



## **2020/21 Corporate Performance Report**

## Summary

This report provides a performance update for Quarter 4/Year End of the 2020/21 reporting year. The 16 Super Key Performance Indicators (SKPIs) are reported along with Northern Borough rankings. **Calderdale is currently 5th overall against the 20 Northern Boroughs.**

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

- **Total Crime** — The last data release shows a 13.2% decrease in the total number of recorded crimes for the year 2020/2021 against the previous year (21,174 against 24,392) with the Covid-19 Pandemic having made major impacts on recorded crime.
- **Adult Social Care** — The percentage of the population aged 65 or over in receipt of long term adult health and social care support continues to fall, reaching 3.6% in Q4, a decrease from 4.0% in Q1. Our latest annual figure was 3.8%, which relates to 2019/20. All our comparators saw decreases against this measure in 2019/20, with 3.6% nationally and 4.0% amongst our statistical neighbours.
- **Employment Rate** — The most recent data release for 12 months ending December 2020 shows employment in Calderdale at 73.5% with performance currently below the national and regional average. This ranks us 11th of the Northern Boroughs. As at March 2021, the Claimant Count is 9,160 (7% of residents 16-64), an increase from 4,725 (3.6% of residents 16-64) in March 2020.

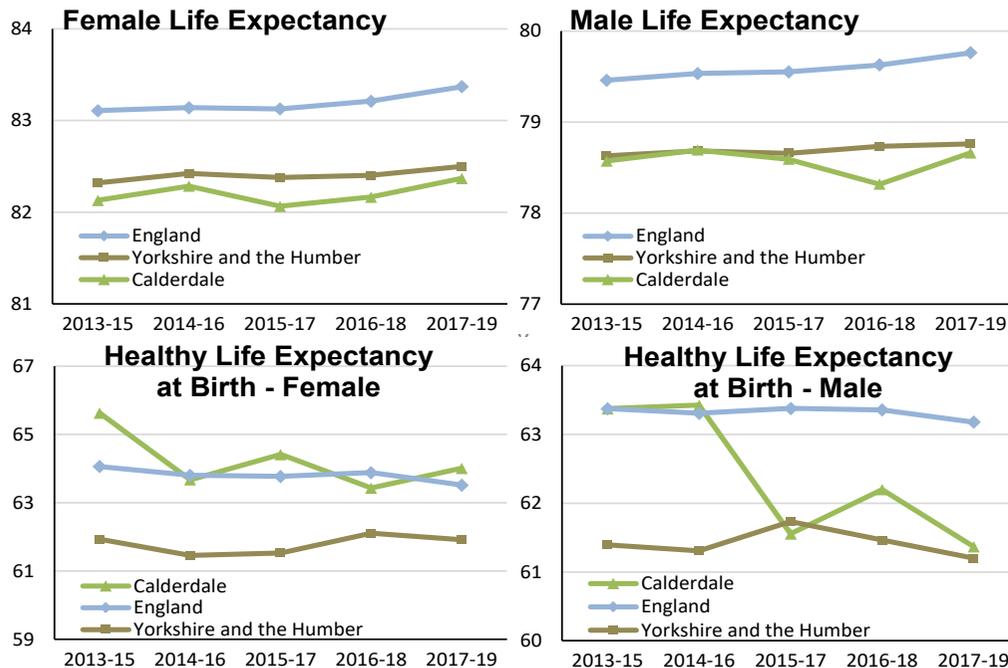
During this reporting period, there have been data releases for the following annual SKPIs:

- **[Healthy Life Expectancy \(Males/Females\)](#)** — During Quarter 4, ONS published 2017-19 data on life expectancy / healthy life expectancy. Life expectancy for both men and women in Calderdale has improved (although both remain below the England average), whereas healthy life expectancy has improved slightly for females and declined for men.
- **Adults qualified to Level 4 or above** — The most recent data (2020) shows that 36.8% of adults aged 16-64 in Calderdale are qualified to Level 4 or above. This is an increase from the previous year, however, our performance is now slightly below regional average and remains behind the national average.

