

BE THE BEST BOROUGH IN THE NORTH

2018/19 Half Year

Corporate Performance Report

Summary

This report provides the Half Year performance for 2018/19. The 15 Super Key Performance Indicators (SKPIs) are reported along with northern borough rankings. Calderdale is currently placed 6th overall against the 20 northern boroughs.

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

- **Total Crime** — There has been a further increase in Total Crime this quarter (Q2 6460). In terms of benchmarking, using the [Police recorded crime open data tables](#) we are ranked 15th (2017/18) against the boroughs in the north, our ranking having improved from 18th (in 2016/17).
- **Adult Social Care** — The proportion of older people in receipt of long term adult social care has remained fairly static this quarter at 4.11%, which is higher than our 2017-18 year-end figure of 3.82%. Using the recently released annual comparator data for 2017/18 we are ranked 4th against the 20 northern boroughs and 5th against the 15 CIPFA statistical neighbours.
- **Employment Rate** — The employment rate saw a slight increase in the latest quarter reported (Quarter 1 2018/19) from 76.6% to 77.3%. This has retained our ranking of 3rd against the boroughs in the north.

During this reporting period, there have been data releases for 2 of the 15 bi-annual Super Key Performance Indicators :-

- **Litter** — The latest results from the September Talkback survey show 47.5% of respondents were satisfied or very satisfied with level of litter in their local neighbourhood. This is down from 58.6% from the same period last year (Quarter 2 2017/18) but up from the 40.9% reported at Quarter 4 2017/18. It has been proposed that this indicator be reported annually at Quarter 2.
- **Use of Parks and Open Spaces** — The latest results from the September Talkback survey show 81.7% of respondents reporting that they had visited a Calderdale park, open space or countryside in the last month. Survey results for the same period last year were 82.5%. It has been proposed that this indicator be reported annually at Quarter 2.

In addition, areas of ongoing interest and focus, as identified by Corporate Leadership Team (CLT), will be reported to Cabinet with updated narrative and context. As such, a report is included on [Air Quality](#).

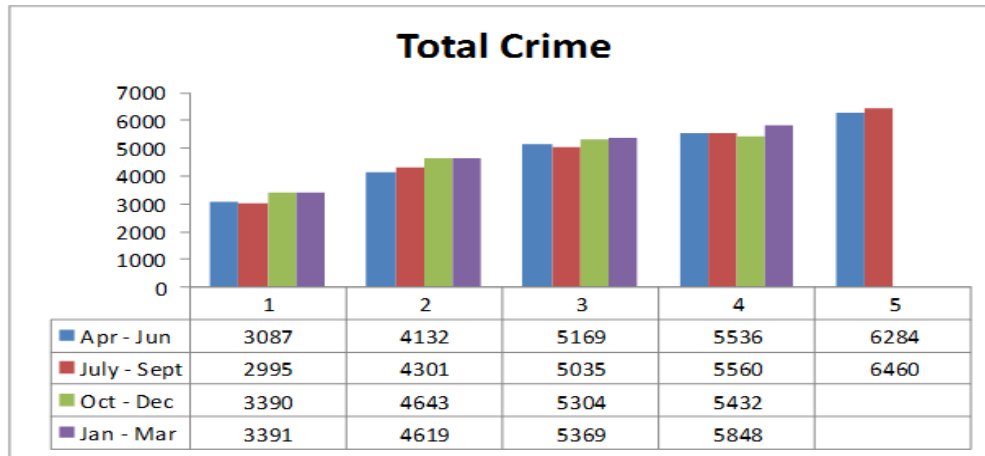
From the wider basket of Key Performance Indicators, please note the following exceptions/baseline reports;

Page 7 [Children's Social Care Referrals](#)

Page 8 [Hospital Discharge](#)

