly static again this quarter at 4.15%, which is higher than our 2017-18 year-end figure of 3.82%. Using the recently released annual comparator data for 2017/18 we are ranked 4th against the 20 Northern Boroughs and 5th against the 15 CIPFA statistical neighbours.
- **Employment Rate** — The latest data release for employment rate (Quarter 2 2018/19) saw a slight decrease from Quarter 1 (77.3% to 76.6%) which equals the Quarter 4 result for 2017/18. Despite this slight decrease we retain our ranking of 3rd against the boroughs in the north.

During this reporting period, there have been data releases for 8 of the 15 bi-annual SKPIs:

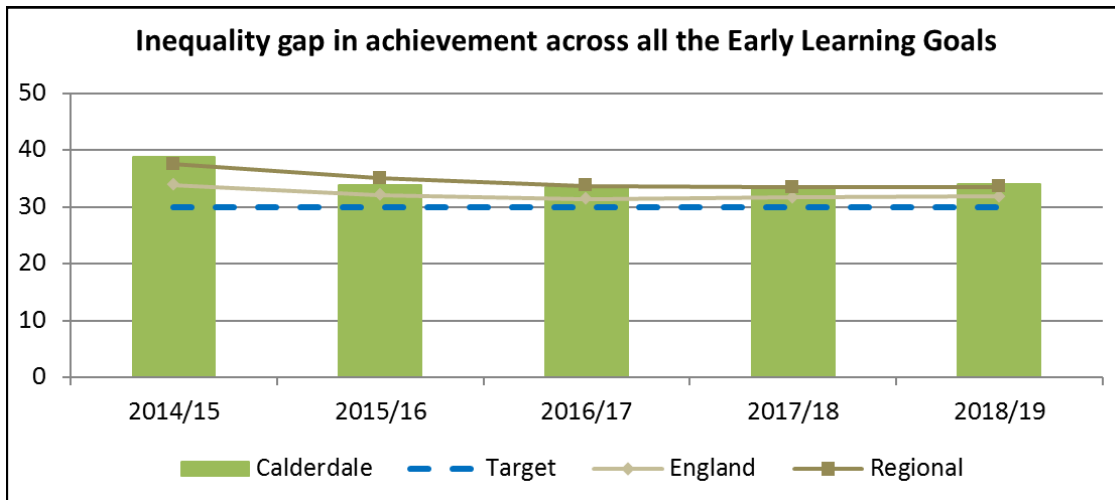
- **Life Expectancy (Males and Females)** — There has been a slight decrease in the life expectancy of both males and females when compared with the previous data release. In the Northern Borough rankings Calderdale sits 6th for female and 5th for male life expectancy.
- **Physical Activity** — According to the active lives survey 61.9% of adults in Calderdale are classed as Active, Calderdale now sits second in the Northern Borough rankings.
- **Early Years Foundation Stage** — There has been further improvement in children evidencing good levels of development in the EYFS, however the inequality gap has widened this year.
- **Secondary Education** — Progress 8 has improved steadily over three years, with Calderdale now ranking 2nd of 20 Northern Boroughs in this measure. Attainment 8 shows improvement on last year, with Calderdale still above average but below our local target following a dip in 2017.
- **Median gross weekly pay** — There has been an increase in the median gross weekly earnings for Calderdale residents (from £503 in 2017 to £534 in 2018)
- **Digital Skills** — Basic Digital Skills remained at 77% which is in-line with the regional average and slightly below the national average. Our ranking against the Northern Boroughs improved back to 4th, as some authorities dipped slightly and the best borough score fell from 79% to 78%.
- **New Dwellings** - The latest data release (0.2% for 2017/18) shows a static position in performance from the previous year with the ranking against the Northern Boroughs dropping from 17th to 18th. An exception report will be provided at Quarter 4 for this indicator.

From the wider basket of Key Performance Indicators, please note the following exceptions/baseline reports;

- Page 7 [Obesity / Excess Weight \(children\)](#)
- Page 8 [Tourism \(Baseline report\)](#)
- Page 9 [Care Home Placements \(18-64 and 65+\)](#)
- Page 10 [Business Survival Rates \(Baseline report\)](#)
- Page 11 [Number of SMEs \(Baseline report\)](#)

