

BE THE BEST BOROUGH IN THE NORTH

**2019/20 End of December
Corporate Performance Report**

Summary

This report provides a performance update for Quarter 3 of the 2019/20 reporting year. The 15 Super Key Performance Indicators (SKPIs) are reported along with Northern Borough rankings. Calderdale is currently 6th 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% decrease in total recorded crime against the same time period (April to December) the previous year.
- **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 4.1%. Benchmarking data for 2018/19 was published in Q3. This shows a largely stable picture amongst comparators. Our position in the Northern Borough group fell from 4th to 5th, but remains in the top quartile.
- **[Employment Rate](#)** - Recent performance has seen a drop for the 12 months ending March 2019 and a further decline for the 12 months ending June 2019. The most recent data release for 12 months ending September 2019 shows static performance (74.4%) against the previous quarter resulting in Calderdale's performance currently below the national average and ranks us 10th against Northern Boroughs.

During this reporting period, there have been data releases for 3 of the 15 annual SKPIs:

- **Foundation Stage Profile** – Just a half percentage point improvement in the proportion of children achieving a Good Level of Development at Foundation Stage has improved our Northern Boroughs ranking from 10th to 7th on this measure. However we remain below the national average. While we have narrowed the gap across the Early Learning Goals and improved our ranking from 10th to 5th against Northern Boroughs, we remain behind the national average and at the same levels of inequality seen in 2016-17 and 2017-18.
- **Progress 8** – While Calderdale outperforms national and regional averages for Key Stage 4 measures, our rate of improvement has slowed for Progress 8 and seen a slight reversal for Attainment 8. The movement is not substantial and Calderdale has maintained its position as second in the Best Borough in the North ranking for these measures.
- **Median gross weekly pay** – the data release for 2019 shows a slight increase in residence based pay with workplace based pay slightly down on the previous year; currently ranking Calderdale 5th for workplace based pay and 8th resident based respectively showing a fairly static position.

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

- Page 6 [All User Survey \(Adults\)](#)
- Page 7 [Adults Safeguarding Enquiries Timescales](#)
- Page 8 [Primary School Writing Outcomes](#)
- Page 9 [Smoking at time of delivery](#)

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) (2015-17)	High	78.6	78.1	4	4	↔	Trafford (79.9) Stockport (79.9) Sefton (78.7)
	Life Expectancy (Females) (2015-17)	High	82.1	81.7	4	5	↓	Trafford (83.7) Stockport (83.3) Kirklees (82.5)
	Percentage of physically active and inactive adults - active adults (2017/18)	High	68.4	62	5	1	↑	Calderdale (68.4) Stockport (68.3) Trafford (67.2)
	Proportion of older people in receipt of long term adult social care (65+) (Q3 2019/20) (Benchmarking 2018/19) **	Low	4.1	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 (Q3 2019/20) **	Low	6069		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 (Q2 2019/20) **	High	74.4	73.7	8	10	↓	Stockport (77.8) Wigan (77.4) North Tyneside (77.3)
	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

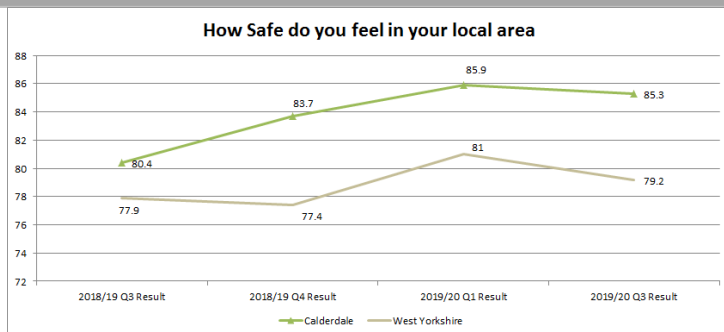
** Indicators which have had a quarterly data release