BE THE BEST BOROUGH IN THE NORTH

Priority	SKPI	What Does Good Performance Equal	Latest Score	Average	Previous Boroughs in the North Ranking (20)	Latest Boroughs in the North Ranking (20)	Ranking Trend	Top Performing 3 Boroughs in the North	
Reduce Inequalities	Life Expectancy (Males) (2014-16)	High	78.7	78	4	4	↔	Trafford (80) Stockport (79.9) Kirklees (78.8)	
	Life Expectancy (Females) (2014-16)	High	82.3	81.7	6	4	↑	Trafford (83.7) Stockport (83.4) North Tyneside (82.4)	
	Percentage of physically active and inactive adults - active adults (2016/17) (post 2015 survey methodology)	High	63.7	62.9	8	5	↑	Stockport (72.2) Trafford (67.7) Wirral (67.5)	
	Proportion of older people in receipt of long term adult social care (65+) (Benchmarking 2017/18) **	Low	4.11	4.71	4	4	↔	Wirral (3.47) Trafford (3.59) Wigan (3.66)	
	Percentage achieving a good level of development (Foundation Stage Profile) (2017)	High	68.3	68.8	11	13	↓	Trafford (73.0) Rotherham / South Tyneside (72.1) Stockport (71.6)	
	Total Crimes (Q1 2018/19) ** (Annual benchmark rate per 10,000 against 2017/18)	Low	6460		18	15	↑	Wirral (718) Sefton (740) Knowsley (771) (Calderdale 1072)	
Grow the Economy	Average Progress 8 score per pupil (2017)	High	0.01	-0.15	4	4	↔	Trafford (0.16) Stockport (0.07) Rotherham (0.06)	
	NVQ level 4+, aged 16 to 64 (2017)	High	34.1	31.5	6	6	↔	Trafford (50.6) Stockport (42.8) Bury (39.9)	
	Median gross weekly pay (2017)	High	503.3	509.4	5	10	↓	Trafford (602) Stockport (565.4) North Tyneside (545.5)	
	Employment Rate (Q1 2018/19) **	High	77.3	73.1	3	3	↔	Trafford (79.3) Stockport (79.2) Calderdale (77.3)	
	Percentage of Adults in Calderdale with Digital Skills (2016/17)	High	77	77	4	8	↓	Trafford/Bury/Stockport (79)	
Build a Sustainable Future	Number of new dwellings completed as a percentage of total dwellings in Calderdale (2016/17)	High	0.2	0.4	10	17	↓	Barnsley/Knowsley (0.7) Doncaster/South Tyneside (0.6)	
	Principal roads where maintenance should be considered (2016/17)	Low	4	4	11	11	↔	Knowsley/Wirral/St Helens (1) Barnsley/Doncaster/Gateshead/North Tyneside (2)	
	Fraction of mortality attributable to particulate air pollution	Low	4.7	4.8	5	7	↓	Gateshead (3.9) North Tyneside (4) South Tyneside (4.1)	
	Percentage of people satisfied or very satisfied with level of litter in local neighbourhood (Q2 2018/19) *	High	47.5	N/A				No comparator data available	
	Proportion of residents using parks and green spaces (Q2 2018/19) *	High	81.7	N/A				No comparator data available	
Northern Boroughs; Barnsley, Bolton, Bury, Calderdale, Doncaster, Gateshead, Kirklees, Knowsley, North Tyneside, Oldham, Rochdale, Rotherham, Sefton, South Tyneside, St Helens, Stockport, Tameside, Trafford, Wigan, Wirral * Indicators which have had an bi-annual data release ** Indicators which have had a <u>quarterly</u> data release									
							Top quartile		Third quartile
							Second quartile		Fourth quartile



What is the story the data is telling us?

The total number of recorded crimes for quarter 2 of 2018/19 (July to Aug) is 6460 which is an increase of 16.1% (900) compared to the same quarter in 2017/18. This is in line with West Yorkshire performance which shows a similar increase. Recorded crime figures for Burglary and vehicle related crime are lower than the same time last year. Burglary in particular has significantly decreased (18.8%) for the first 6 months of this year compared with the same period last year and is also significantly better than the rest of West Yorkshire. Assault with injury (this crime type includes threats i.e. non-physical injury) has also decreased by 7.5%, which is 55 less reported crimes. However, Violence without injury is increasing at a larger rate than most other crime types and Calderdale is seeing large increases, especially in harassment (without violence). This type of crime is recorded due to text messages, social media, phone calls and verbal abuse, which has seen a significant increase. West Yorkshire Police state that crime has increased by 13% , data quality improvements account for some of this increase, and victimisation has risen by 6%.

What are we doing to improve?