BE THE BEST BOROUGH IN THE NORTH

Priority	SKPI	What Does Good Performance Equal	Latest Score	Average	Previous Boroughs in the North Ranking (20)	Latest Boroughs in the North Ranking (20)	Ranking Trend	Top Performing 3 Boroughs in the North	
Reduce Inequalities	Life Expectancy (Males) (2014-17) *	High	78.6	78.1	4	5	↓	Trafford (79.9) Stockport (79.9) Sefton (78.7)	
	Life Expectancy (Females) (2014-17) *	High	82.1	81.7	4	6	↓	Trafford (83.7) Stockport (83.3) Kirklees (82.5)	
	Percentage of physically active and inactive adults - active adults (2017/18) *	High	61.9	57.8	6	2	↑	Stockport (65.0) Calderdale (61.9) Bury (61.6)	
	Proportion of older people in receipt of long term adult social care (65+) (Q3 2018/19) (Benchmarking 2017/18) **	Low	4.15	4.71	4	4	↔	Wirral (3.47) Trafford (3.59) Wigan (3.66)	
	Percentage achieving a good level of development (Foundation Stage Profile) (2018) *	High	70	69.8	13	10	↑	Trafford (75.3) Rotherham (73.1) North Tyneside (72.8)	
	Total Crimes (Q3 2018/19) ** (Annual benchmark rate per 10,000 against 2017/18)	Low	6589		18	15	↑	Wirral (718) Sefton (740) Knowsley (771) (Calderdale 1072)	
Grow the Economy	Average Progress 8 score per pupil (2018) *	High	0.06	-0.18	4	2	↑	Trafford (0.22) Calderdale (0.06) Wirral (0.04)	
	NVQ level 4+, aged 16 to 64 (2017)	High	34.1	31.5	6	6	↔	Trafford (50.6) Stockport (42.8) Bury (39.9)	
	Median gross weekly pay (2018) *	High	534.6	523.1	10	6	↑	Trafford (648) Stockport (574.5) Sefton (550.3)	
	Employment Rate (Q2 2018/19) **	High	76.6	73	3	3	↔	Stockport (78.8) Trafford (78.1) Calderdale (76.6)	
	Percentage of Adults in Calderdale with Digital Skills (2017/18) *	High	77	77	8	4	↑	Trafford/Bury/Stockport (78)	
Build a Sustainable Future	Number of new dwellings completed as a percentage of total dwellings in Calderdale (2017/18) *	High	0.2	0.5	17	18	↓	Barnsley (1.0) Doncaster (0.8) Knowsley (0.7)	
	Principal roads where maintenance should be considered (2016/17)	Low	4	4	11	11	↔	Knowsley/Wirral/St Helens (1) Barnsley/Doncaster/Gateshead/North Tyneside (2)	
	Fraction of mortality attributable to particulate air pollution	Low	4.7	4.8	5	7	↓	Gateshead (3.9) North Tyneside (4) South Tyneside (4.1)	
	Percentage of people satisfied or very satisfied with level of litter in local neighbourhood (Q2 2018/19)	High	47.5	N/A				No comparator data available	
	Proportion of residents using parks and green spaces (Q2 2018/19)	High	81.7	N/A				No comparator data available	
Northern Boroughs; Barnsley, Bolton, Bury, Calderdale, Doncaster, Gateshead, Kirklees, Knowsley, North Tyneside, Oldham, Rochdale, Rotherham, Sefton, South Tyneside, St Helens, Stockport, Tameside, Trafford, Wigan, Wirral * Indicators which have had an annual data release ** Indicators which have had a <u>quarterly</u> data release									
							Top quartile		Third quartile
							Second quartile		Fourth quartile



What is the story the data is telling us?

The EYFS profile tracks child development prior to commencing primary school. While remaining below the national average, Calderdale’s performance on the simple measure (children making good levels of development) has improved steadily since 2015. Calderdale’s proportion of settings rated good or outstanding by Ofsted has also increased steadily, from 75% in 2015 to 94% in 2018. However the “inequality gap” has increased.

The “inequality gap” measure shows the EYFS progress gap between children living in areas with high levels of deprivation and the wider cohort. In 2016 this gap was successfully reduced in Calderdale, making our performance (blue bars on the chart above) better than the regional average. We set an ambitious target to further improve, however this year performance has worsened slightly. This mirrors a national trend, but means Calderdale performs worse than the regional average and has stopped approaching national performance levels.

From a financial perspective, pressures on Early Years Funding continue as provider costs increase while the Early Years National Funding Formula remains unchanged, which may impact on quality of provision. The Council does however continue to maintain funds for the deprivation supplement that targets the most vulnerable children.

In terms of take-up of Early Years provision, the number of vulnerable 2 year olds accessing free provision has reduced slightly due to Universal Credit changes, as some formerly eligible families now fall out of eligibility. The government also introduced an offer of 30 hours free childcare for working parents of 3 and 4 year olds — twice the number of free hours offered to families where one or both parents are out of work — which may contribute to the inequality gap in future, as children from struggling families access less Early Years provision than their peers.

What are we doing to improve?

The service launched the Mind the Gap initiative through a Wicked Issues forum in January this year (after consultation with the Early Years teams project called Narrow the Gap). The forum brought together Local Authority (LA) services, health and schools leaders to examine how we address the gap in academic performance between disadvantaged children and others; bringing thinking on barriers and solutions to one forum. It is clear from the data on academic performance that the LA needs to better understand the needs of families, schools and crucially, how to strengthen the relationship between private, voluntary and independent nurseries (PVI), the LA and schools. To this end the Children and Young People’s Services Directorate are looking to more closely align Early Years Service with learning as part of the service restructure.

What evidence is there that actions are having an impact?

It is far too early to tell.

What more needs to happen?