Top quartile

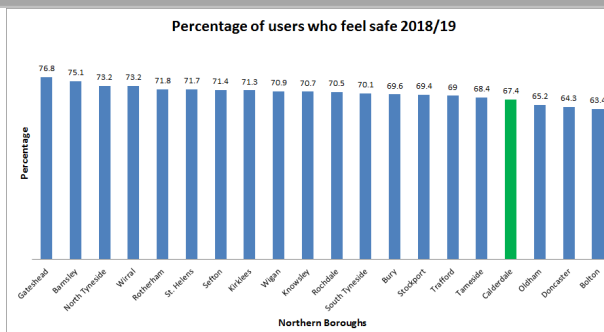
Second quartile

Third quartile

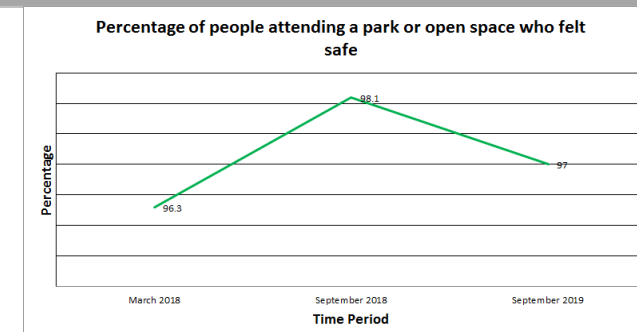
Fourth quartile



Source: Police Crime Commission Your Views Survey



Source: Adult Social Care All User Survey



Source: Calderdale Council Parks and Open Spaces Survey

What does the data say?

The Police Survey reports that the perception of safety in Calderdale remains relatively high, so much so it has the highest reported levels of safety across the West Yorkshire Region and is showing an upward trend over the last year.

Reported crime in Calderdale continues to show an overall 1.9% fall in reported crime 2018/19—2019/20 with significant falls in Residential Burglary (-15.2%), Theft of Motor Vehicle (-22.3%) and Assault with Injury (-13.1%). Total reported crime year-on-year has fallen across all wards with the exception of Illingworth & Mixenden (+7.6%), Rastrick (+7.1%), Luddendenfoot (+7.7%) and Skircoat (+13.9%).

The Adults Social Care Survey (ASCS) reports a lower level of feeling safe in Calderdale than the Police survey. Further analysis into this suggests that the majority of users accessing Social Care, reside within areas that have higher levels of crime and deprivation, both of which may result in a lower level of perceived safety.

The Parks and Open Spaces survey, which runs twice a year from the talkback citizens panel, also shows a small decline in the number of people attending a park or open space who felt safe—98.1% down to 97%. However this is still a high level of confidence.

Unfortunately both the Council and Police surveys are not representative of Calderdale’s demographic. As a result it is hard to say whether this is a true reflection of the state of Calderdale. The Council is aware of this and continues to try and engage those who aren’t represented.

What more can be done?

Work is underway by the Silver Delivery Group (which reports into the Community Safety Partnership) to respond to the findings relating to the Indices of Multiple Deprivation. Identifying additional partnership sources of quantitative and qualitative data is underway in order to develop a more accurate picture of the borough—“Reality vs. Perception”. A Public Health report into the circumstances surrounding the deaths of people leading street based lives is due to be published will advise the partnership response. Work will continue to identify the views of those residents who don’t engage with surveys or other engagement opportunities to help inform a better reflection of the state of Calderdale.

