

BE THE BEST BOROUGH IN THE NORTH

2017-18 Half Year Corporate Performance Report

Summary

This report provides the Half Year performance for 2017/18. The top 15 Super Key Performance Indicators (SKPIs), which form our [Citizen Dashboard](#), are reported along with Northern Borough rankings. Calderdale remains 6th overall against the 20 Northern Boroughs.

There has been a review of the SKPIs which has resulted in the following changes:-

- 5+ A*-C GCSEs (including English and Maths) has been replaced with Average Progress 8 score per pupil reflecting the new national measure of outcomes for pupils.
- Page 4 [Physical Activity](#) – There has recently been a change in the methodology and source data relating to these indicators.

During this reporting period, there have been data releases for 4 quarterly indicators:-

- Page 5 [Total Crime](#) continues to increase
- There has been a further increase in the proportion of older people in receipt of long term adult social care from 4.05% in Q1 2017/18 to 4.29%. This is following a trend of long term improvement.
- Q2 2017/18 has seen a small increase year on year in unacceptable levels of litter at 10%, and is slightly above target.
- We are currently ranked 5th on employment rate with an annual result of 74.8%, however recent quarterly data suggests a small improvement to 75.5%. This will be monitored and benchmarked again at the year end.

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

- Page 6 [Digital Skills](#) – The latest survey data shows an increase in Basic Digital Skills from 75% to 77% which met target and is in line with the West Yorkshire average, and just short of the best borough (79%).
- Parks and Green Spaces – The survey was run for the first time in March 2017, when 79.5% of respondents stated they had visited a park or green space in the last 4 weeks. The survey was run again in September and this figure increased to 82.5%. In addition 98% of people stated they would recommend the park or green space they visited to friends' and family.

From the wider basket of Key Performance Indicators, please note the following 4 exceptions;

Page 7 Percentage of [Adult completed safeguarding enquiries](#) completed within 7 weeks of the concern being raised

Page 8 [Primary Education](#) – Key Stage 1 & 2 results

Page 10 [Number of children subject to S47 investigations](#) (per 10,000 under 18 year olds)

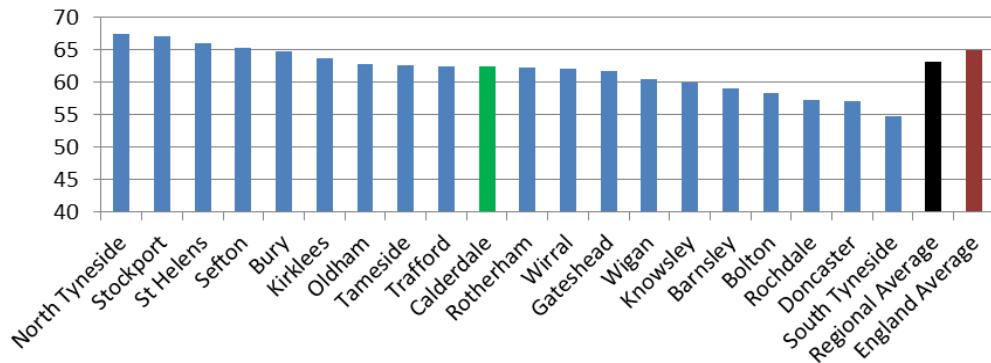
Page 11 [Average time between a child entering care and moving in with adoptive family](#) for children who have been adopted (days)

Note: the source data used for NVQ2+ has been amended to the percentage of 19 year olds qualified. This is more robust than the whole population survey which was previously used and had a small sample size.