We need to use the information from the Wicked Issues forum to inform our future practice, rather than continue our current practice of services working in isolation. An action plan needs to be developed from the forum which prioritises strategies which:

- Connect and signpost our most vulnerable families to support
- Connect the teams from Learning, Early Years and Health
- Connect PVI to services and schools

Corporate Leadership Team Response

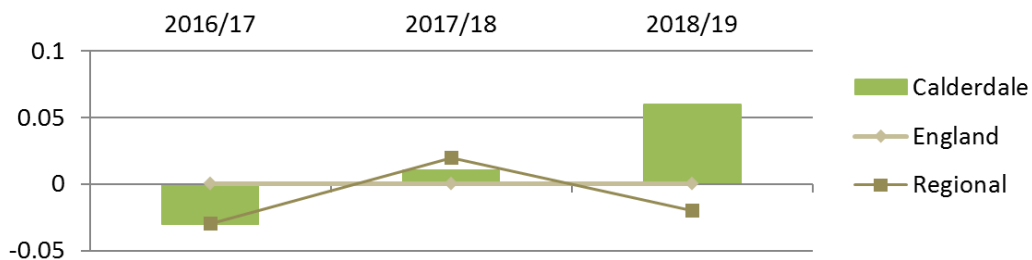
We recognise the importance of early years and the first 1000 days in preparing our children for school and life. We have some really good service providers, but want our children to be better with speech and language skills.

It requires serious system leadership and strategic action to get this right.

We are committed to reviewing our spend in this area and making it a priority for 2019/20.



Average Progress 8 scores - Calderdale, England and Regional



What is the story the data is telling us?

Progress 8 is a measure of the average progress made by pupils over the course of their secondary school career. Instead of focusing on raw attainment, it takes into account each pupil’s “starting point” at the beginning of secondary school in order to measure how much value is added by secondary education. Calderdale is now ranked 2nd of 20 Northern Boroughs. Note that the chart above represents the middle tenth of a much wider scale of national variance for this measure around the notional national “average” of 0.0; nevertheless Calderdale’s performance is now above average and above target, and has improved gently while regional performance remains fairly static. By contrast, Calderdale’s Attainment 8 average score (49.2), which is a simpler measure of performance at the end of secondary education, remains above the national and regional averages (44.3 and 44.9 respectively) but below the local target (52), having dipped in 2017-18 (47.8) and remaining lower than in 2016-17 (51.5). This mirrors the national trend over recent years, but merits careful attention. From a financial perspective, secondary schools currently receive attainment funding through the Funding Formula for pupils not reaching the expected standard in KS2 at either reading/writing/maths. This additional funding will reduce as more pupils attain the expected standard however under the current Funding Formula, schools are protected under the Minimum Funding Guarantee (MFG) regulations, and as such there are no major budgetary considerations to bring to bear on these performance measures or future expectations.

What are we doing to improve?

Creating opportunities for leaders and teachers to connect and share good practice; Building more positive links with Teaching School Alliances and Academies (epitomised by joint bids to central government funding, joint quality assurance processes and joint planning of training events and conferences); Working closely with officers from across Children and Young People’s Services to embed robust systems in order to support and challenge secondary schools to provide highly inclusive education; supporting improvement in absence rates and in permanent exclusions.

What evidence is there that actions are having an impact?

The correlation between actions instigated by the Local Authority (LA) and actual progress rates in individual schools is difficult to assess because of the multi faceted approaches taken by different schools to challenge and support students. The LA remit to effect change in individual academies is limited; because of this the LA has looked to work closely with Calderdale Association of Secondary Heads (CASH) to champion collaboration between schools to share best practice, devise training and create opportunities for dialogue and support. To this end where positive Progress 8 scores can be seen in several schools in the LA, it is where collaborating school’s have always been strong or can be judged to have adopted a collaborative and open approach in the past 24 months. Conversely, where schools have failed to engage with this open approach, this has correlated with poor performance in Progress 8 and other headline measures. Ofsted have inspected thirteen secondary schools / academies in Calderdale and judged ten of these to be either good or outstanding. This places Calderdale slightly above the national figure for this measure.

What more needs to happen?

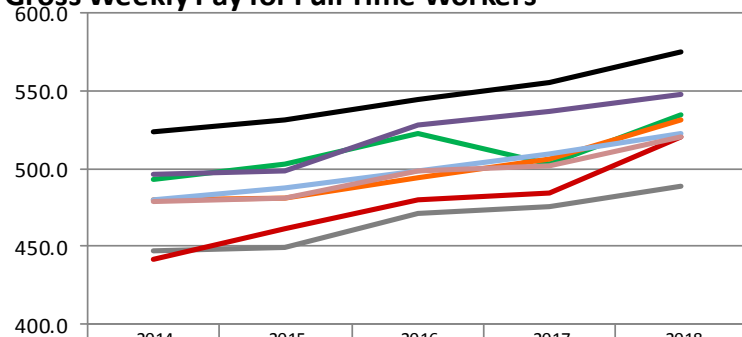
The schools that are classed as ‘outliers’ to the positive Progress 8 data have previously struggled to engage with their local partners; their absence rates are also high compared to local and national statistics, as are their rate of exclusions. The LA and the Chair of CASH is working to improve and build on early positive work this year to support these schools/ trusts in adopting a more open approach. The positive Progress 8 score masks the fact that only 6 out of the 14 mainstream secondary schools in Calderdale have a ‘good pass’ rate (5+) above the national average attainment rate of 43.3, with Maths being a limiting factor on this data improving. CASH, Teaching School Alliance (TSAs) and the LA are focusing on giving schools opportunities to share and learn from strong practice to improve. Students don’t make progress if they are not in school. The Education Welfare service alongside the Admissions team need continued support and challenge to embed and further develop the new robust systems which enable officers to effectively support and challenge schools— examples include the introduction of a centralised off-rolling protocol, Pupil Referral Unit reintegration panel and the Y11 Fair Access Process.