From the wider basket of Key Performance Indicators, please note the following exception reports:

- **[Children's Social Care Activity](#)**
- **[Visitor Economy](#)**
- **[Vision 2024 — Resident Perception Indices 2021](#)**

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
Reducing Inequalities	Healthy life expectancy at birth (Males) (2017-19)*	High	61.4	60.9	5	9	↓	Stockport (66.0) Trafford (65.6) Sefton (63.7)
	Healthy life expectancy at birth (Females) (2017-19)*	High	64.0	60.8	3	3	↔	Trafford (65.0) Sefton (64.2) Calderdale (64.0)
	Percentage of physically active and inactive adults - active adults (2019/20)	High	63.4	59.4	2	3	↓	Trafford (67.1) North Tyneside (64.0) Calderdale (63.4)
	Excess weight - 4/5 year olds (2019/20)	Low	23.1	25.3	5	3	↑	Trafford (18.8) Barnsley (19.4) Calderdale (23.1)
	Excess weight - 10/11 year olds (2019/20)	Low	35	37.3	4	4	↔	Trafford (32.2) Stockport (33) Barnsley (33.4)
	Proportion of older people in receipt of long term adult social care (65+) (Q4 2020/21) (Benchmarking 2019/20) ***	Low	3.5	4.27	5	7	↓	Kirklees (3.32) Barnsley (3.62) Wirral (3.65)
	Percentage achieving a good level of development (Foundation Stage Profile) (2018)	High	70.5	70	10	7	↑	Trafford (74.7) Gateshead (73.4) South Tyneside (73.3)
	Total Crimes (Q4 2020/21) ***	Low	4882		16	16	↔	Sefton Wirral Stockport (annual benchmarking per 10000 population 2018/19)
Strong and Resilient Towns	Average Progress 8 score per pupil (2018)	High	0.03	-0.21	2	2	↔	Trafford (0.11) Calderdale (0.03) Wirral (0.01)
	NVQ level 4+, aged 16 to 64 (2020) *	High	36.8	34.7	5	7	↓	Trafford (51.4) Stockport (46.2) North Tyneside (42.3)
	Median gross weekly pay (2020)	High	520.9	544.4	8	13	↓	Trafford (648.4) Stockport (601.2) Bury (591.3)
	Employment Rate (Q3 2020/21) ***	High	73.5	73.6	17	11	↑	Trafford (78.4) Rotherham/Wigan (77.4) Stockport/North Tyneside (76.9)
	Principal roads where maintenance should be considered (2018/19)	Low	4	3	14	14	↔	South Tyneside/Gateshead (1)
	Number of new dwellings completed as a percentage of total dwellings in Calderdale (2019/20)	High	0.3	0.5	18	14	↑	Knowsley (1.4) St Helens (1) Wigan (0.9)
Climate Emergency	Local sites (both geological and wildlife) where positive conservation management is being or has been implemented in previous 5 years	High	67%					
	Per capita CO2 emissions in the area (2018)	Low	4.9	5.2	13	13	↔	South Tyneside (3.4), Oldham (3.4), Tameside (3.7)
<b>Northern Boroughs;</b> 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 <u>annual</u> data release in this period								
** Indicators which have had a <u>6 monthly</u> data release in this period								
*** Indicators which have had a <u>quarterly</u> data release in this period								
				 Top quartile		 Third quartile		
				 Second quartile		 Fourth quartile		



### What is the story the data is telling us?

Data recently published for 2017-19 shows that life expectancy has increased for males (MLE) and females (FLE) in Calderdale. This is the second consecutive period of improvement for women, and the first increase for men since 2014-16. The gap between Calderdale and the regional average has narrowed for both men and women, but the gap between Calderdale and the England average remains, with a year for women, and just over 1 years for men. Calderdale's ranking amongst Northern Boroughs is unchanged, at 5th for women and 6th for men.