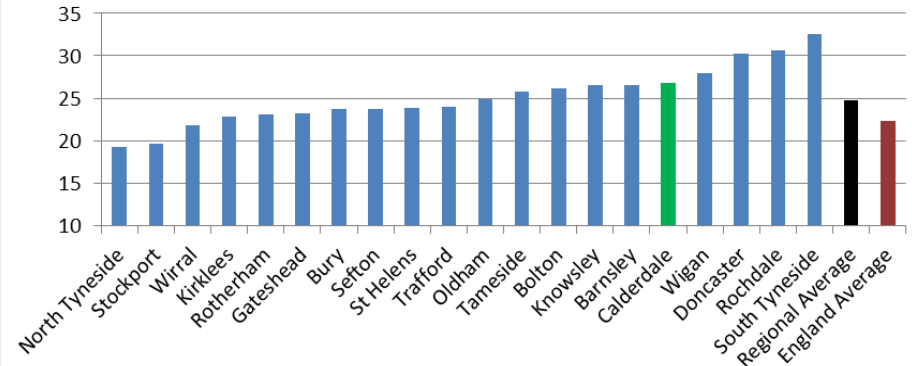
BE THE BEST BOROUGH IN THE NORTH

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) (2013-15)	High	78.6	78	4	4	↔	Trafford (79.9) Stockport (79.7) Kirklees (78.7)	
	Life Expectancy (Females) (2013-15)	High	82.1	81.7	6	6	↔	Trafford (83.5) Kirklees/North Tyneside (82.4) Sefton (82.2)	
	Percentage of physically active and inactive adults - active adults (2015/16) (new methodology)	High	62.4	61.9		10		North Tyneside (67.4) Stockport (67.1) St Helens (66.1)	
	Proportion of older people in receipt of long term adult social care (65+) (2016/17) **	Low	4.18	4.92	7	4	↑	Wigan (3.58) Wirral (3.66) Trafford (3.77)	
	Percentage achieving a good level of development (Foundation Stage Profile) (2016)	High	67.5	67.4	9	11	↓	Trafford (73.8) Rotherham (70.4) Sefton (69.8)	
	Total Crimes (Q2 2017/18) **	Low	5556					Awaiting comparator data	
Grow the Economy	Average Progress 8 score per pupil (baseline)	High	-0.03	-0.16		4		Trafford (0.05) Rotherham (0.04) Stockport (0.02)	
	NVQ level 4+, aged 16 to 64 (2016)	High	33.9	31.2	4	6	↓	Trafford (51.9) Stockport (41.1) Bury (39.1)	
	Median gross weekly pay (2015)	High	521.1	498.43	6	5	↑	Trafford (600.9) Stockport (541.9) Wirral (526.4)	
	Employment Rate (2016) latest annual result	High	74.8	71.6	4	5	↓	Trafford (79.8) Stockport (78.6) North Tyneside (76.4)	
	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 (2014/15)	High	0.3	0.4	13	10	↑	Doncaster/Knowsley (0.7) Bury/South Tyneside (0.6)	
	Principal roads where maintenance should be considered (2015/16)	Low	4	4	12	11	↑	Doncaster/ Gateshead/Knowsley/Sefton/ Wirral (2)	
	Per capita CO2 emissions in the LA area (2014)	Low	5.1	4.7	13	14	↓	Oldham (3.65) Wirral (3.89) Tameside (3.92)	
	Unacceptable levels of litter **	Low	10	N/A				No comparator data available	
	Proportion of residents using parks and green spaces (2016/17) *	High	82.5	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 <u>annual</u> data release									
** Indicators which have had a <u>quarterly</u> data release									
							Top quartile		
							Second quartile		
							Third quartile		
							Fourth quartile		

Percentage of physically active and inactive adults - active adults (PHOF) (2015/16) - current method



Percentage of physically active and inactive adults - inactive adults (PHOF) (2015/16) - current method



1 What is the story the data is telling us?

The physical activity indicators have recently changed due to Sport England replacing the Active People Survey with Active Lives. The new survey, which uses a small sample of self-reported data, provides the same indicators as previously but the methodology and [definition](#) has changed (the questions, method of completion from telephone to online/postal and change in the definition of adults from 16+ to 19+). For 2015/16, against the new indicator, 62.4% of adults reported doing 150+ minutes of physical activity a week. This has resulted in a change in the northern borough rankings placing Calderdale 10th (previously ranked 4th under the historic method with a result of 56.5%). Under the new methodology, 26.8% of adults reported that they undertook less than 30 minutes physical activity a week which places Calderdale 16th in the northern borough rankings (previously ranked 6th with a result of 29.3%). The latest revised results put Calderdale as performing under regional and national averages. Trend data will be available when the next data release is reported.

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

Realising the many benefits of a more active local population, partners are keen to be represented on the Board and commit to making transformational change. Colleagues at all levels are joining the Active Calderdale movement and support use of the logo in any way they are able. Sports organisations are supportive of the digital hub prototype. New indicators have been agreed that will demonstrate change locally.