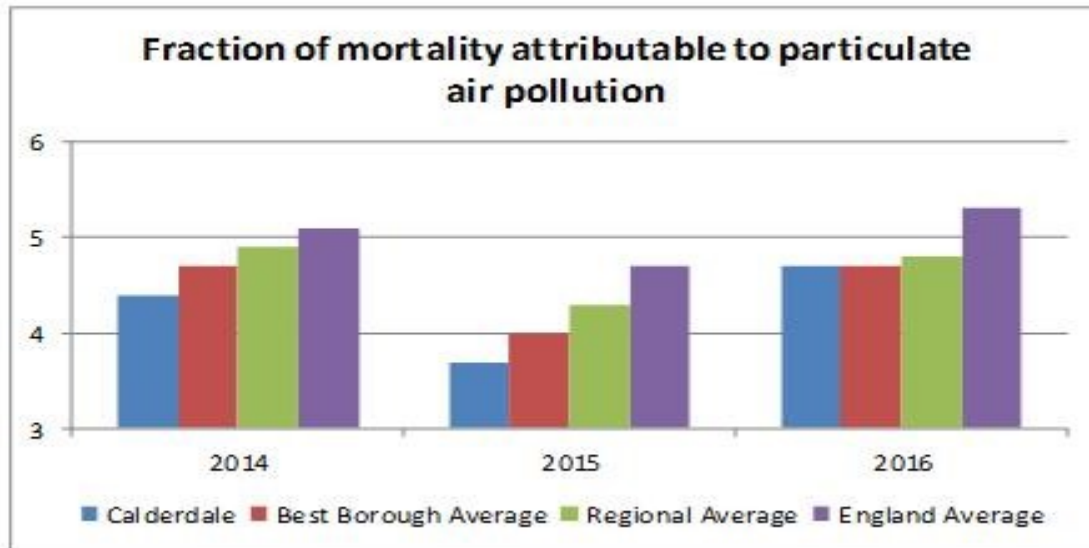
This is a mixed performance picture for Calderdale but as can be seen from the figures, Total Crime has consistently increased year on year. However, there is positive news with regards to vehicle related crime and burglary. Analysis has identified the Night-time economy, Domestic Abuse and Mental Health as 3 key risk areas and the Community Safety Partnership (CSP) has approved work to respond to these threats. This work is progressing at a partnership level and a report will be presented at the CSP meeting at the end of November. A crime reduction initiative will be delivered over the festive period across Calderdale in response to the threat that this time of the year presents within our town centres and communities.

What evidence is there that actions are having an impact?

Although Total Crime has increased there is consistent evidence that the Police and partnership response to burglary and theft from motor vehicle is delivering sustainable reductions. This success has been achieved through effective deployment of resources such as the Community Safety Wardens and Police Community Support Officers, supported by robust offender management and effective investigation. Encouragingly Assault with Injury has reduced this quarter compared to the last quarter and the partnership believes that this is attributable to the response that has been put in place to address concerns with the night time economy in Halifax. However, areas of risk such as threats by text and social media which have emerged in recent times pose a real challenge as the normal tactic to reduce crime such as visible patrol and robust offender management do not work in respect to this type of offending. The work streams identified by the recent research into the key threats to Community Safety was a start to better understanding these new areas of risk which require a different and more sophisticated problem solving, focusing on an educational approach as to what is and isn't acceptable behaviour.

What more needs to happen?

The work on 2 of the 3 key risk areas that the analysis has identified (Domestic Abuse and Mental Health) needs to continue. A partnership working group has been established however these are complex issues and there is often not one defining solution to the problem. The November CSP will be given an update on progress and importantly will hear what other areas are doing to tackle this threat which is of a regional if not national concern. The problem solving approach for the Night time economy key risk area will continue and will be embedded as core practice. A festive crime prevention programme will be delivered over Christmas and the New Year. The programme will adopt the effective practice delivered last year and the results should be available by the end of January. The partnership activity will see joint patrols by the Community Safety Wardens and Neighbourhood Police Team including the use of the Council's mobile CCTV vehicle as well as engagement with key stakeholders such as licensees, retail CCTV and taxi drivers. Supporting the initiative will be a communication strategy, which has been agreed with all relevant communication teams utilising the #SaferCdale. With regard to the other 2 areas, the CSP has the findings from its recent research into critical threat to Community Safety in Calderdale along with the recent Wicked Issues Forum on Domestic Abuse. Both these sources will be utilised to further understand the problem in order to inform the response. This Super Key Performance Indicator will be reviewed in the new financial year in order to accurately reflect the Council, Police and wider partner focus on particular types of crime, and the ability to positively impact.