Female Healthy Life Expectancy (FHLE) at birth in Calderdale increased in 2017-19 to 64 years spent in good health, which is above the national and regional averages. Since 2013-15, there has been a declining trend in FHLE in Calderdale and nationally, with Calderdale seeing a reduction from 65.6 to 64 years in good health. Our Northern Borough ranking for FHLE is unchanged at 3rd. There is also a declining trend in Male Healthy Life Expectancy at Birth (MHLE) in Calderdale, falling from 63.4 years in 2014-16 to 61.4 years in 2017-19. Over the same period, MHLE has also reduced nationally and regionally, but at a slower rate. Our ranking amongst the Northern Boroughs for MHLE has fallen from 5th to 9th.

### What are we doing to improve?

Healthy Life Expectancy (HLE) is a summary measure of ill health and death, which indicates overall trends in the health of the local population. There are inequalities in how long people live in good health across the borough and in different groups. Disadvantaged people are more likely to live a shorter life and spend a greater proportion of it in ill health. HLE is influenced by a wide range of social, economic, environmental, behavioural and healthcare factors. A system-wide integrated approach is therefore needed to impact upon it. This is summarised in our Health and Wellbeing Strategy.

### What evidence is there that actions are having an impact?

Until recently, data for Calderdale reflected a national trend that life expectancy is stabilising. The reasons for this, and the decline in MHLE, are complex. It is too early to ascertain the long term impact of COVID-19 on life expectancy but we are seeing an increased mortality compared to last year, which is likely to impact on this.

### What more needs to happen? What can we learn from the best performing Northern Boroughs?

Partners are now working together to integrate services and programmes to improve HLE and narrow the gap between parts of the borough. This includes using population health management (PHM) approaches. Calderdale's inclusive recovery plan sets out the action partners will take to address the social, economic and environmental determinants of ill health and health inequalities. Lower levels of deprivation & greater affluence will be a factor in higher life expectancy in some Northern Boroughs. Those in the North West have also made more progress with PHM approaches.

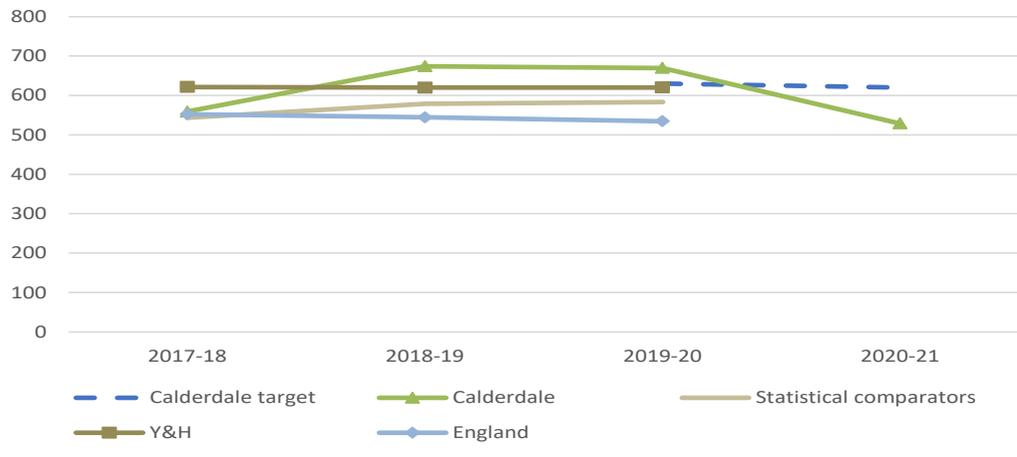
### Which Northern Boroughs perform best on this measure?

MLE - Trafford (80.3 years), Stockport (79.8 years), Bury (79.1 years)  
 FLE - Trafford (83.9), Stockport (83.3), Sefton (82.9 years)  
 MHLE - Stockport (66.0 years), Trafford (65.6 years), Sefton (63.7 years)  
 FHLE - Trafford (65.0 years), Sefton (64.2 years), Calderdale (64.0 years)

**TOG feedback:** We recognise that there are number of determinants that affect all our residents opportunity to live well and healthy lives. These can be health and economic related. We are therefore working with our partners and revising our Health & Wellbeing Strategy to refocus our priorities and join up services and programmes to achieve this in an integrated way where we seek to understand the needs and assets of our communities (PHM approach) to help build the strength and resilience in our communities.