Corporate Leadership Team Response

We recognise the great achievements being made alongside some key challenges. We are committed to a targeted drive to improve school performance, sustain the reduction in exclusions, and increasing pupil attendance. We will offer support to the two schools in special measures, and encourage peer support and challenge across all schools to share good practice and narrow the inequality gap.



Median Gross Weekly Pay for Full Time Workers



	2014	2015	2016	2017	2018
Bradford	447.5	449.5	471.6	475.7	488.7
Calderdale	493.3	503.1	522.1	502.9	534.6
Kirklees	479.7	480.8	494.4	505.8	531.1
Leeds	496.2	498.4	527.9	536.6	548.3
Wakefield	442.1	461.0	479.8	484.0	520.2
Boroughs in the North Average	480.2	488.0	498.9	509.3	523.1
England Average	523.6	531.9	544.7	555.8	574.9
Yorkshire & Humber	479.0	480.6	498.3	502.3	520.9

What is the story the data is telling us?

There has been an increase in the median gross weekly earnings for Calderdale residents (from £503 in 2017 to £534 in 2018). Our ranking against the Northern Boroughs has increased from 10th to 6th. Calderdale is currently second highest in West Yorkshire.

Large increases and decreases have to be seen in the context that the sample size is small (1% of employees) and can present significant margins of error. The data source for this indicator is the Annual Survey of Hours and Earnings (ASHE) with information on earnings and hours obtained from employers relating to a pay period of April. The survey does not cover people who are self-employed. If the 2017 figures are removed from the context, the data is suggesting a consistent positive growth. It is unlikely the 2017 figures for Calderdale were accurate and the realistic number would be somewhere in the middle of 2016 and 2018. This may also explain the significant jumps for Kirklees and Wakefield in 2018.

What are we doing to improve?

- Encouraging companies to adopt the Living Wage.
- Encouraging business to invest in innovation moving towards higher skilled Workforce.
- Closer links with schools and sixth form centre to encourage promotion of skills shortage and career pathways in high level skills.

What evidence is there that actions are having an impact?

Calderdale is currently 6th compared to the other Northern Boroughs seeing consistent growth.

What more needs to happen?

The ongoing development of the Inclusive Growth Strategy will underpin the Council's long-term focus on the growth of weekly pay for workers.

The council will continue to encourage and support businesses to adopt the living wage, invest in innovation, maintain sustainability and growth.

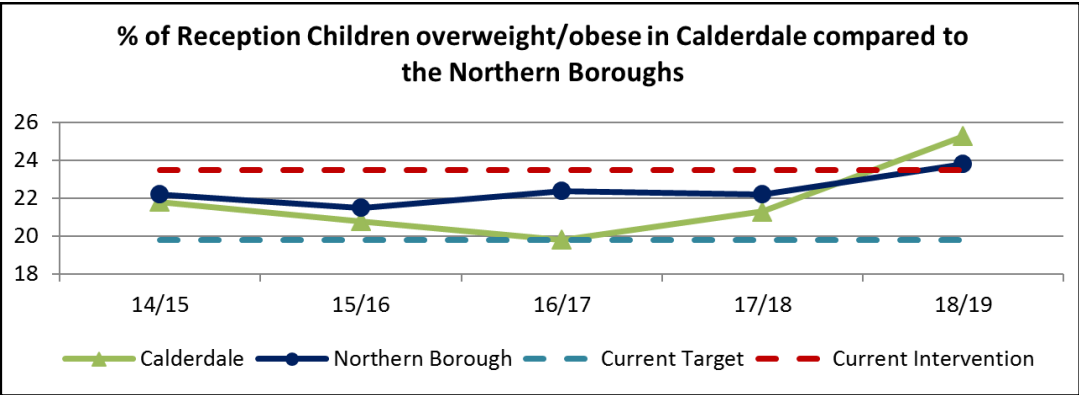
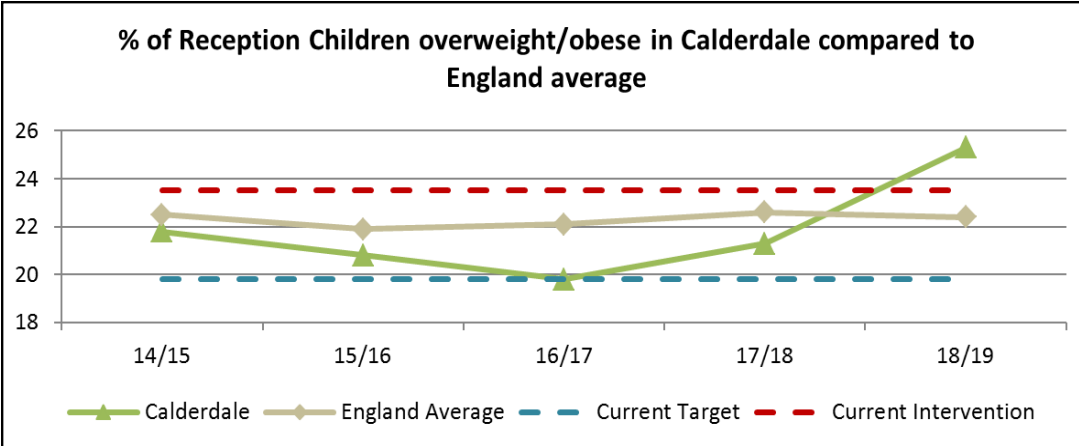
Recommendations

Other data sources need identifying to try and produce a more consistent picture, due to the small sample size (less than 1%) it can create swings as seen in the 2017 figures.