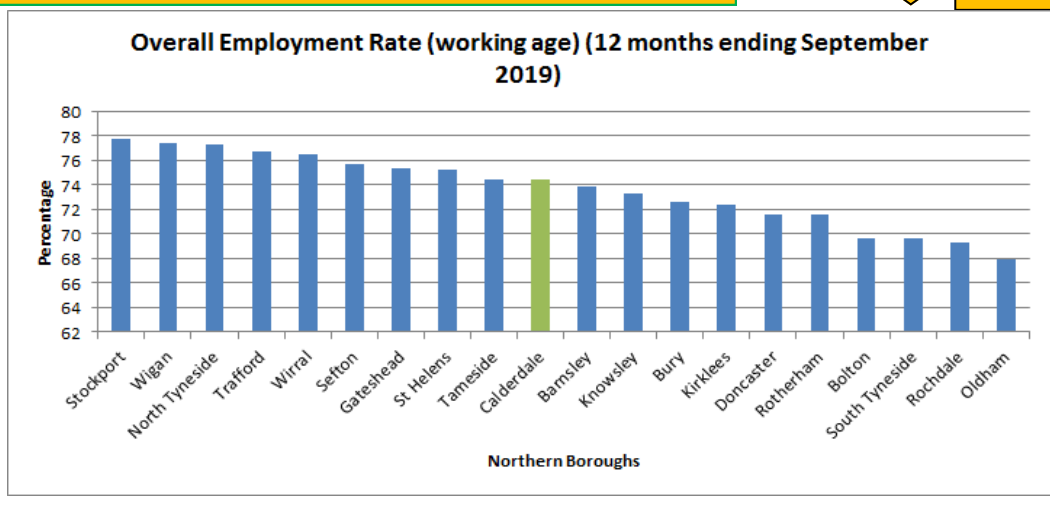
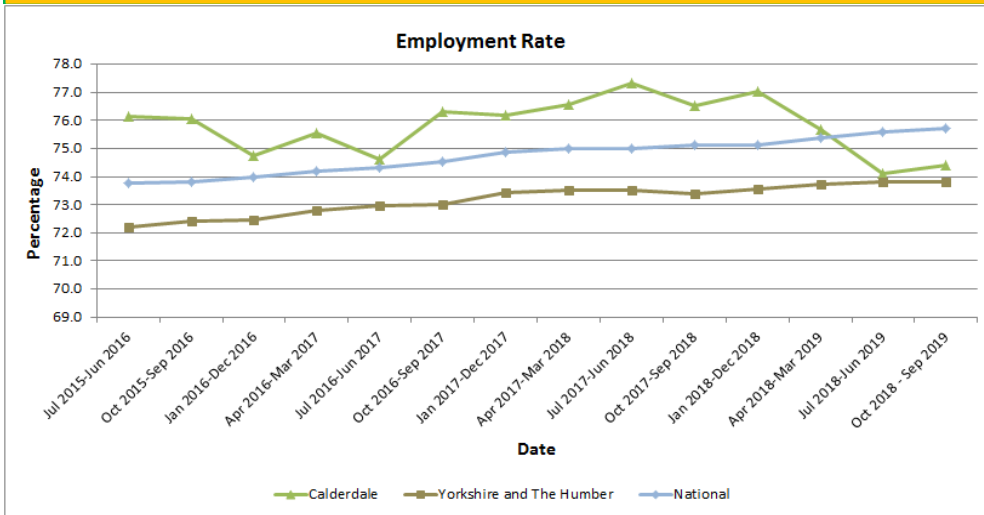
What are we doing to improve?

At Partnership level there has been a real drive to actively publicise activity to tackle crime and Anti-Social Behaviour (ASB), locally determined priorities at a neighbourhood level especially through the use of social media, e-communication and updates to ward forums etc. This increase in activity has coincided with improvement in confidence levels and the reduction of the fear of crime in those who have responded to the survey.

Additional Government resources have been provided to the Office of the Police and Crime Commissioner (OPCC) for the running of a central Violence Reduction Unit resulting in the funding of five knife crime and violence reduction units in the borough. Confirmation has been received that this funding will continue for a further 12 months and a Public Health approach to reducing violent crime in Calderdale is being formulated and will be ready for the new financial year. Halifax Town Centre was again awarded the Purple Flag Award in September highlighting the safety and diversity of the town’s night time economy. The renewal of this accreditation is a priority for 2020. In addition the good practice that has led to this award is being adopted in our new emerging night-time economy in West Vale. There have been significant successes in the targeting of key ASB hot-spots and arrests/convictions of repeat ASB offenders. Funded targeted work in the run up to the Christmas Festive period saw additional uniformed officers (Police and Council) patrolling the streets across our 6 townships to promote feelings of safety. The results of the activity are currently being formulated and will be presented to the Community Safety Partnership in early April.

Corporate Leadership Team Response :

We are pleased to note that rates of reported crime are falling. We can see that this is not yet reflected in residents’ perception of feeling safe. We are working with our partners in the police and health at a strategic level to respond to the prevalence and impact of crime and anti-social behaviour in Calderdale.



