

BE THE BEST BOROUGH IN THE NORTH

2019/20 Corporate Performance Report

Summary

This report provides a performance update for Quarter 4 of the 2019/20 reporting year. The 15 Super Key Performance Indicators (SKPIs) are reported along with Northern Borough rankings. Calderdale is currently 8th overall against the 20 Northern Boroughs.

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

- **Total Crime** - The latest data release shows a 4.8% decrease against the previous year with 24392 total recorded crimes in 2019/20 against 25625 In 2018/19.
- **Adult Social Care** - The percentage of 65 years and over population in receipt of long term adult health and social care support remains stable this quarter at 4.01% and shows static performance for this indicator against the previous year.
- **Employment Rate** - The latest data for employment rate (Q3 2019/20) shows a further decrease on the previous quarter (74.4% to 72.1%) and 4 percentage points down on the same period the previous year resulting in Calderdale's performance currently below the national average and ranks us 14th against Northern Boroughs.

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

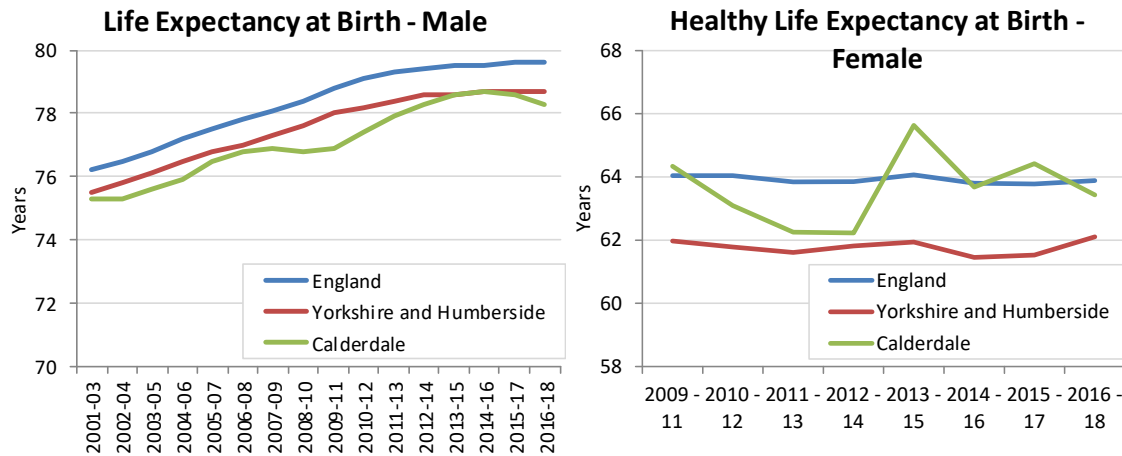
- **Life Expectancy** – The latest data release for 2016-18 shows a decrease of 0.3 years for males and an increase of 0.1 years for females to 78.3 years and 82.2 years respectively resulting in Calderdale's performance currently below the national and regional averages . **(Page 4)**.
- **Physical Activity** – The latest data release from the 2018/19 Active Lives Survey shows a slight reduction in the percentage of physically active adults (65.7%). However, this ranks us 2nd against Northern Boroughs with performance also above national and regional averages.

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

- Page 5 [Children's Social Care—Repeat Referrals within 12 Months](#)
- Page 6 [Children's Social care—Short Term Placement Stability for Looked After Children](#)
- Page 7 [Excess weight at 4/5 and 10/11 years old](#)
- Page 8 [Vision 2024 Perception Survey](#)

