

BE THE BEST BOROUGH IN THE NORTH

**2020/21 End of December
Corporate Performance Report**

Summary

This report provides a performance update for Quarter 3 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 12.2% decrease in the total number of recorded crimes for the period April—December 2020 against the same period last year (16,292 against 18,561) 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 has again fallen slightly this quarter to 3.6%. Our latest annual figure was 3.82, which relates to 2019/20. All our comparators saw decreases against this measure in 2019/20, with 3.63% nationally and 4.04% amongst our statistical neighbours.
- **Employment Rate**- The most recent data release for 12 months ending September 2020 shows employment in Calderdale at 70.2% with performance currently below the national and regional average. This ranks us 17th of the Northern Boroughs. As at September 2020, the Claimant Count is 8,935 (6.9% 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 5 annual SKPIs:

- **Excess weight—4/5 year olds and 10/11 year olds** — The latest data releases (2019/20) shows static performance against the previous year for the percentage of children in the reception year who are overweight or obese (23.1%) with the percentage of children in Year 6 who are overweight or obese for this time period being 35.0% (against 34.4% for the previous year) resulting in top quartile performance against Northern Boroughs an in line with the England average.
- **Median Gross Weekly Pay (resident based)** — There has been a decrease in the median gross weekly earnings for Calderdale residents (from £548 in 2019 to £521 in 2020) which ranks us 4th in West Yorkshire. The data from the Annual Survey of Hours and Earnings (ASHE) which uses information on earnings and hours obtained from employers for the pay period of April does not cover people who are self employed and uses a sample size of 1% of employees.
- **New Dwellings** — Following the latest data release (2019/20) performance has remained static with the previous year at 0.3%. This performance currently places us 14th (joint with Bolton, Gateshead and South Tyneside) against Northern Boroughs.
- **Local Sites (both geographical and wildlife) where positive conservation management is being or has been implemented in previous 5 years**—From the recent internal survey of a selection of geographical and wildlife sites, the service have assessed that positive conservation is being or has been implemented across 67% of sites.

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

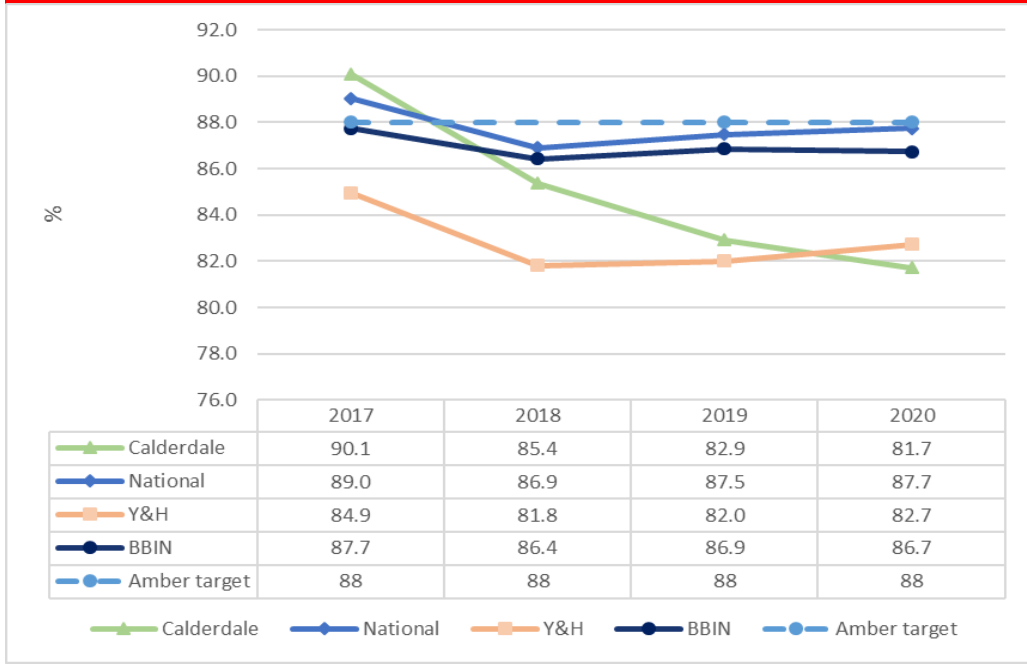
- [Percentage of Primary School rated Good or Outstanding \(Page 4\)](#)
- [Children's Social Care Activity \(Page 5\)](#)
- [Reablement \(Proportion of older people aged \(65+\) still at home 91 days after discharge from hospital into reablement/ rehabilitation services\) \(Page 6\)](#)
- [Proportion of adults with learning disabilities in paid employment \(Page 7\)](#)