What is the story the data is telling us?
 Calderdale’s employment rate has been higher than the average for Yorkshire and Humber and England for six years in a row. This metric measures the proportion of the working age population (16-64) who are in employment according to the International Labour Organisation (ILO) definition and is taken from the Annual Population Survey. A high employment rate has a number of benefits, including higher consumer buying power and less government borrowing. Recent performance has seen a drop for the 12 months ending March 2019 and a further decline for the 12 months ending June 2019. The most recent data release for 12 months ending September 2019 shows static performance (74.4% equating to 97,900 people) against the previous quarter resulting in Calderdale’s performance currently below the national average and ranks us 10th against Northern Boroughs.

What evidence is there that actions are having an impact?
 Employability support is available now across all age groups to help local unemployed people back into work. The Council’s own employability programmes are all meeting targets. Campaigns which have targeted support to employers around skill shortages is helping promote apprenticeship opportunities.

What are we doing to improve?
 With the BREXIT uncertainty businesses have been feeding back that they have looked more closely at not replacing staff when they leave, and viewing technology as a short term investment rather than increasing staff numbers. A higher percentage of employers are now requiring higher level skills and with specialist support which does not reflect the skills level of our local residents so jobs are being filled from outside the Borough.

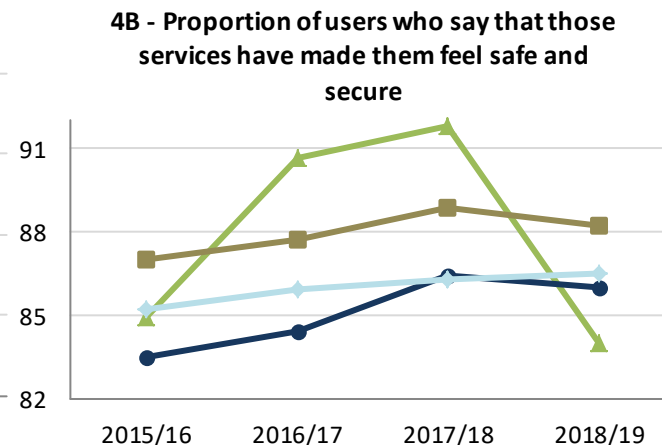
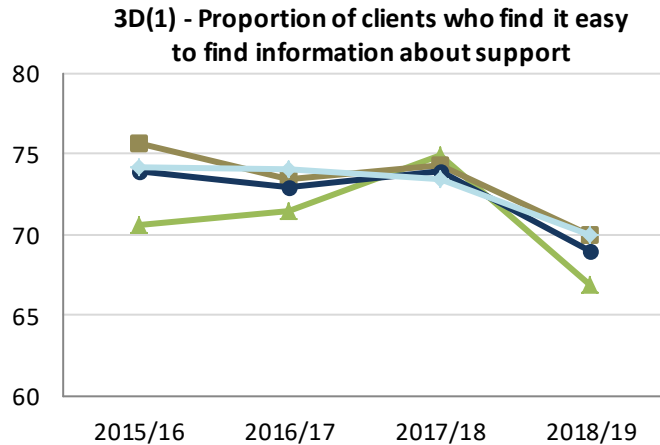
- What more needs to happen?**
- More promotion of skill shortage within Schools and College
 - Wider promotion with employers about more inclusive recruitment processes
 - Wider review of skills activity and ways to promote transferable skills to grow people options for work
 - Wider promotion that learning never stops and people need to have resilience in their skills

Corporate Leadership Team Response: We have noted this decline in employment but also note the reduction in unemployment in Calderdale. This could be due to the way this data is collected, and we will look more closely in the coming months at indicators that better reflect the nature and stability of work, and those claiming benefits.

Baseline position—indicators from user survey not previously reported

N/A

— Calderdale — Yorkshire and Humberside — Northern Boroughs Average — National Average



What more needs to happen?

Further work is needed to achieve a response rate that more accurately reflects the social care user population of Calderdale. Analysis of responses to the 2018/19 survey shows a lower response rate from service users in residential settings (18%), when compared to the response from service users in the community (31%). Targeted promotion of take up should therefore be focused on care home settings. We also have our Local Account on line and this, along with the Market Position Statement, will become an interactive document with links to useful information.

What is the story the data is telling us?