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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) (2016-18) *	High	78.3	78.1	4	6	↓	Trafford/Stockport (80.1) Sefton (78.8)	
	Life Expectancy (Females) (2016-18) *	High	82.2	81.8	5	5	↔	Trafford (83.9) Stockport (83.3) Sefton (82.6)	
	Percentage of physically active and inactive adults - active adults (2018/19) *	High	65.7	60.1	1	2	↓	Trafford (66.0) Calderdale (65.7) St Helens (64.5)	
	Proportion of older people in receipt of long term adult social care (65+) (Q4 2019/20) (Benchmarking 2018/19) **	Low	4.01	4.51	4	5	↓	Kirklees (3.41) Wirral (3.43) Wigan (3.79)	
	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 2019/20) **	Low	5831		16	16	↔	Sefton Wirral Stockport (annual benchmarking per 10000 population 2018/19)	
Grow the Economy	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 (2018)	High	34.8	31.3	6	5	↑	Trafford (49.5) Stockport (41.3) Bury (38.4)	
	Median gross weekly pay (2019)	High	547.8	541.6	6	8	↓	Trafford (670.4) Stockport (620.1) Bury (582.6)	
	Employment Rate (Q3 2019/20) **	High	72.1	73.7	10	14	↓	Trafford (78.6) North Tyneside (78.0) Wigan (77.2)	
	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 (2018/19)	High	0.3	0.5	18	18	↔	Knowsley (1.2) Barnsley (1.1) North Tyneside (0.8)	
	Principal roads where maintenance should be considered (2018/19)	Low	4	3	14	14	↔	South Tyneside/Gateshead (1)	
	Fraction of mortality attributable to particulate air pollution (2017)	Low	4	4.1	5	7	↓	Gateshead (3.6) North Tyneside (3.7) South Tyneside (3.8)	
	Percentage of people satisfied or very satisfied with level of litter in local neighbourhood (Q2 2019/20)	High	45.1	N/A				No comparator data available	
	Proportion of residents using parks and green spaces (Q2 2019/20)	High	82.4	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				
					Second quartile			Third quartile	
								Fourth quartile	



What is the story the data is telling us?

Data recently published for 2016-18 on male life expectancy (MLE) at birth in Calderdale shows a decrease of 0.3 years, falling to 78.3 years. The only other previously reported decrease was in 2008-10 (0.1). This confirms the end of the period of increasing MLE visible since 2009-11. The overall trend for Calderdale does closely mirror the regional average. However, none of our regional neighbours have seen similar reductions in MLE. Only one of our Northern Borough comparators (South Tyneside) has experienced a decrease above 0.1. Data for female life expectancy in Calderdale also shows a slight increase of 0.1 years. Our Northern Borough ranking for MLE has dropped from 4th to 6th.

In 2013-15, female Healthy Life Expectancy (FHLE) at birth in Calderdale was well above the regional and national average at 65.6 years. Data for 2016-18 shows that female HLE in Calderdale has fallen below the national average (63.9) to 63.4 years, although it remains above the regional average (62.1). Unlike MLE, a number of our Northern Borough comparators also saw similar reductions in FHLE. Our ranking amongst the Northern Boroughs for FHLE has fallen from 3rd to 4th.

What are we doing to improve?

Life expectancy is a summary measure of mortality and morbidity: it indicates overall trends in major population health measures, setting the context in which we can assess other indicators and identify drivers of life expectancy and healthy life expectancy. As such, a system-wide response is needed in order to “turn the curve” and to address the wider social, cultural, environmental and economic determinants of health and to reduce inequalities in health outcomes and in life expectancy.

What evidence is there that actions are having an impact?

Until recently, the data for Calderdale reflected a national trend that life expectancy is levelling out. The reasons for this, and the decline in MLE, are complex and requires a system response which is more than just service provision. 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?

Using population management approaches, work across the system - and in localities - need to address give attention to the wider a social, cultural, environmental and economic determinants of health to reduce inequalities in health outcomes and in life expectancy.