West Yorkshire Combined Authority are planning on commissioning a survey which will be looking at collecting this data on a more local level. This is likely to be available within the next 2-3 years.

Corporate Leadership Team Response

We note this is a survey of a small sample size, but value this information, and pleased to note the return to a more comparable weekly pay. This average can mask disparities across the Borough, and our Inclusive Economy Strategy details our aspirations for the people of Calderdale to be financially resilient. The Clifton Enterprise Zone development will offer more higher paid employment.



What is the story the data is telling us?

The proportion of Reception pupils in Calderdale who are overweight or obese has increased by 5.5% over the past 3 years and has now exceeded the Council set intervention level. The data suggests that 1 in 4 reception children are either overweight or obese. Calderdale is also poor compared with all other comparator groups and has now fallen to 16th in the Best Borough in the North ranking. The proportion of Year 6 pupils in Calderdale who are overweight or obese has also followed a long-term upward trend and now stands at 34.4% and has also breached the Councils intervention level. Calderdale has now fallen to 8th in the Best Borough in the North ranking. Levels of overweight/obesity vary across Calderdale. By Year 6, the prevalence of overweight/obese is highest in the most deprived areas, and in children of Pakistani ethnic origin.

- What are we doing to improve?**
- Expanding the commissioned Food For Life programme to include more awards in early years settings, schools, care homes and the hospital.
 - Supporting the Calderdale Food Network to implement the Sustainable Food Cities six key issues in collaboration across the Borough.
 - Facilitating the Council’s sign up to the Local Government Declaration on Healthy Weight with commitments to reducing unhealthy weight in our local population.
 - Building on Local Plan inclusion, exploring policy, licensing, procurement, advertising, and other levers available to us and local stakeholders to address eating behaviours, the strongest driver of childhood obesity.

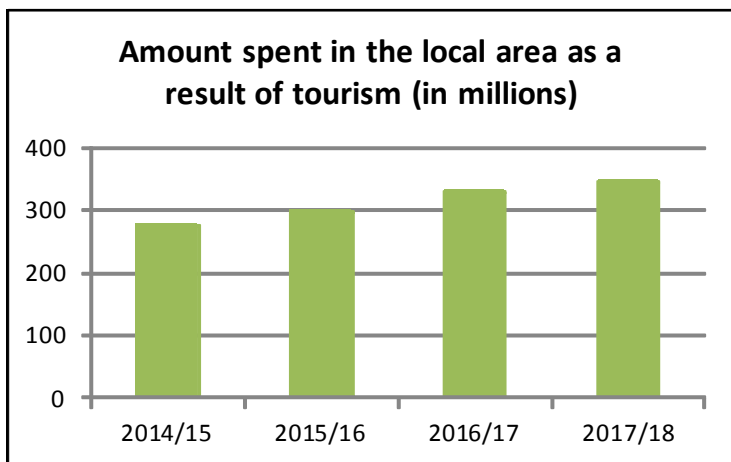
What evidence is there that actions are having an impact?

We have evidence that specific school-based initiatives such as the SugarSmart campaign, the Daily Mile, active lessons, cycle training, etc. are well received with improved uptake. However, tackling obesity is a complex public health challenge and expected impact will be seen long-term.

- What more needs to happen?**
- A proportionate universalist approach delivering a Borough-wide response and targeted action in Park ward.
 - A whole system approach across the Borough including commissioners, providers and voluntary sector across the 0-11 age group.
 - Activity that complements existing evidenced work but with a new and different approach based upon emerging tools from national work.
 - A strategic group chaired by the Director of Public Health to drive this agenda forward linked to Vision 2024 and building upon existing activity foundations.

Corporate Leadership Team Response

This is our most concerning and troubling indicator, and is a priority. We have a large number of initiatives which need a co-ordinated approach. We need to harness the power of young people to look at the behaviour changes needed, to have a lifetime impact on their health, mental wellbeing and self esteem. A Strategic Early Years Group will be formed to research best practice in the use of regulation to address this issue and its link to school readiness.