**Referrals to Children's Social Care**  
(per 10,000 under 18 year olds)



For further visualisation of all Children's Social Care Activity data please view the Children and Young People lead service measures on the [Council Performance Dashboard](#).

### What is the story the data is telling us?

The trend noted at Q3 2020-21 has continued in Q4 and rates of referrals, Section 47 (child protection investigation) starts and active Child Protection Plans (CPPs) have continued to fall. Rates of repeat referrals have stabilised. Activity in these measures is now below published statistical comparator averages in 2019-20 for referrals, repeat referrals and active CPPs, though Section 47 starts remain above average. However the impact of the pandemic makes comparison with this historical published data less useful. Unvalidated regional average data to Q3 2020-21 suggests we may now be below regional average rates for referrals and active CPPs in Calderdale with rereferrals and Section 47 starts near the average. Active CPPs are at the lowest rate since corporate data collection began in 2014.

It is worth noting that from Q2 of 2020-21 onward we have seen a significant increase in the number of new Early Help Pathway/EISA cases, supporting families at an earlier stage. In 2020-21, 281 cases were opened, compared with 55 in 2019-20. Since opening in July 2020 the new Early Help Hub has supported a further 357 children. The rate of looked after children has remained stable at 74.2 per 10,000 under 18 year olds at Quarter 4 2020-21. There is no consistent increasing trend in the past year and rates remain below published statistical comparator averages for 2019-20 and meet unvalidated regional averages to Q3 2020-21.

### What are we doing to improve?

Calderdale has seen a sustained picture of high demand at the front door over several years. A number of interventions and improvements have been undertaken across the service over the last six months to provide help at an earlier stage for families and bring us more in line with statistical neighbours. The new Early Help Hub at the front door seeks to support families without the need for social care intervention where appropriate and where safe to do so. Change in practice has been introduced in that all section 47s have to be agreed by a practice manager and where consideration for a case conference is being made for a repeat child protection case, discussion takes place with a senior IRO. As a result of this continued work we are starting to evidence the reduction in these activities bringing us in line with regional partners.

### What evidence is there that actions are having an impact?

The interventions identified above were introduced over the past 18 months and progressed with more pace in the last six months with the aim of reducing high activity rates in these four areas. There is evidence that these interventions have positively impacted upon the activity data. However, the reduction is more than would have been anticipated and this raises the question as to the impact of Covid 19 and several peaks and troughs with each lockdown. A reduction in referrals to the front door can lead to a domino effect upon all other CSC activities and equally reduce our ability to benchmark against our historical data. A recent full service performance meeting looked at all of the available demand data, and provided a high level of assurance that the measures that we are implementing are having a positive effect.

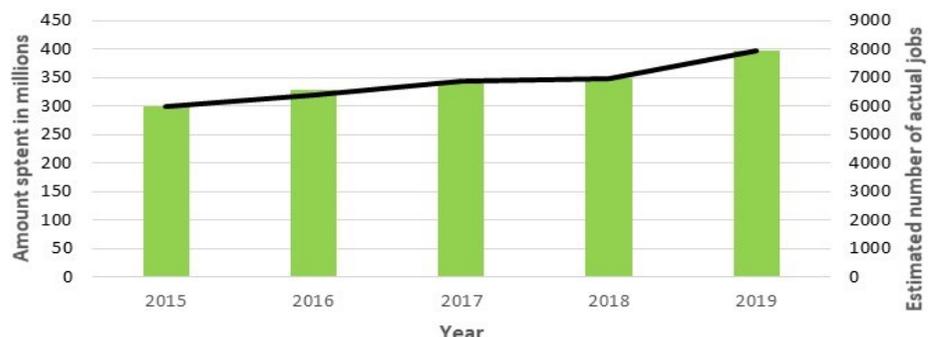
### What more needs to happen? What can we learn from the best performing local authorities?