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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	
Reducing Inequalities	Healthy life expectancy at birth (Males) (2016-18)	High	62.2	60.8	8	5	↑	Trafford (66.0) Stockport (65.0) Sefton (64.0)	
	Healthy life expectancy at birth (Females) (2016-18)	High	63.4	61.1	3	4	↓	Trafford (66) Stockport (64.7) Wirral (63.7)	
	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+) (Q3 2020/21) (Benchmarking 2019/20) ***	Low	3.6	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 (Q3 2020/21) ***	Low	5218		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 (2019)	High	34.5	32.2	5	5	↔	Trafford (50.9) Stockport (45.3) Bury (39.0)	
	Median gross weekly pay (2020) *	High	520.9	544.4	8	13	↓	Trafford (648.4) Stockport (601.2) Bury (591.3)	
	Employment Rate (Q2 2020/21)	High	70.2	73.7	15	17	↓	Trafford (79.7) North Tyneside (78.1) Stockport (77.8)	
	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)	
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 <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

The percentage of primary schools rated good or outstanding

Q3 2020/21



What are we doing to improve?

The LA has a statutory duty to monitor, challenge and broker support for maintained schools. The Regional Schools Commissioner is responsible for academies. However, in Calderdale all schools, including academies, are risk assessed against a wide range of criteria. The initial assessment is usually informed by outcomes, then is reviewed termly or when any concerns arise. Concerns about a maintained school lead to a programme of monitoring and challenge with support through the self-improving school cluster model and brokered through Teaching School Alliances and Hubs. Concern about an academy is raised with the academy or Trust and discussed with the RSC's office. A number of academies commission the LA School Effectiveness Service for support. School leaders, including governors, are held to account through progress meetings and powers of intervention used where a school meets the Schools Causing Concern criteria.

What evidence is there that actions are having an impact?

Evaluations are accurate and align with Ofsted outcomes overall. Interventions are effective in most schools to ensure that concerns are addressed quickly—for most that results in retaining a good judgement depending when the inspection falls in their improvement journey. There has been a 39% reduction in schools identified as at risk over the past 3 years. The CV19 period however has had a significant impact on all schools and the focus of improvement work is on a successful recovery period.

Two inspections reflected improvements although did not achieve good but are securely on track to do so at their next inspection. Five schools currently less than good would have been inspected in summer 2020 if inspections had taken place. Four of those were evaluated as securely good which would have taken Calderdale primary schools to 86%. Six schools would have been in the inspection window in the current academic year. Four of those were evaluated as securely Good which would take Calderdale to 90%. The third lockdown will again impede progress and may leave further schools at risk.

What is the story the data is telling us?

The proportion of primary schools rated good or better by OfSTED at their last inspection has declined from 92% at August 2017 to 82% at August 2020. Over the same time period the proportion of good or better primary schools dipped slightly nationally (from 90% to 88%), regionally (87% to 83%) and for BBIN authorities (91% to 87%), reflecting the change in OfSTED inspection framework after 2017. However, the decline has been faster in Calderdale, falling from above to below the averages of these three comparator groups. The fall has particularly related to the number of Outstanding primary schools (from 23% to 13% since August 2017, nationally from 19% to 17%) whilst the number of Good primary schools, after falling from 57 in August 2017 to 51 in August 2018 has increased back to 56. As at August 2020 Good or better judgements applied to 72% of academies (including sponsored academies) and 88% of LA maintained schools (including through schools and special schools). This relates to the last inspection for schools and all inspections included in this data occurred prior to the start of national restrictions in March 2020.

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

Monitoring and challenge, though restricted during the pandemic, have continued remotely as have school improvement work and workforce development. The impact of CV19 on the quality of education needs further evaluation as the repeated disruption to learning will have slowed the impact of school improvement work. Learning from the BBIN will be undertaken about organisation of school improvement and CV19 response.

Which Northern Boroughs perform best on this measure?