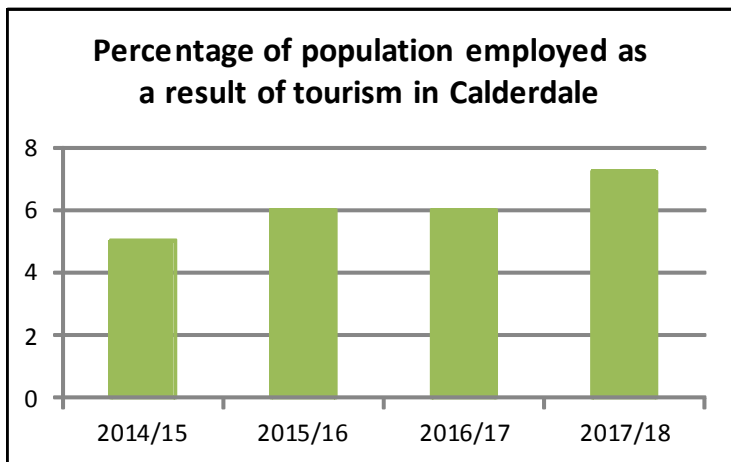


What is the story the data is telling us?

The value of the visitor economy in Calderdale is increasing year on year having risen from £248 million in 2010 to £344.1 million in 2017. The value is determined by direct spend to businesses and the multiplier effect (secondary spend and supply chain activity). Tourism related employment has increased, by an estimated 8% from 6,371 in 2016 to 6,884 in 2017. Of these, 5,421 are directly supported by tourism and 1,463 are indirectly supported. This tells us that there are more tourism businesses, but importantly that they are creating employment for employees that live within the borough. The data from these indicators is taken from the Economic Impact of Tourism report. Further analysis and data is published on Calderdale DataWorks [here](#).

What evidence is there that actions are having an impact?

- An active 3 year PR and marketing campaign has resulted in an increased profile to the area and increase in visitor numbers.
- Web analytics from the destination site show an increase in web traffic and 20% increase of traffic researching from London.
- Visitor numbers at visitor attractions are increasing.
E.g. Museums across Calderdale received 167,000 visitors in 2018 compared to 145,000 in 2017. Eureka! saw 300,000 visitors in 2017 and 2018—a significant increase on 2016. The Victoria Theatre received 105,000 visitors throughout 2018, an increase of 30,000 visitors on the previous year.



What more needs to happen?

- Continued work with local businesses to support their ambassador role and telling the story of the destination. (Word of mouth advocacy and promotion)
- More concentrated work around the employment and skills agenda and working closely with employers and Calderdale College through the Town Centre Initiative Scheme to support the changes to the high street and how this affects tourism.
- Continue to develop infrastructure to support the increase in visitors.
- Continue to develop the cultural agenda as a means to support a thriving economy. This will be done, partly through the remaining work of Cultural Destinations partners and a collaboration between council officers, cultural providers and the third sector.

What are we doing to improve?

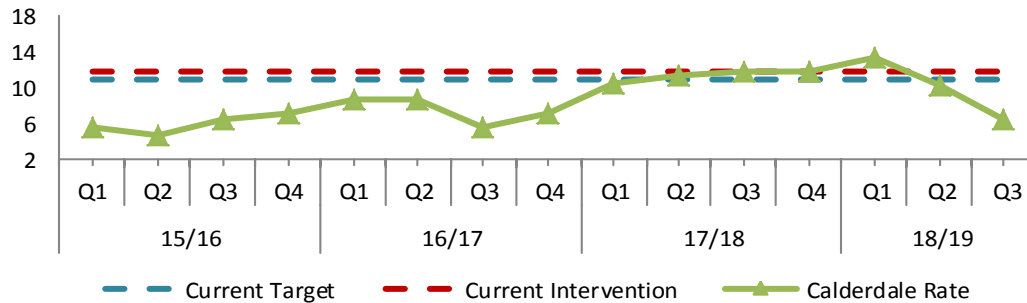
The value of tourism is increasing which is good but recent analysis suggests that the volume of domestic visitor trips has decreased since the previous year. Therefore more work needs to be done to ensure the 'holiday at home market' is sustained - particularly in view of the international landscape. Local jobs have increased but work is needed to improve skills and create good career paths within the industry. More concentrated promotional campaigns will be targeted at Greater Manchester and Lancashire to increase interest in potential visitors within the hour's drive time that wish to stay overnight.

Corporate Leadership Team Response

We expect to do well in this area, and whilst some of this is out of our control, our huge investment in culture and heritage growth is reflected here. We have put a lot of energy and focus into our Tourism Strategy and have a Visitor Economy Strategy in development. We are utilising the business rates pool effectively and amplifying the Piece Hall effect across Halifax Town Centre, whilst also developing our market towns. We are very proud of our distinct topography and the availability of parks and green spaces, and eager to see the development of our outdoors landscape with Pennine Prospects.



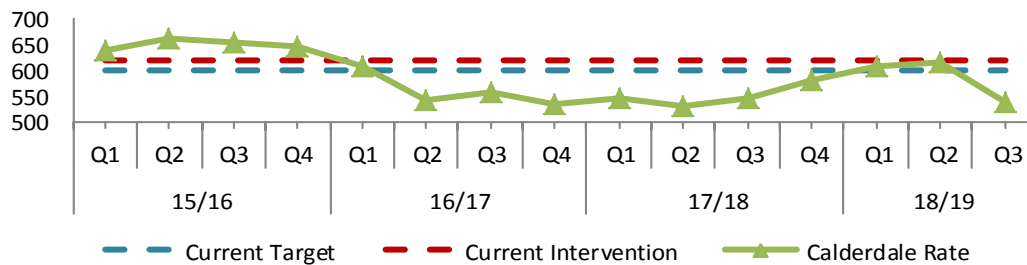
Long-term support needs of younger adults (18-64) met by admission to residential and nursing care homes, per 100,000 population



What are we doing to improve?