What is the story the data is telling us?

Air pollution is well recognised as a contributing factor in the onset of heart disease, stroke and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. There is also often a strong correlation with equalities issues, because areas with poor air quality are also often the less affluent areas. In Calderdale Public Health estimates that over 120 premature deaths per year are attributable to poor air quality; this includes both premature deaths linked to particulate matter and nitrogen dioxide.

The indicator uses modelled PM2.5 concentrations and applies this to the mortality rate in those aged 30+ to give a proportion of deaths that are attributable to particulate air pollution. Calderdale’s performance is better than England, Regional and Best Borough averages. The Calderdale figure has decreased from 2010 to 2015, though there has been an increase for 2016. The same pattern can be seen nationally.

The indicator is a modelled estimate that has a time lag there is ongoing discussion regarding the most effective indicators to track.

What are we doing to improve?

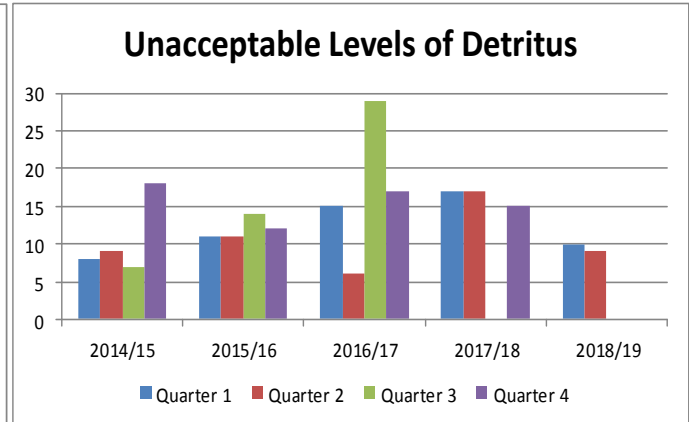
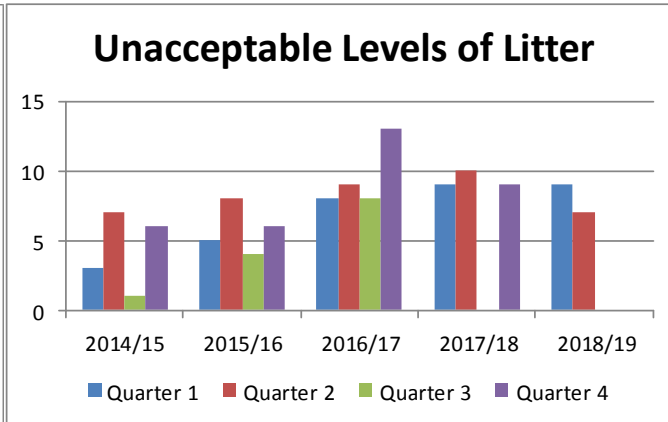
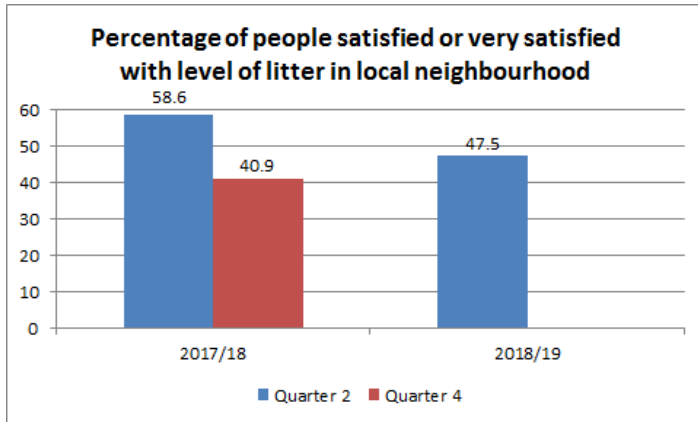
- We continue to monitor pollution levels at three automatic sites and 50 diffusion tube sites to identify trends and monitor the effectiveness of interventions.
- The revised Air Quality Action Plan has been out to consultation.
- A programme for delivery of Electric Vehicle charging points.
- Retrofitting of buses—50% of First buses to be Euro VI in 2019/2020.
- Defra signed off submission on the A62 at Cooper Bridge.