The survey asks adult social care service users about their experiences. It is a statutory requirement for all councils. Findings from the survey are published nationally every Autumn and form part of the Adult Social Care Outcomes Framework; the key benchmarking tool in this area. Each council has to achieve a nationally set response rate, based on our eligible care user cohort. In 2018/19 our survey sample was just over 2500; an increase from 1675 in 2017/18. 697 responses were returned, equating to a response rate of 26.5%, which was comparable with previous years. Although the 2018/19 sample was larger, we did not achieve an equal split across the 4 service user types (learning disability support, ages 18-64, 65+ in care homes and 65+ at home).

The changes in the survey sample may have impacted on the published 2018/19 data. It shows a mixed picture for Calderdale and identifies a handful of outliers, as demonstrated via the charts above. The left hand chart highlights issues regarding the ease of accessing information about support. This had previously been improving, but a downward trend is visible in 2018/19 for Calderdale and all comparators. The right hand chart highlights a significant reduction in the proportion of Calderdale service users who say that services help them to feel safe and secure. This was previously an area of strength, having been above the national average for the previous 2 years.

What are we doing to improve?

Each year, service users completing the survey are asked if they would be happy to get involved in future research. Discussions are planned to identify how best to involve these individuals in service improvement activity. The 2019/20 survey is currently being undertaken but the response rate is not yet known.

What evidence is there that actions are having an impact?

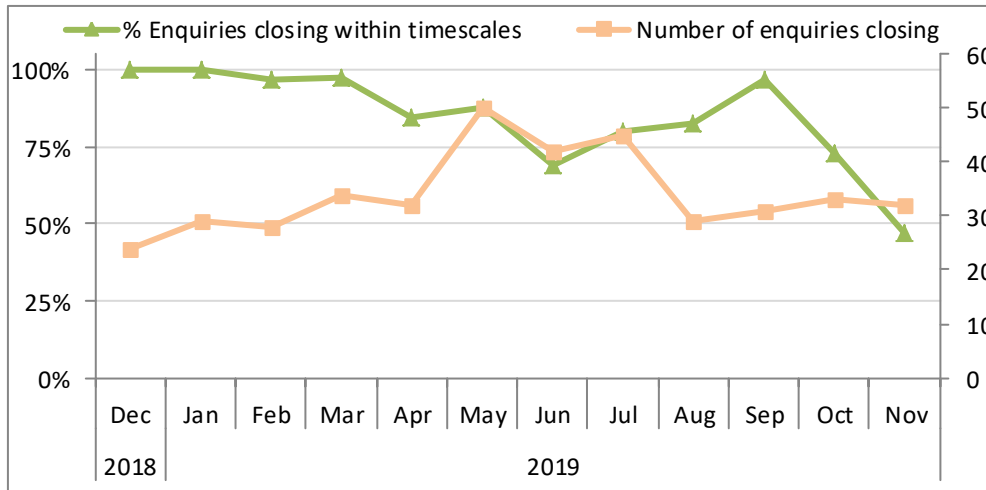
In the most recent Regional Mystery Shopping Experience carried out by the Yorkshire and Humber Region, Calderdale received an 'Excellent' rating overall for information and advice. There various scenarios used to test the quality of our response across six channels: telephone, web-site, face to face, reception, out of hours and safeguarding.

Corporate Leadership Team Response

This annual survey has shown that we are an outlier in a number of areas. We have taken steps to ensure that the survey this year has a higher response rate, and is representative across all service user types. We will triangulate this with other softer intelligence from mystery shopper activity, and will contact those who give us consent to learn more from qualitative feedback

Percentage of adult safeguarding enquiries completed within 12 weeks of concern being raised

Q3 2019/20



What are we doing to improve?

- Bespoke training and support has been provided to social work teams. This has increased knowledge around safeguarding procedures. It has also resulted in S42 assessments taking place and an increased number of risk management responses, which have been dealt with more timely, ensuring that outcomes are achieved.
- Further development of CIS has been prioritised by IT. A training package for all staff has been prepared to support this.
- Managers have been asked to ensure that the dashboards are closely monitored and safeguarding case updates are discussed in supervisions with social workers.
- A financial abuse project with West Yorkshire Trading Standards is planned. This will help us to improve prevention through the Staying Well hubs. It will also help to develop a better understanding of how to recognise and report financial abuse linked to vulnerable adults at risk.