For both younger adults (18-64) and older adults (65+) the Directorate's focus is to support people to remain in their own homes and communities where this is possible. People are connected to their local communities and supported to maintain their independence wherever possible using assets that they already have available through family and universal services. Where formal support is required community based solutions are offered that maximise independence or offer support to informal carers to help maintain family units. Within the 18-64 younger adults cohort where people require accommodation the first option is to support younger adults to secure a tenancy. Residential and nursing care remains an important sector within Calderdale's market but this is only utilised when there is a clear need and other community based opportunities can not provide the specialised care and support required.

Long-term support needs of older adults (aged 65 years and over) met by admission to residential and nursing care homes, per 100,000 population



What evidence is there that actions are having an impact?

The sharp decline shows that assessments, informal support, information and activity services and commissioning activity are supporting people to remain in their own homes and communities, maintain independence and quality of life. Feedback from people who access support shows that community based services are highly valued and support people to remain in the community.

What more needs to happen?

We need to continue to promote community based support to ensure that residential and nursing care is only used where there is a clear identified need. Health promotion, preventative services and health ageing need to be key to Calderdale's place based (Calderdale Cares) approach to reduce the dependence upon paid support and further promote people to remain in their homes.

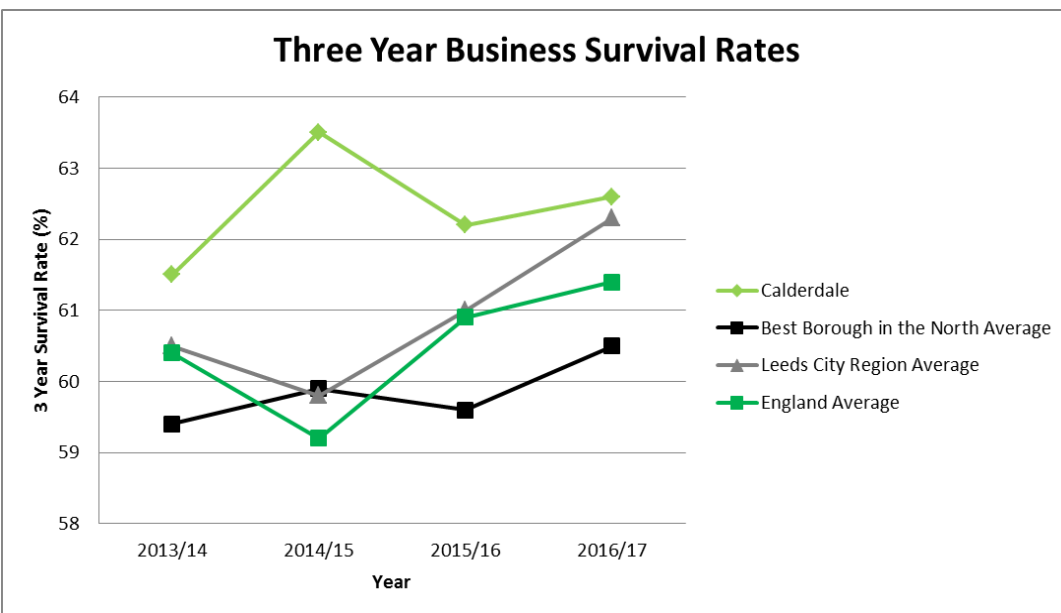
What is the story the data is telling us?

This measure is part of the Adult Social Care Outcomes Framework (ASCOF). This is a per 100k population measure and looks at permanent placements made in the previous 12 months. In Quarter 3, the rate for both younger adults (18-64) and older adults (65+) fell sharply. This has now resulted in the measures being well within target and changing this indicator to green. In the last 12 months some data cleansing work has taken place within performance clinics and as a result some long term placements recorded as short stay have now been corrected, which have had an impact upon this measure.

Corporate Leadership Team Response

We are pleased to note the achievements in this area, supporting people to stay at home wherever possible, and safely discharging people from hospital.

We are investing in multiple extra care schemes to help people who need that support.



What is the story the data is telling us?

This indicator has been included in the Vision 2024 set of indicators under the theme of Enterprising and Talented to show progress of the business economy in Calderdale.

The trend over the past 4 years appears to show a year’s delay in the impact of changes seen from the Leeds City Region Average and the England average compared to the Best Borough in the North Average and Calderdale. A dip was seen in the Leeds City Region and England averages in 2014-2015 which was then replicated by the Best Borough in the North Average and Calderdale the following year.

There is a similar correlation in the years difference showing subsequent improvements with the Leeds City Region average on a consistent positive trajectory. This could be a positive indicator that the growth could be sustained for Calderdale as well as the Northern Boroughs.

What are we doing to improve?

MiVenture is an online platform that is available to all businesses and start up businesses within Calderdale which allows direct access to expert support 9am - 6pm.