Key Partners

Highways England, the executive agency responsible for the major strategic road network;
 WYCA, in relation to improving public transport and ticketing;
 Bus and licensed operators (fleet improvements, alternative fuels);
 Public Health, Environment Agency (on industrial emissions);
 Defra, the Government department with responsibility for overseeing and directing Local Authorities in their air quality related duties;
 West Yorkshire districts e.g. in developing the low emissions strategy, and particularly Kirkees MBC, with its close road links and joint infrastructure projects.

What more needs to happen?

- Ownership of air quality agenda needs to be aligned across the organisation. Every directorate has a part to play.
- The steering group must have effective governance of the action plan.
- Wider policy and strategic links need to be identified with a view to keeping air quality on the agenda—lobbying internal and external partners.
- Public awareness and engagement needs to be improved e.g. include real time air pollution information on website.
- Non-road sources of particulates need to be considered (domestic wood burning, regional pollution).
- Responses to consultation on Air Quality Action Plan to be presented to Scrutiny and Cabinet.
- Mitigating effects of air pollution by trialling screens—feasibility.
- Targeted action plan in one area to trial interventions.



What is the story the data is telling us?

Satisfaction with levels of litter in local neighbourhoods has increased by 6.6% since the previous Talkback survey from 40.9% to 47.5%. This could be influenced by the weather; the Q4 survey was carried out in March while we were still experiencing the effects of a prolonged winter spell and the Q2 survey was carried out after a period of warm dry weather. It has been proposed by the Talkback team that this survey is conducted annually at Q2. The Local Environmental Quality (LEQ) results have also shown improvement. The survey carried out in June (Q1) reported unacceptable levels of litter at 9% and the September (Q2) survey reported a 2% drop to 7%. Detritus improved by 1% from 10% in Q1 to 9% in Q2.

What evidence is there that actions are having an impact?

Both the levels of satisfaction and the LEQ results have shown improvement. Hotspots are being targeted although there are still areas that present persistent challenges particularly with regards to recycling rates and fly tipping. Safer Cleaner Greener (SCG) continues to work with other agencies and enforcement officers are now based in areas of need. SCG have been working with increasing numbers of volunteers and community groups. Figures show that over the 26 weeks of spring/summer volunteers carried out a total of **3175** hours of activity including litter picks and green space projects in parks.

What are we doing to improve?

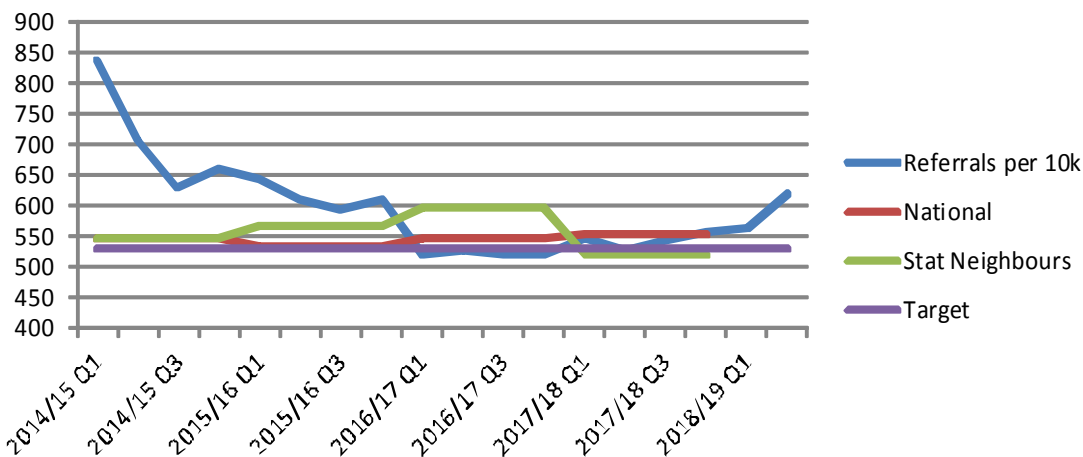
- Implemented a number of efficiencies with regards to the sweeping operation. sweeper routes are being constantly re-evaluated; less travel time, doubling up of sweepers, additional time sweeping and cleaning more areas.
- Dedicated sweeper supervisor has brought the team together with improved communication between drivers and quicker resolution of any issues.
- More sweeper drivers are being trained up providing additional holiday cover.
- Time saved on re-routing the sweepers enables staff to carry out additional duties e.g. cleaning up central reservations.
- Large sweepers are now working extended hours.
- Recruitment of significant number of volunteers including corporate volunteer days.