TOG feedback

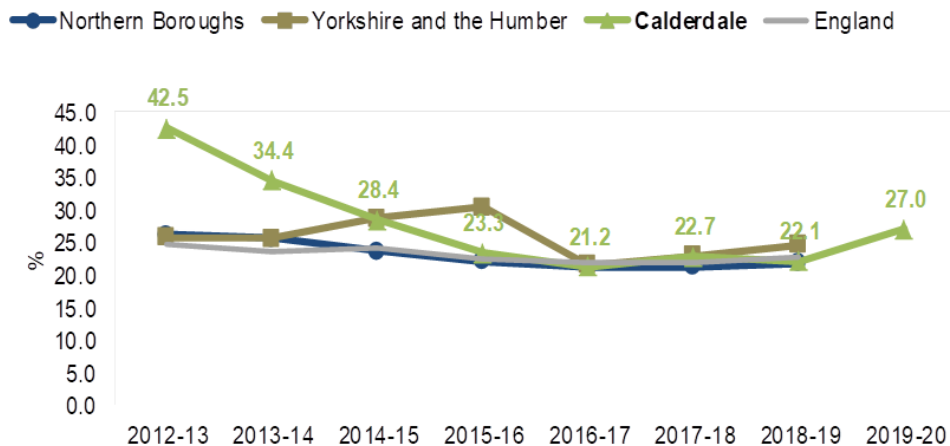
Life expectancy is a long term measure and recent experience of Covid 19 may have an impact in the future. However there is opportunity through integration to make improving life expectancy a central and shared aim across the whole system.

Children's Social Care — Repeat Referrals Within 12 Months

Q4 2019-20



% Referrals which: Were within 12 months of a previous referral



What is the story the data is telling us?

In the year to the end of March 2020, the proportion of referrals to children's social care that are repeat referrals in the last 12 months were at levels not seen since 2015-16. Of the referrals accepted into the Multi-agency Screening Team (MAST) in the year to the end of this quarter, 27% had previously been referred in the last 12 months. At the end of Quarter 3 2019-20, 24% had previously been referred in the last 12 months, suggesting a worsening trend. These figures are against a target of lowering the 12 month repeat referral rate to 21.5% in 2019-20.

As can be seen in the graph, Calderdale has been broadly in line with national, regional and Northern Borough averages for this measure in recent years. In fact, during 2018-19 Calderdale's repeat referral rates were below national and regional averages. However, the most recent data suggests we are moving away from these comparators and more children in Calderdale are being referred to MAST more than once during a year.

Unpublished regional benchmarking data supports the trend analysis, suggesting that Calderdale is no longer one of the better performing local authorities in the region on this measure.

What are we doing to improve?

We work closely with all agencies to ensure that referrals to MAST are appropriate. We are re-focusing resources by establishing an Early Help Hub (EHH) within MAST to support children who don't meet the threshold for Children and Young People's Services (CYPS) involvement but where there are multiple needs that require a targeted multi-agency response. EH have streamlined Early Intervention (EI) panels into one weekly panel so that children and families are provided with a timely response thus reducing the potential for risks to escalate. Processes have been established for MAST to alert the Early Intervention Single Assessment (EISA) Co-ordinator when a referral does not require a CYPS assessment and an EISA is recommended. Early Help have reviewed and consulted on EISA process with Partners and have reduced the waiting time for an assessment to be completed by bringing partners together at an earlier point. Early Help are extending the use of Family Group Conferencing by offering an accredited training package to partner agencies. Within Child Assessment Team and locality the Social Worker will inform the EISA Co-ordinator where it has been assessed that the child and family no longer require CYPS intervention and will arrange the initial step-through meeting alongside Early Help practitioners.

What evidence is there that actions are having an impact?