Ad:venture

- The Digital Shift Summit – a 3 day business support conference.
- Delivering Ad:venture workshops covering topics such as business planning and marketing.
- Business Support breakfasts, on the last Friday of each month.
- Legal advice clinics for young businesses.
- Upcoming Digital Shift event planned for March which will provide 1:1 expert advice to Ad:venture eligible businesses.

What evidence is there that actions are having an impact?

It is unclear in this dataset what impact these programmes are having as they have started after 2017. Feedback from businesses who have had the Ad:venture support who were already trading have identified the support has given them a focus from fire fighting to planning the next steps. Six of these businesses have been awarded growth grants totalling £56,326, creating 11 new jobs.

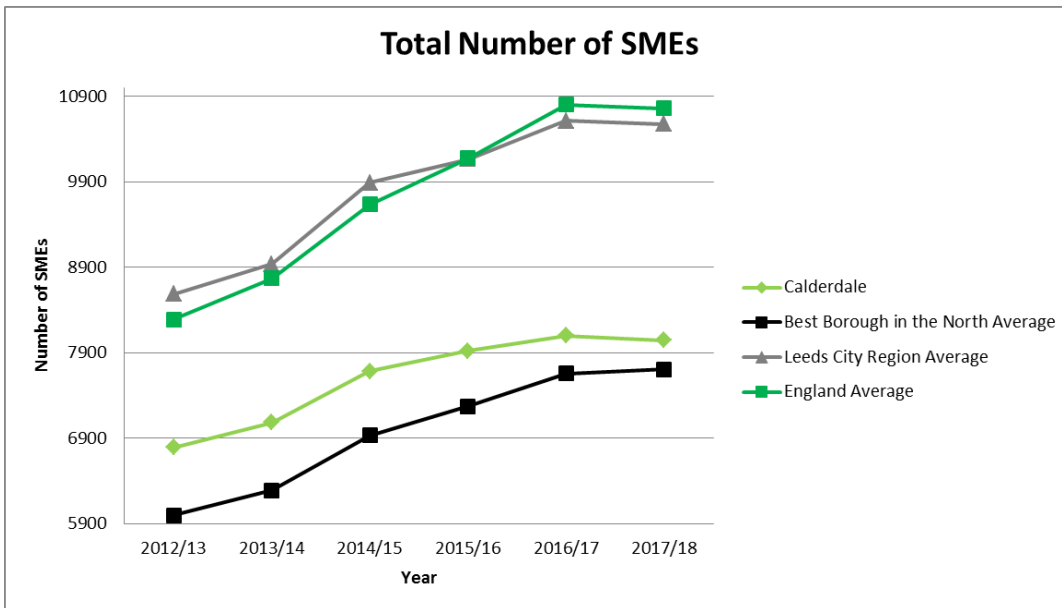
What more needs to happen?

- Further work to align all the business support provision to Calderdale.
- Ensuring businesses have links to all the networks and Leeds City Region provision.
- The Ad:venture Programme has been submitted for a further 3 years funding which would sustain the support until 2022.

Corporate Leadership Team Response

In collaboration with Leeds Beckett University Business centre we are pleased to offer a great deal of support and training for SMEs.

In future reports we will look at survival rates in conjunction with numbers of new businesses.



What is the story the data is telling us?

Calderdale has tracked consistently against both the Leeds City Region and the England average. There has been consistent growth shown between 2012 and 2015 with a slow down and first signs of a decrease being shown in 2017/2018.

It is only the Best Borough in the North average that has not seen a decrease in the 2016/2017 year period but figures show a significant drop in trajectory.

Although there is an overall decrease in SME numbers in Calderdale for the past year this is only shown in Micro businesses (0-9 Employees) with both Small (10-49 Employees) and Medium (50– 249 Employees) both having shown increases in numbers.

The largest decline is seen in Health (-40) & Professional Services (-60) in the last year. There are 2 sectors bucking the trend both showing year on year growth which are Construction and Business Administration & Support Services.

What are we doing to improve?

- **Ad:venture**
- The Digital Shift Summit – a 3 day business support conference
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- Upcoming Digital Shift event in March-providing 1:1 expert advice

What evidence is there that actions are having an impact?

Through the Ad:venture activity 42 new businesses have started, mainly within the digital and creative sectors, of which 20% have based themselves in the incubator area of the new Business Centre.

The business breakfasts have helped over 80 businesses focus on key business issues around Brexit and the Digital Shift Summit was attended by 30 local businesses who now are progressing into in-depth support by the University.

What more needs to happen?

Recommendation that this key performance indicator (KPI) is merged with the survival rates KPI so that a fuller picture can be seen around the nature of SMEs and which sectors are growing or declining.

Further links are planned to help bring the Leeds City Region support into Calderdale and closer working with Leeds Beckett University Business Centre will enable a

Corporate Leadership Team Response

In collaboration with Leeds Beckett University Business centre we are pleased to offer a great deal of support and training for SMEs, and will be carrying out some focused enterprise support in Park & Warley wards as part of our work on delivering an Inclusive Economy. We will closely monitor the impact of the Business Rate reduction scheme when it comes into force in April 2019. We are providing advice sessions to help SMEs with understanding the impacts of BREXIT. We appreciate this is a commercially sensitive area causing a great deal of concern. In future reports we will look at numbers of new businesses in conjunction with survival rates.