As above the service has specifically targeted work at these four indicators which historically showed that we were out of sync with statistical neighbours. Due to the work that has been done all four indicators are now more in line with statistical neighbours. CSC will look at this data in more detail with partner agencies through the Safeguarding Partnership to maintain assurance that early help and preventative services remain confident that they are identifying and supporting children in need and at risk.

**TOG feedback:** We undertook a peer review health check of our front door approach to social care referrals back in 2020 to ensure that our processes and action/interventions were appropriate. This confirmed that our practice is appropriate, and we continue to monitor this with case file audits. We have requested a follow up health check with the peer review group to give ongoing reassurance in our practice and procedures.



**Amount spent in the local area as a result of tourism and Total Estimated Actual Jobs supported by the Visitor Economy**



Data source: [Tourism South East 2019 report](#)

Amount spent in the local area as a result of tourism (in millions)

Total estimated actual jobs supported by the visitor economy

## What is the story the data is telling us?

The latest data release (2019) continues to show the value of the visitor economy in Calderdale increasing year on year having risen from £298 million in 2015 to £396.7 million in 2019. 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 33% from 5,965 in 2015 to 7,930 in 2019. Of these, 6,263 are directly supported by tourism and 1,667 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](#). The coronavirus pandemic has heavily impacted the travel and tourism sector in 2020 and into 2021 with restrictions preventing tourism for long periods of time. Nationally, turnover for travel and tourism businesses fell to 26% of February levels in May 2020. In terms of national employment in travel and tourism industries overall, the number of people aged 16-24 saw the largest fall in employment of any age group between Q3 (July–September) 2019 and Q3 2020 (ONS: [Coronavirus and the Impact on the UK travel and tourism industry report](#)).

**TOG feedback:** Whilst this is a historical picture it provides a very positive and encouraging baseline of visitor economy performance for the Borough going forward as we recover from the pandemic. In this respect we are committed to, and have confirmed significant future investment through the regional gainshare funding with further future opportunities to be investigated also through the Community Renewal Fund.

## What are we doing to improve?

- Developing a new tourism website to present new rich content and introduce new functionality such as an online shop and instant chat section to engage with visitor enquiries.
- Developing a new FilmCalderdale.com website to engage with film producers, make it easier for them to request film permits and showcase Calderdale as a fantastic area for filming.
- Introducing a newly commissioned cloud based online event application system and expanding the team with a new support role for the Events & Licensing Officer to support event organisers with COVID regulations.
- Working across social channels to engage, inform and inspire our followers throughout lockdown the road map steps out of lockdown and beyond into the 'new normal'.
- Supporting the Business & Skills agenda by working with colleagues within the directorate to deliver the new 'Inspire' programme.
- Working more closely with industry partners such as Visit Britain and Welcome to Yorkshire to develop national and regional tourism recovery plans.
- Increasing communication with local visitor economy businesses throughout lockdown, in the run up to each road map step and the tourism sector coming out of lockdown.

## What evidence is there that actions are having an impact?

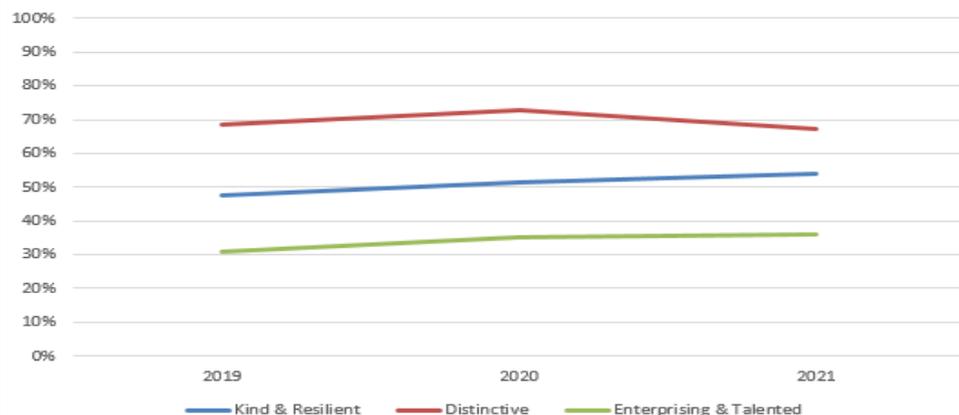
- Increase in Visitors to the area.
- Positive feedback has been received from local businesses with compliments about the support from the team during the pandemic.
- An increase in followers across all three of our social channels throughout the last year.
- Web analytics show VisitCalderdale.com has been well used throughout lockdown and shows that both unique visitors, visits and page views are increasing.
- Local businesses, event organisers and film companies continue to proactively engage with the VisitCalderdale team.
- The adoption of our hashtags on social channels i.e. #ReVisitCalderdale by local visitor economy businesses.