2 What are we doing to improve?

To achieve our vision for Calderdale to be the most active Borough in the North of England by 2021, the *Active Calderdale* programme is being delivered under four work streams:

- Active Communities (including schools)
- Active Places and Environments
- Active Workplaces
- Active Sport

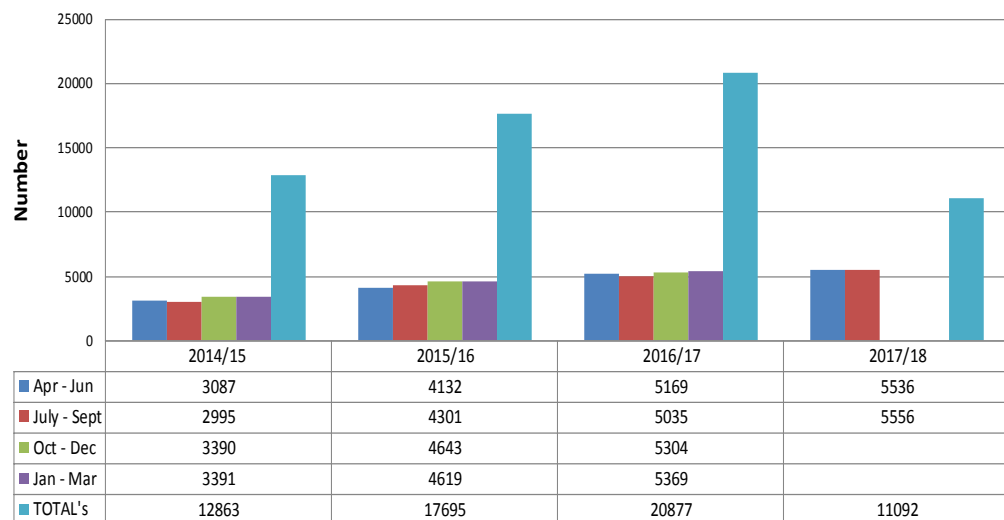
These work streams are underpinned by Digital Development, Innovation and Social Marketing. Progress against these work streams is included in the latest Active Calderdale Change Programme report which is available on [Calderdale Dataworks](#). The inaugural Active Calderdale Board meeting will be held in November supported by Yorkshire Sport Foundation. We have been shortlisted and are through to Stage 2 in our bid to become one of [Sport England's Local Delivery Pilots](#), the outcome of which is expected to be known during November.

4 What more needs to happen?

As a Local Delivery pilot or not, seeking local insight collaboratively will be our next priority. Development of the Board and delivery of a whole system approach will be a key next step. The aforementioned report provides more detail.



Total Crime



2 Data Development agenda?

Monthly data is normally available from West Yorkshire Police around 20th of each month but there have been delays for the last 2 months. Discussions continue with colleagues to address this.

3 Key Partners

Calderdale's Community Safety Partnership (CSP) has representatives from all key partners and in particular those that have a statutory responsibility to tackle crime and disorder. Reducing Crime and Re-offending remains one of the 5 strategic priorities of the CSP and activity is driven through the partnership to deliver this outcome. The Police and Crime Commissioner's (PCC) Police and Crime Plan identifies a number of crimes as priorities for example Burglary, Hate Crime and Cyber Crime but stops short of identifying "Total Crime" and as such vehicle crime and assault with injury are not specific targets for the Police notwithstanding that Tackle Crime and Anti-Social Behaviour (ASB) is a key outcome for the PCC. As a consequence the Police focus will not always be directed to all crime types that make up Total Crime

1 Story behind the baseline

This quarter has seen a 10.3% increase on the same point last year, compared with 7.1% at Q1. Encouragingly Calderdale compares favourably elsewhere across West Yorkshire; however it is obviously still well above 3% target.