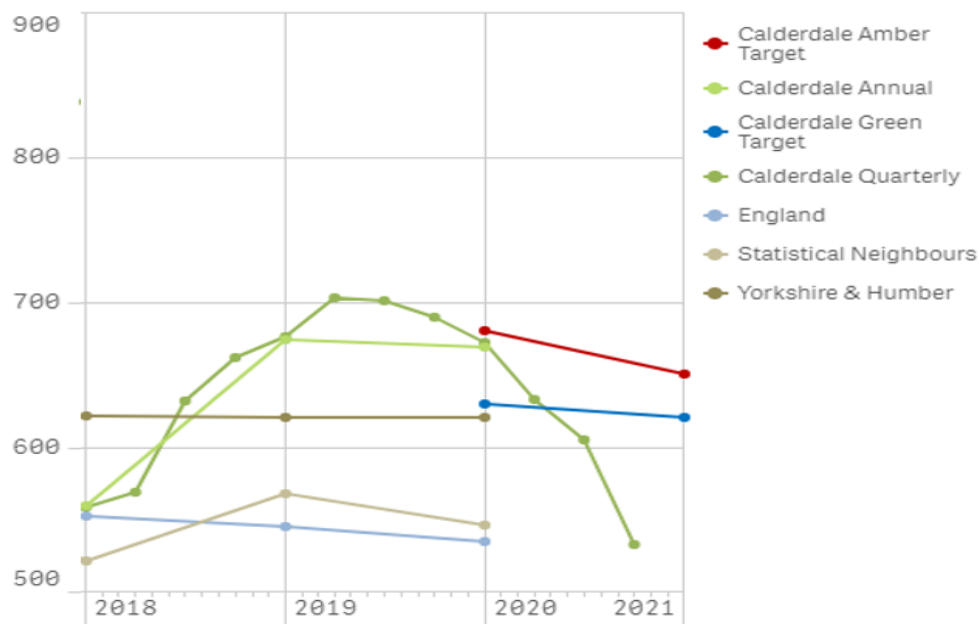
Wigan (95%), North Tyneside (95%) and Gateshead (94%)

TOG feedback

Working closely with School Improvement with continuous monitoring. Working on readiness with schools for forthcoming OfSTED inspections.



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 service had set targets to reduce activity on all of these Children's Social Care (CSC) measures this year. Following investment into the problem solvers early help hub at the front door and to reduce repeat referrals targets on referrals, repeat referrals, Section 47 (child protection investigation) starts and active Child Protection Plans (CPPs) have all been met. Activity is close to comparators, outside of that related to domestic abuse which remains an outlier. However the recent changes in activity are quite noticeable and the impact of the pandemic shows reduction in referrals in lockdown periods. Unofficial regional average data suggests a drop in referrals and Section 47 starts this year but an increase in re-referral rates and live CPPs.

Quarterly data for Calderdale shows a sustained reduction in some social care activity which had historically been noted as high. In Quarter 3 2020-21, referrals were at their lowest rate since 2017 and the proportion that were repeat referrals within the past 12 months had fallen noticeably in the year. In Quarter 3 2020-21, Section 47 enquiries were also at their lowest rate since 2017 and children subject to a Child Protection Plan at the lowest rate since 2018. While the rate of looked after children has risen from 72.4 to 75.7 per 10,000 under 18 year olds to between Quarter 2 and 3 2020-21 there is no consistent increasing trend in the past year and rates remain below the most recently available regional and statistical neighbour comparator data.

What are we doing to improve?

Calderdale seen a sustained picture of high demand at the front door over several years. A number of interventions & 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 47's have to be agreed by a practice manager and where consideration for a case conference is being considered 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?