What is the story the data is telling us?

The 2014 Care Act requires councils to undertake Section 42 safeguarding enquiries for adults at risk of harm. This process was subject to a regionally agreed 7 week timescale, from the initial alert to the closure of the enquiry. The timescale has recently been extended to 12 weeks. This recognises that some enquiries can continue well beyond 7 weeks, particularly those requiring criminal investigations or a multi agency response. Between December 2018 and November 2019, 701 safeguarding alerts, relating to 557 individuals, were received which warranted further investigation under Section 42. Of those, just under 60% (409) ended with a completed safeguarding enquiry. The chart above shows the proportion of completed enquiries that ended within the 12 week timescale. This highlights good performance at the start of the period shown, with more inconsistent performance later in the year, ending with less than 50% within timescale in November 2019. The initial decline in performance coincides with an increase in the number of enquiries closing, but that doesn't apply to the decline in October and November. This may relate to a focussed effort to close enquiries, but further analysis is required.

What evidence is there that actions are having an impact?

Some work has been undertaken recently on the data quality of closed cases as it seemed there was inconsistency of dates. We expect this, together with the actions above, to lead to an upturn in performance over the next two or three quarters.

What more needs to happen?

Investigation into the decline in timeliness of completed enquiries. Development of QLIK reports to align with the new timescale. The revised procedures work towards safeguarding formal enquiries to be completed within a 12 week timescale where possible. The focus and requirement for future performance monitoring is to ensure that safeguarding concerns are responded to timely with regards to immediate risks therefore need to be screened and assessed against the S42 criteria within 24 hours. In line with Making Safeguarding Personal the outcomes of the individual will need to identified at the start of the process and at that time an individual timescale will be estimated. The performance measure will need to focus on achievement of the outcomes.

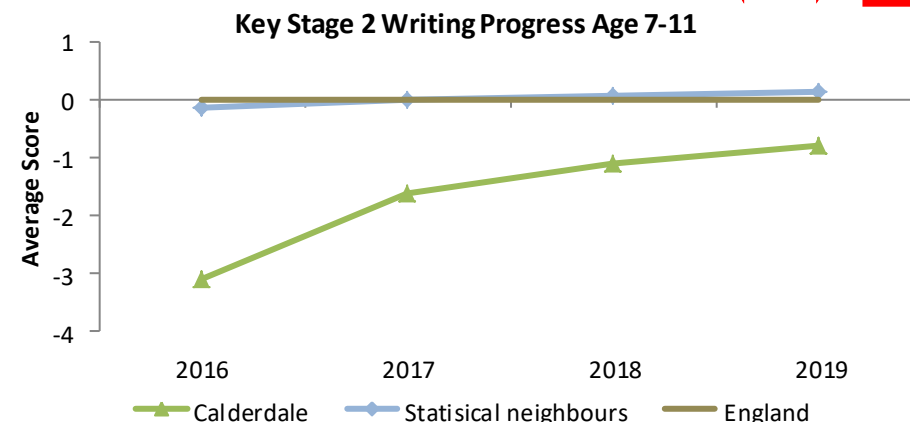
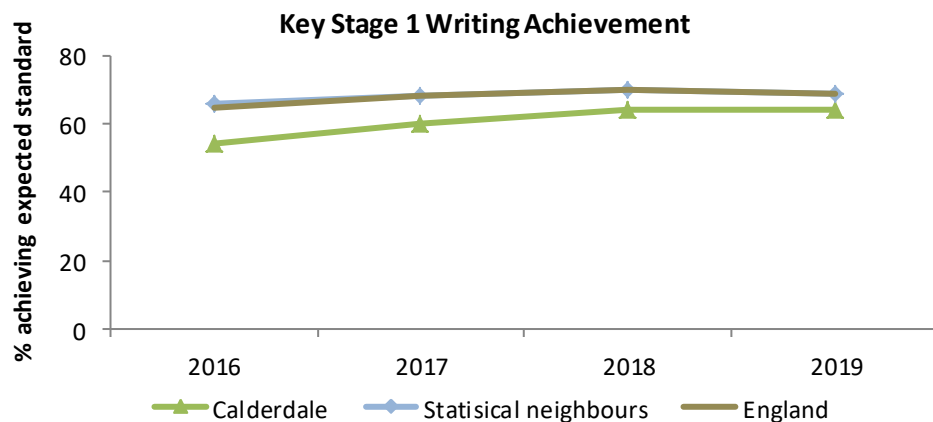
Corporate Leadership Team Response Our risk averse threshold has meant that historically we process a lot more safeguarding concerns than any of our comparator Local Authorities. This volume then impacts upon our ability to complete within timescale. A review of the thresholds needs to take place with the Safeguarding Adults Board. But we are assured that we are counting the right things, and our quality and practice is keeping people safe.