What more needs to happen?

Enforcement action and education is still the key to tackling the root causes of littering and fly tipping. The warden service enforces as well as educates and this is supported by our work with partners in the Community and Voluntary sector and the appointment of the litter champions who are going into schools to present the anti litter message. SCG have just participated in the Keep Britain Tidy chewing gum campaign. We will continue to support other national campaigns in the future. The Enforcement Review will bring together a number of enforcement areas such as environmental health, community safety, safer cleaner greener, licensing and waste under one area of the Council. This alongside the investment in Community Safety Wardens is already delivering improvements.



Children's Social Care Referrals per 10,000



What is the story the data is telling us?

A “referral” is recorded when someone—a professional, family member or other person—makes a “contact” to children’s social care (CSC) which the CSC duty team consider to warrant social care Involvement. CSC record a referral which goes for further assessment.

Calderdale historically reported higher referral volumes than our comparator groups, but this reduced steadily into 2016/17 and 2017/18, during which period Calderdale’s referral volumes matched national averages and exceeded comparator performance. In the last year Calderdale’s referral rate has risen, surpassing again national and comparator rates, as well as our identified target level. This represents not a sudden shift but a steady, continuous increase. In the same period Calderdale’s “repeat referral” rate has reduced steadily, suggesting cases are being well-managed, and successfully transferred away from CSC once their needs are addressed.

What are we doing to improve?

The Multi Agency Safeguarding Team (MAST) brings together professionals from various agencies to ensure appropriate signposting of requests for help, including referrals to CSC. Regular reviews and management oversight ensure that referral decisions are in line with policy and the legal framework, and that referral decisions are considered by the organisation to be appropriate. We have reviewed our thresholds for accepting referrals and found these to be consistent and correct.

What evidence is there that actions are having an impact?

While Calderdale’s referral rate is rising, it remains lower than the levels recorded in 2014-16. We also have improved our outcomes for children following referrals, as evidenced by our low rate of “repeat referrals”.

Regular case audits demonstrate that referrals are being made appropriately, while relatively minor fluctuations in rates of children entering care, or beginning child protection plans, suggest that the referral rate is not evidence of a wider change in professional attitudes to risk—it may simply be that more young people are requiring child in need-level social care support.