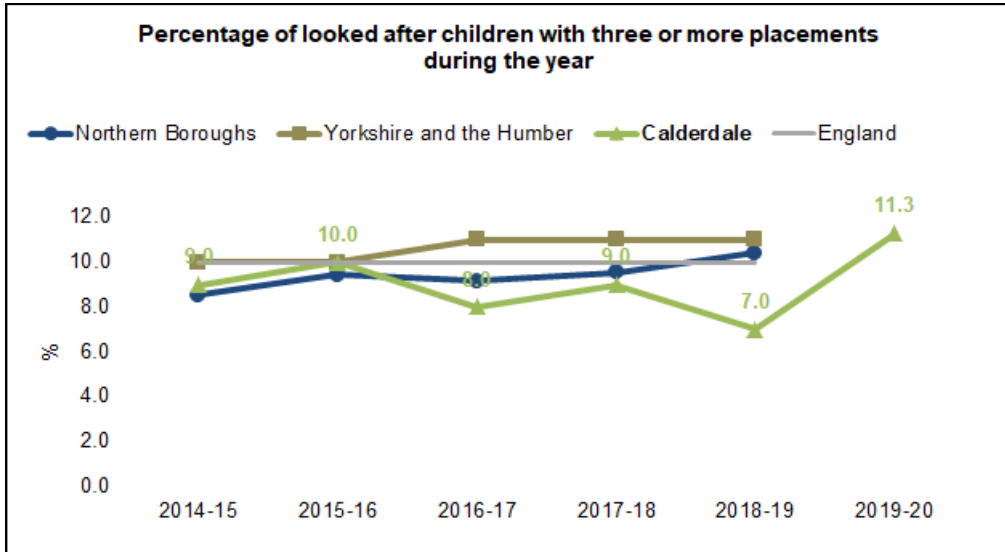
While repeat referrals within 12 months have increased, particularly over the last six months, we cannot say how high they would have been had the working relationships between MAST and referring agencies not been so strong. It is too early to state the potential impact of the EHH.

What more needs to happen?

We are working closely as an Senior Leadership Team to understand the root cause of the increase in repeat referrals to MAST. Performance and Business Intelligence will further investigate repeat referral data, including repeat referral sources and points of closure or step down of initial referrals in order to support targeted improvement work. We also expect the pending launch of EHH and relaunch of the Early Help Journey offer to positively impact repeat referrals to MAST, ensuring that families that do not or indeed no longer meet the thresholds for statutory social care will receive appropriate support in the community.

TOG feedback

Intuitive partnership working has improved in recent months though there remains anticipation of rising demand following the end of lockdown. The Early Help offer is strengthening and leaders are revisiting their approach to domestic violence in the home. 5



What are we doing to improve?

We are working closely as an Senior Leadership Team to understand the root cause of the increase in multiple placement moves, using data to investigate common issues or demographics.

Our Gateway panel continues to ensure that only those children at imminent risk of harm are accommodated by the local authority, using Public Law Outline and early permanence planning to explore alternatives to mainstream foster carers, including family placements. Our placement sufficiency strategy is in place and under constant review by the fostering and children's looked after teams to address sufficiency issues which are evident nationally.

Our foster carer training programme develops skills in our current carers, supporting them to understand challenging behaviour and work through issues. Where children require a higher level of specialist care, we have a clear progression programme for carers to ensure they have the skills to support placement stability.

We are reviewing the fostering service, including creating a role for a specialist recruitment and marketing officer. The commercialisation team are supporting a robust business plan. Planned information evenings for prospective carers were suspended due to COVID 19.

What is the story the data is telling us?

Nationally there are two key measures of placement stability for looked after children (CLA); a long-term stability measure tracks those children in long term care who have stayed in the same placement for 2 years, and a short-term measure tracks those children in care for the last year who had three or more placements in that year. Calderdale historically performs very well in short term placement stability, but this year's provisional data indicates a significant shift in placement stability, with the proportion of children experiencing multiple placement moves increasing beyond comparator averages.

Reasons for placement moves are not well captured at the moment. Of the identifiable reasons, often placement changes are requested by a foster carer, which correlates with our previously identified need to develop further foster carer training and support, and our sensitivity to issues with placement sufficiency — ensuring we have enough of the right placements available when deciding where to place a child in the first instance — caused by generally high volumes of children in the care system at this time. We also see relatively high levels of placement moves by 16-17 year olds this year compared to previous periods. Boys are increasingly more likely to move placement than girls.

What evidence is there that actions are having an impact?