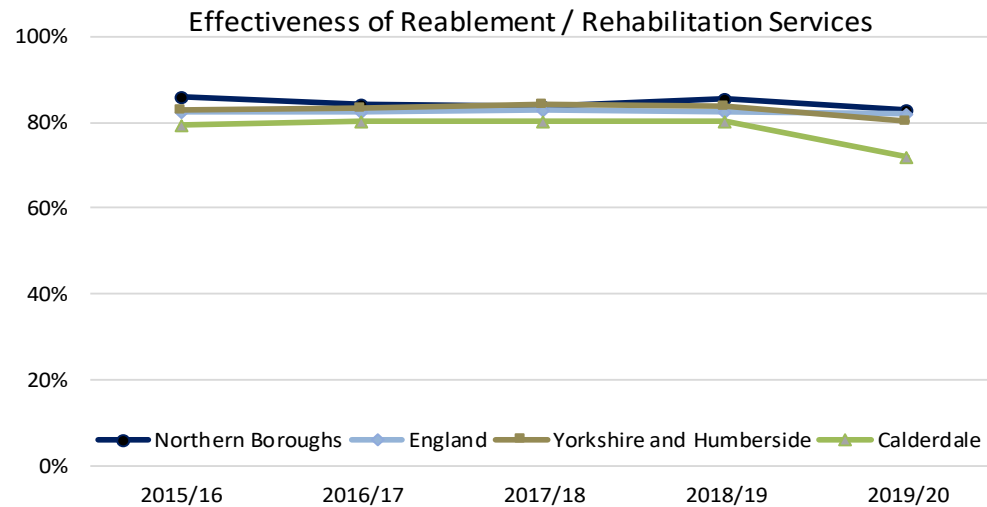
The interventions identified above were introduced over the past 18 months and progressed with more pace in the last six months with the aim of reducing high activity rates in these four areas. There is evidence that these interventions have positively impacted upon the activity data. However, the reduction 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.

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 for 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 his 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

As previous peer review was very encouraging in respect of many aspects of our children social care assessment and provision. Our early help team has complemented this work. This will continue to be closely monitored to ensure we can fully identify any lasting impact of the pandemic and remain a service that meets the required outcomes for our children.



What is the story the data is telling us?

This indicator measures the effectiveness of reablement and rehabilitation services; both of which aim to promote independence and reduce the ongoing demand for adult social care services, as well as the need for further hospital admissions. The indicator is based on hospital discharges for those aged 65 or over, between October and December each year. The figures in the chart reflect the proportion of those discharged from hospital who were still at home 91 days later. Calderdale’s performance has been below national, regional and Northern Borough comparators for a number of years. However, performance locally dropped significantly in 2019/20, falling to just 72.2%. Our comparators also saw reductions, albeit not on the same scale. Locally, 24 of those discharged were admitted to care homes in the following 91 days in 2019/20, compared with none the previous year. A proportion of these admissions could relate to the push to increase discharges at the start of the pandemic; 76 people aged 65 or older were admitted into care homes locally in March, compared with 30 in February.

Which Northern Boroughs perform best on this measure?

Oldham 93.6%, Trafford 91.6%, Wigan 91.5%

TOG feedback We have seen a large number of people seeking reablement support recently. The service has looked to reconfigure its service in number of ways such as workforce development/ profile, greater emphasis on therapy services and improved triage processes to ensure that it can better meet this demand going forward and ensure its users achieve the best outcomes.

What are we doing to improve?

Performance could be improved by providing individuals with a more seamless transfer through reablement. Our plans include:

- Increasing capacity in reablement to reduce hospital discharge delays. To achieve this, we will pilot a Rapid Response team, which will take all people discharged from hospital, for between 3 and 7 days until transferred into reablement, if required, or signposted elsewhere.
- Ensuring all referrals into reablement are appropriate. If the Rapid Response team take all referrals initially, then these can be reviewed closely to ensure they meet reablement criteria. Currently, people who are not suitable for reablement are referred and may remain for an extended period of time, while waiting for long term packages of care. This has become more of an issue since Covid19, as hospital referrals increased to help the hospital with their capacity.
- Allocating long term packages of care. The reablement team are exploring how this process can be improved to provide more seamless transfers and reduce waiting times for packages of care. Currently, this can take up to a couple of months at times.
- New role profiles. We are exploring new role profiles for staff, including career pathway and development processes. We hope this will improve retention and stability.
- Increased therapy offer. We are now able to offer therapy to all individuals accessing reablement. This is vital in helping people to maximise their capacity. It helps us to develop more person centred goals, and work towards reducing the need for long term packages of care. Therapy capacity has recently been increased, having previously been inconsistent, which affected our ability to support everyone with potential to have their independence maximised. Work is underway to recruit more therapists, to support the new wraparound discharge process.

What evidence is there that actions are having an impact?