Primary School Writing Outcomes

2019



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What story is the data telling us?

Data releases for Primary School attainment in 2019 have shown a mixed picture of improvement in Calderdale. While there has been a positive change of direction in our Northern Borough ranking for most Primary assessments, this is not the case for writing. Key Stage 1 (KS1) writing attainment has remained static this year whilst national has declined resulting in the gap to national narrowing for the third consecutive year. Writing progress from the end of KS1 to end of Key Stage 2 (KS2) has also improved for the third consecutive year, though Calderdale remains below national and comparator averages. Calderdale remains 20th in the Northern Boroughs in the proportion of children achieving the expected writing level at the end of KS1 and writing progress at KS2. It is worth noting that disadvantaged pupils improved progress at KS2 writing at a faster rate than non disadvantaged pupils this year. However a significant gap remains. Calderdale has high take up of early education for 3 and 4 year olds but is behind national and statistical neighbours in literacy at Foundation Stage.

What evidence is there that actions are having an impact?

There has been significant improvement and a consistent narrowing of the gap to national at early years, end of KS1 and KS2. The attainment gap narrowed from 11 percentage points in 2016 to 5.6 at KS1 and from 15.5 to 3.1 at KS2. Work to develop a Mind the Gap strategy has raised the profile of speech, language and communication in the early years and outcomes for Communication, crucial to the development of writing, is now above national. The needs of groups including English as an additional language (EAL), Special Educational Needs and Disability (SEND) and disadvantaged take time to address and the impact of work to support them is reflected in the narrowing by the end of KS2 and closing of gaps by the end of KS4.

What are we doing to improve?

Writing has been a focus of the School Effectiveness Service Primary Improvement Programme for 3 years and continues to be so in 2020. The Programme includes high quality evidence based professional development and research programmes working with the English Hub, Research School and Teaching School Alliances; all members of the Programme steering group. Moderation has been strengthened with additional highly skilled lead moderators and improved training for school staff, including a focus on children achieving Greater Depth.

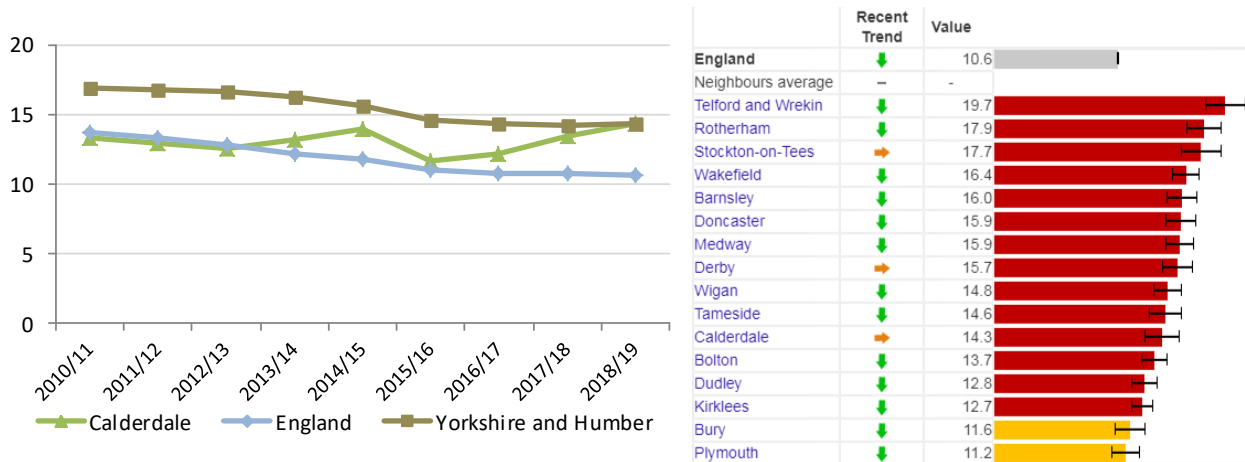
What more needs to happen?