While our latest data shows we missed our annual target, we remain within the normal range for comparator groups, whom we previously outperformed. Fostering have had a positive start to 2020; we have 7 applicants in assessment and 8 ready to start our Skills for Fostering programme, which we are hopeful will then progress to assessment. We are also following up 7 enquiries.

What more needs to happen?

We need to recruit more foster carers. We will launch the new marketing material and ensure more visibility around Calderdale. We also want to ensure we adapt our processes where we can in working through COVID 19, including setting up virtual videos about fostering for Calderdale whilst we are not able to hold an information evening at this time. Finally, we want to build on our Outreach preventative service, to support children remaining at home where safe (instead of entering care).

TOG feedback

Foster carer sufficiency to ensure a suitable placement for each child remains a challenge. Foster carer recruitment and support continues apace and is demonstrating impact. A period of change within the Pathways service may have impacted placement stability this year.

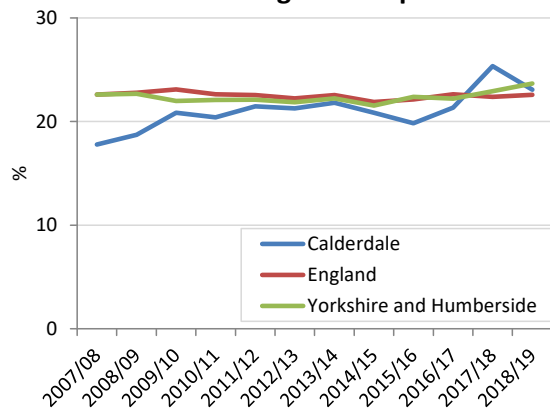
Excess weight at 4/5 and 10/11 years old

Q4 2019-20

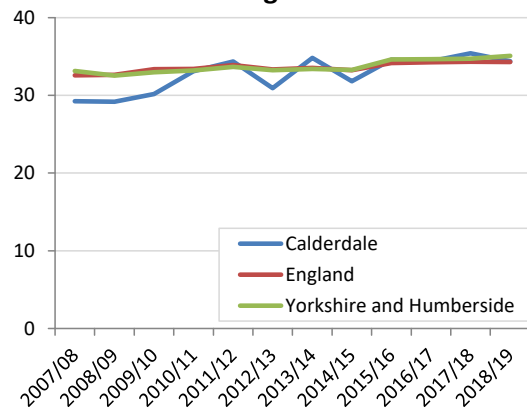


A

Overweight - Reception



Overweight - Year 6



What is the story the data is telling us?

After rising above regional and national averages in 2017/18, the percentage of children in reception reported as overweight and/or obese in Calderdale fell in 2018/19. The latest figure of 22.9% is below the regional average (23.7%) and just above the national average (22.6%). The improvement locally has seen our Northern Borough ranking improve significantly to 4th, from 16th in 2017/18. Calderdale’s performance is contrary to the increasing trend within the Northern Borough group, which saw an increase from 23.9% to 24.3% between 2017/18 and 2018/19.

The latest data for the proportion of year 6 pupils reported as overweight and/or obese also shows improvement for Calderdale. After increasing to 35.3% in 2017/18, the rate fell to 34.5% in 2018/19; below the regional average (35.1%) and just above the national average (34.3%). As above, our ranking amongst Northern Borough comparators has improved, rising from 8th to 5th. For the Northern Borough group as a whole, performance declined from 35.8% in 2017/18 to 36% in 2018/19.

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 are we doing to improve?