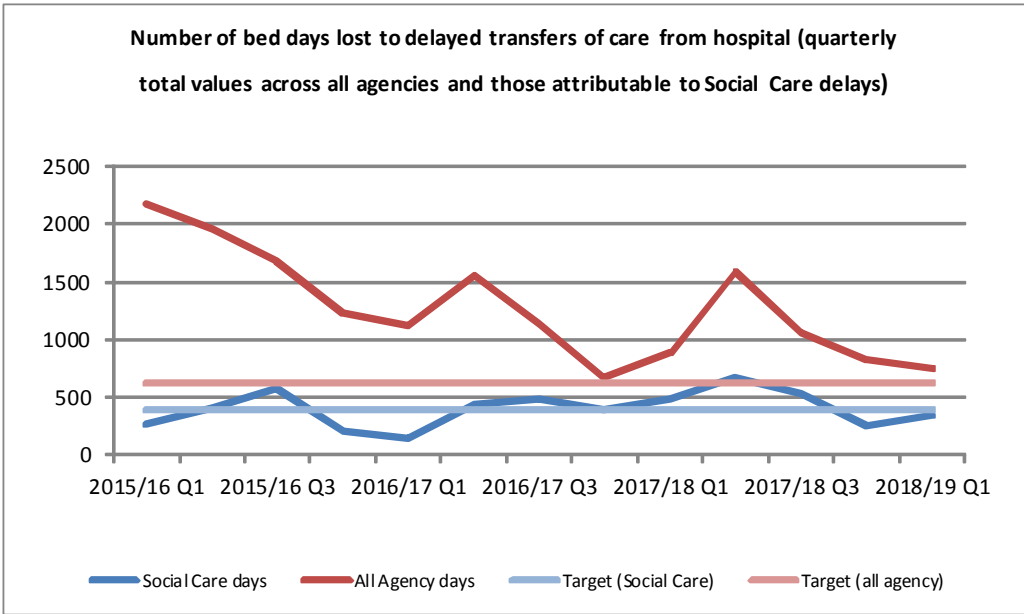
We also see that the latest available benchmark data shows a steady rise in referral rates in our statistical neighbours as well as nationally. While updated benchmarking information is not yet available, we expect to see a continued increase nationally and regionally in this area due to external pressures, including reduced provision of some other lower-level services whose reduction of provision may lead to increased demand for higher-level social care support.

What more needs to happen?

We can see that our rising rate is echoed by a rising rate in the 2017-18 national data. The number of children in need of protection and care is also rising nationally and locally. Calderdale children's services will in the Multi-Agency Screening Team makes sure that families get early help when they need it. When a referral does not need a social work intervention; health, police and the early intervention co-coordinator will ‘task out’ to the universal and targeted services for completion of an early intervention assessment and team around the child approach. This and a plan of support will be tracked and monitored in relation to impact and reducing levels of need for the family. It will make sure they have access to community services (children's centres, youth work, voluntary sector, emotional well being). New funding from West Yorkshire Police will assist us to better share intelligence & to target resources to families and increase key worker capacity for children.

Delayed Transfers of Care (Hospital discharges)

Q1 2018/19



What is the story the data is telling us?

The number of days lost to delayed transfers of care has reduced markedly in recent quarters, bringing us below target for each of the last two reported periods for those delayed days attributable to council social care services. This is despite the admission rate remaining in line with winter’s figures during the summer months, rather than reducing.

The improvement is believed to be largely a result of concerted efforts by local services to improve performance in this area. While there is the possibility that seasonal variation may lead to a slight rebound in the second and third quarter, early figures predict a further reduction in Q2. Calderdale now performs very well when compared with regional and statistical neighbours, and ranked 6th of 20 in a July 2018 comparison with northern boroughs. September’s monthly figure is 103, showing continued good performance well below the target threshold.

What are we doing to improve?

An early adoption of a discharge to assess model has been used for Elderly Mentally Ill patients, which is currently in review. In addition the new enhanced re-ablement model has now commenced and this has resulted in people with high care needs being discharged to assess, allowing the system to look again at the current bed base. Heatherstone’s is now in full service. The hospital team now work 7 days a week and current negotiations are occurring to make the rapid response service available 7 days per week to facilitate weekend discharges. It is envisaged that this will be completed and in place and embedded by winter.

What evidence is there that actions are having an impact?

Improved performance on this indicator provides straightforward evidence that patients are experiencing fewer/shorter delays to hospital discharges. The length of stay within Calderdale has also significantly reduced, with no patients currently exceeding the 50 day threshold.

What more needs to happen?

Work is currently ongoing to introduce a DTOC system into intermediate care, to ensure timely discharge for patients. This method is also being considered in our domiciliary services such as Crisis Intervention Team and Calderdale Urgent Homecare Support Service. In addition we are investigating a possible discharge-to-assess facility to avoid customers waiting in an acute bed for their home of choice.

Transition of patients from hospital into our supporting services, which includes re-ablement, home care and universal services, is continually being improved and refined however the new contracts have had an effect as not all providers are fully viable at present.

A working group has been established to monitor and evaluate the Mental Health Team data to ensure the same principles apply for their DTOC process and this will ensure that appropriate challenge is incorporated.

We also need to consider the impact on readmission rates—if we discharge patients quickly they are more likely to return to hospital later. This requires further investigation of the balance between timely discharge and readmission.