Whilst improvements are at a faster rate than national we recognise these are from a low starting point and writing remains our weakest area. The priority given through work planned with the English Hub, Research School and Teaching School Alliances, along with the action plan coming from the Early Years Peer Challenge need to continue to drive improvements and in particular to close the gap for disadvantaged and SEND children before they start school.

Corporate Leadership Team Response Ensuring every child has a good level of development is a priority for us, and writing is very closely linked with language skills. An Early Years Peer review has confirmed that we are making small step changes, but not closing the gap fast enough. We have an opportunity to make major changes by the establishment of a Children's Starting Well Board which will unite the system in shared goals, and set clear outcomes which will inform future commissioning.

Percentage of women smoking at time of delivery

2018/19



What more needs to happen?

The Calderdale & Kirklees Pre-conceptual health survey, undertaken in 2018, identified that 69% of mums stopped or reduced smoking during pregnancy. However, it also highlighted that younger mums (under 25) are much more likely to be smoking at booking and delivery. This therefore suggests that efforts to reduce smoking at delivery rates need to be focussed on young females, preferably before they become pregnant.

What is the story the data is telling us?

Women smoking at the time of delivery is a new supporting indicator for 2019/20. Data for 2018/19 was published during Q3. This report therefore sets out the benchmarked position. Smoking in pregnancy is the most common risk factor linked with poor health in infants aged under 1. In 2015/16, Calderdale's performance was broadly in line with the national average. Since then, performance has declined for three consecutive years. The latest data highlights 14.3% of women in Calderdale smoking at delivery, in comparison to 10.6% nationally. Earlier ward data shows much higher rates in some wards, including Ovenden and Town. Although our overall ranking is relatively low amongst our CIPFA neighbours (11/16), Calderdale is one of three areas where performance is not improving. The current national ambition is to achieve a prevalence of just 6% by 2022; our target is to achieve 12%.

Corporate Leadership Team Response We recognise that we need to support further reductions in smoking during pregnancy, and preferably pre-conception, given the impact on the health of mothers and their children. We will continue to work with health partners to ensure this is a higher priority in the commissioning of maternity services. We also need to explore new interventions with specific groups and ensure consistent messaging and action across the system via the Children's Starting Well Board.

What are we doing to improve?

Smoking cessation services are available to everyone in Calderdale including pregnant women, their partners and family members. Midwives ask about smoking during pregnancy, with all women being asked to take a carbon monoxide breath test at their booking appointment which is usually between 7-10 weeks gestation. There is a care pathway in place for following up pregnant women that smoke at booking or who have recently stopped and a clear referral pathway into the appropriate support interventions. The following actions also aim to improve preconception care in general across Calderdale:

- Targeted work focused on relevant geographical areas, including through children's centres, as well as more universally by maternity services, health visitors and early intervention services.
- The Director, Children and Young People's Services and Director, Public Health are progressing a review of early years services to ensure services are joined-up.
- Range of measures to improve preconception care, including:
 - Raising awareness amongst the general public and health professionals
 - Promote tools and resources available to support frontline workers and promotion of the Tommys Planning for Pregnancy Tool
 - Support systems locally to identify points of contact to embed preconception care
 - Embed preconception care into relevant policies and pathways across the system
 - Address wider determinants - to improve the circumstances in which women enter pregnancy, the impact of housing, education, income, work and relationships needs to be recognised
 - Continue work with school age children and young people to reduce the uptake of smoking
 - Work at WY&H HCP level as part of the Local Maternity Services work, to improve smoking cessation in pregnancy and promote as key contributor to stillbirth and infant mortality