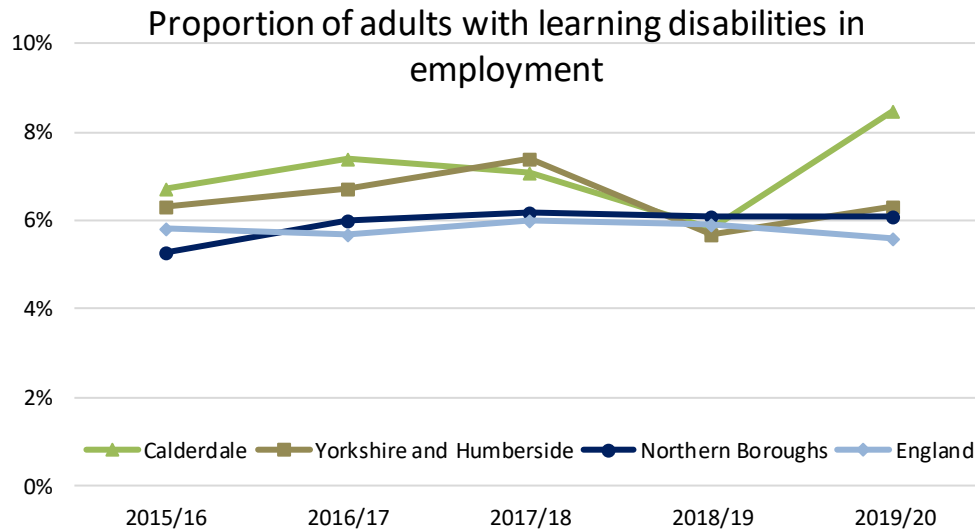
At this stage, most of the planned improvements highlighted above have yet to be completed. The impact of the pandemic is also still apparent, with higher than usual referrals from hospital.

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

People are being discharged from hospital with greater acuity and complexity, which can increase the potential for break down in the community, increasing the likelihood of re-admission to hospital. This will be the case across the country due to the ongoing pandemic, particularly while infection rates remain high.

Proportion of adults with learning disabilities (aged 18 to 64) in paid employment

Q3 2020/21



What are we doing to improve?

3 years ago we commissioned Project Search to operate in Calderdale. This is a supported internship programme delivered at Calderdale Hospital. This focussed programme has supported young people (ages 18 to 24) with a learning disability to access paid employment. It involves working in partnership with a host business, education and supported employment specialists. Interns on the programme join staff at the host business, supported by trained Job Coaches and a Work Place Tutor. They spend their entire day/week on site in order to support teaching and learning, and to improve their chances of gaining paid employment. Each intern receives an in-depth induction period, followed by three ten-week internship rotations to explore a variety of job and career pathways . We need to broaden this approach for those aged over 25 to improve performance and opportunities, this includes offering more employment based opportunities through commissioned day services.

What is the story the data is telling us?

This indicator focusses on the proportion of adults with a learning disability (aged 18 to 64) in receipt of long-term support services, who are also in paid employment. After two years of declining performance, 2019/20 saw a marked improvement locally, with 8.5% of adults with learning disabilities in employment. This is the best performance against this indicator for several years, and well above comparator averages. Our performance now ranks 5th best amongst the Northern Borough group, an improvement from 10th in 2018/19.

48 adults with learning disabilities were in employment in 2019/20, with 16 of those working for 16 hours or more. This is out of a total cohort of those in receipt of long-term support services of 562. Compared to 2018/19, an additional 14 adults were in employment in 2019/20.

Which Northern Boroughs perform best on this measure?

Doncaster—12.5%, Gateshead 11.5%, Trafford 11.5%

What evidence is there that actions are having an impact?

Project Search has ensured a small cohort of young people access and maintain employment improving local performance. Checking data from providers and ensuring an accurate picture is presented provides assurance on effectiveness.

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

Doncaster Council have an All Age Learning Disability and Autism Plan. This was co-produced with services users, families and carers and includes employment as a priority. Gateshead Council have a well established & successful Access to Employment Service, which supports people with disabilities. We need to develop a local employment plan. We also need to review local opportunities – we plan to develop a small horticultural service and a barista mobile coffee offer to further enhance employment opportunities.

TOG feedback We are delighted to see the positive impact of our Project Search work here in Calderdale. This helps to support people in the workplace and gives them skills to help them secure employment and also sustain this.