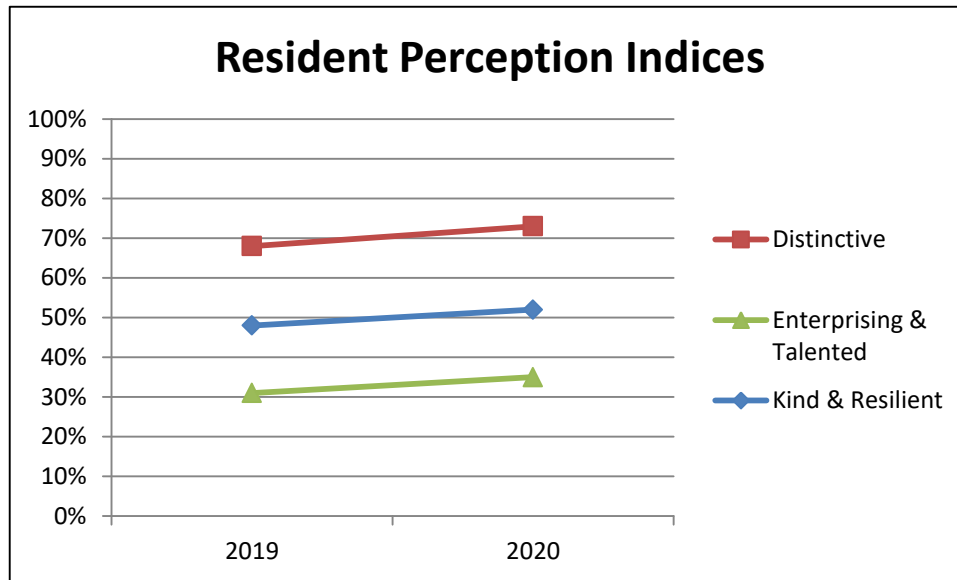
- A Children’s Health and Wellbeing Board is to be established. This will lead to the development and oversight of initiatives to support the Starting Well and Developing Well agendas, e.g.:
- Expanding the commissioned Food For Life programme to include more awards in early years settings, schools, 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 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.

TOG feedback

Work continues to promote healthy lifestyles with families into the summer, with results of a lockdown physical activity survey pending. The development of a Children’s Health and Wellbeing Board will support a whole system approach. Active Calderdale are advocating consideration of health in planning and urban design.



What is the story the data is telling us?

According to our annual resident survey carried out in January 2020, perceptions of Calderdale have improved markedly over the past year. A greater proportion of people in Calderdale now report feeling or acting positively across all Vision theme indicators. Positive responses have increased by an average of 5% points for questions on Distinctiveness and 4% points for questions on Kindness, Resilience, Enterprise and Talent.

Standout improvement in resident perception is clear in the perception of arts, culture and heritage opportunities for all (up 9% points), enabling businesses to thrive and succeed (up 9% points) and the feeling that people from different backgrounds get on well together (up 7% points). We can also see strong community responses, with 38% of survey respondents in Calderdale taking part in formal volunteering in the past year. This compares to 30% in Yorkshire and Humber and 36% in England (Community Life Survey, 2019).

Perception of Enterprise and Talent (enabling business and flourishing young people) remain lowest. The [survey findings](#) also show that Calderdale is not uniform and thoughts and experiences differ noticeably by peoples' age, disability, ethnicity, gender and home area.

What are we doing to improve?

With a new open access online survey we heard more voices of Calderdale people this year, with participation growing from 405 to 1106 responses. We also tried to spread the message in new ways with social media posts and QR code cards.

With improved participation we have also published a more comprehensive report on perceptions in our area, looking at both the Calderdale level and differing thoughts and experiences based on various demographic markers.

What evidence is there that actions are having an impact?

With support from Neighbourhood and Cohesion teams, representativeness of the survey has improved this year and now better reflects the population of Calderdale.

While the difference in participation numbers mean that year on year comparisons provide talking points rather exact evidence, there certainly appears to be a general trend of increasingly positive perception 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 maintain the improved participation in the survey in 2021 to allow us more confidence in year on year comparison. We will make further improvement to the representativeness of the survey a priority to hear more voices from those expressly identifying as from Asian background, younger people and from some areas (including Ovenden, Rastrick and Ryburn).

TOG feedback

The improvement seen here is welcome though the potential impact of Covid 19 in the future must be appreciated.