## What more needs to happen?

- Business support and advice i.e. information and advice about accessibility; social media; opportunities for wider promotion; training and how to be COVID safe when reopening.
- Develop the Film Calderdale Brand in order to promote screen tourism and encourage more filming the area.
- Inspirational and confidence-building content for Calderdale residents and (potential) visitors to Calderdale to encourage them to #ReVisitCalderdale
- Identify new ways of engaging with Visitors by working with our stakeholders around Calderdale and beyond.
- Look for opportunities to generate more visitor economy income.
- Continued support for the Cultural agenda by working with Cultural partners within the Council and external stakeholders such as the Cultural Destinations programme and event organisers.
- Continued work with partners such as local Disability Access Forums and Visits Unlimited to better understand, gather and present useful information for residents and visitors to Calderdale with accessibility issues.



Resident Perception Survey - Vision Themes



**What is the data telling us?**

According to our annual resident survey carried from January to March 2021, perceptions of Calderdale have generally improved. The majority of people in Calderdale now report feeling or acting positively across all Vision theme indicators. Kind and Resilient has increased by 2% and Enterprising & Talented has slightly increased by 1%.

A higher proportion of residents feel Calderdale is a place that enables businesses to thrive and succeed, this appears to be steadily increasing year on year.

There is also a higher proportion of Calderdale residents that feel people in their neighbourhood and communities pull together to improve the local area and help in the response to flooding.

Three additional questions were surveyed this year, to assess the impact of Covid on people of Calderdale. 70% responded positively to the question that people in my community have acted kindly during the Covid-19 pandemic, with 46% of people believing that Calderdale is a place that will support effective economic and business recovery from the Covid-19 pandemic. Furthermore, 45% of people believe Calderdale is a place that can realise new opportunities for innovation and enterprise after the Covid-19 pandemic. It is worth noting that our Inclusive Recovery Strategy which seeks to tackle some of these challenges and concerns, was in development at the time of this survey. It will therefore be of interest in 2022 to review responses with time elapsed and early implementation of business/economic recovery actions.

Overall, 72% of people surveyed believe Calderdale is a great place to live.

**What are we doing to improve?**

The Covid-19 pandemic has significantly impacted on the response rate for the perception survey this year, even allowing for an extension of a further two months. It is also worth noting the government's 10 year national census activity that was ongoing during a similar period.

Further investigation into additional opportunities to inform residents of the survey and to increase participation is needed

**What evidence is there that actions are having an impact?**

With support from Neighbourhood and Cohesion teams, representativeness of the survey has improved, however further work is needed to reflect a larger proportion of the population in Calderdale.

While the difference in participation numbers mean that year on year comparisons provide talking points rather than exact evidence, there certainly appears to be a general trend of increasingly positivity of life in Calderdale.

**What more needs to happen?**

We encourage more services which support Calderdale residents to make use of the sub Calderdale level data from the survey to inform targeted approaches to working with communities.

We aim to increase participation in the survey in 2022 to allow us more confidence in year on year comparisons. We will make further improvements to the representativeness of the survey with a priority to hear more voices from all communities and age groups.

**TOG feedback:** Whilst overall we are pleased in the responses received to see our residents perception of their community and Calderdale as a place, we acknowledge the challenges during this year that have adversely impacted our survey. We remain committed to engaging with our residents to enable them to give their views and will look to improve this including our digital capability going forward and to ensure this is representative of all our communities.