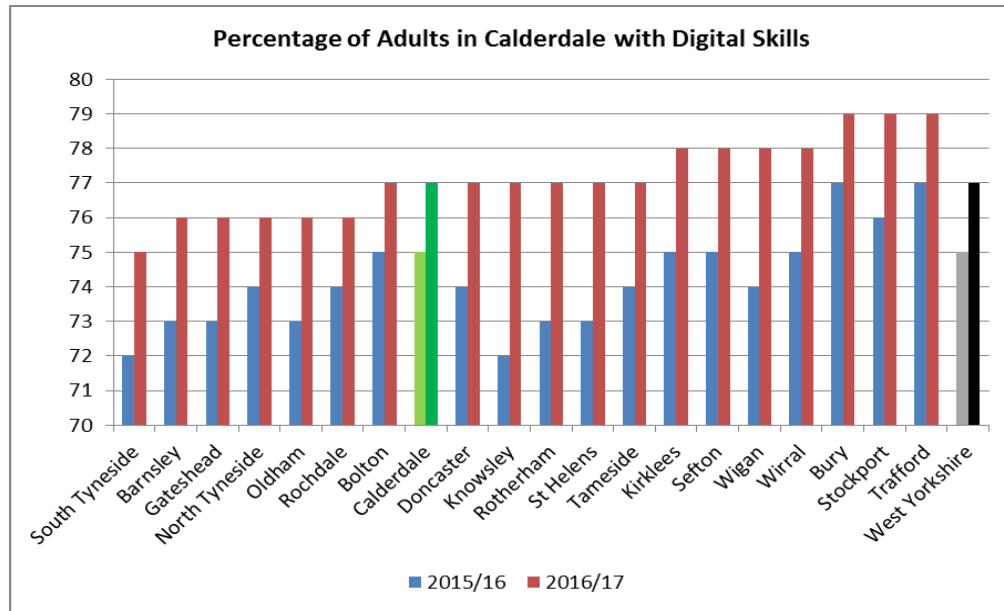
The following information is based on data held up to September 2017:

- Burglary levels have fallen slightly and are better than the West Yorkshire average.
- Assault with injury has seen the highest increase of 23% (197), crimes are predominantly domestic related rather than the traditional town centre style disorder – although assaults in Halifax Town Centre have risen.
- Vehicle crime continues to decrease compared to the same period last year with the exception of one or two areas, particularly Todmorden where there has been an increase of 10 offences.
- Todmorden is the only area that has not experienced an improvement in any of the crime types albeit actual recorded numbers are low.
- Recorded Hate Crime has increased by 6% (13 crimes) compared to last year and this is positive when compared with the West Yorkshire average of 14.6%.

4 What will it take to turn the curve?

The following work is underway to improve outcomes and performance:

The CSP has invested in an evidence based research to identify the critical risks to Community Safety and the findings are now emerging – one of the key work streams is Crime, ASB and Police Response. The purpose of the research is to identify risks and ensure that the partnership is intervening early and using resources smartly. An update on activity will be presented to the CSP in Jan 2018. The Council's investment in Community Safety, the new warden service goes operationally live on 13th November and arrangements are in place to ensure that the tasking and deployment of these wardens compliment police activity. This is a welcomed Calderdale wide resource that is available 24/7 and will no doubt lead to an increase in visibility across the borough. Darker nights and the approach of the festive period always present a threat to crime levels and the CSP is currently developing a crime prevention programme for Halifax Town Centre for this period given the significant increase in footfall that the location is expected to see this year with the added attraction of the Piece Hall and Central Library.



1 What is the story the data is telling us?
 Basic Digital Skills in Calderdale have increased by 2% to 77% in 2016/17 according to the Tech Partnership Heat map and Lloyds Bank Consumer Digital Index. This met target and is in line with the West Yorkshire average. We are down from 4th to 8th in the best northern borough rankings (the best borough is 79%).

2 What are we doing to improve?
 Our new Digital and ICT Strategy is soon to be approved and published. It addresses the work we are doing on digital inclusion. This includes:

- the promotion of the take-up of affordable internet connectivity
- maximising digital inclusion in our workforce through our digital literacy framework
- Supporting local initiatives such as those provided by Stoodley Training, Barclay’s Digital Wings, the University Business Centre and at the new library.

3 What evidence is there that actions are having an impact?
 It is difficult to determine the direct impact on survey results as this indicator is based on a small sample (4000) taken from a national survey. The range of results is also very tight (between 72-77% last year and 75-79% this year for the northern boroughs).

4 What more needs to happen?
 The new Digital and ICT strategy outlines our approaches to support digital inclusion. Once agreed, it will be supported by a delivery plan that will flesh out more details on how we will deliver it. More focus on other digital measures e.g. broadband coverage and take-up, which shows good progress and is vital to enabling connectivity in the borough.

Basic Digital Skills is defined as the percentage of adults that say they have used all five Basic Digital Skills (managing information, communicating, transacting, problem-solving and creating) in the last three months.

By creating our My Calderdale account, the Council is giving its clearest indication regarding its digital intentions. Since the Council is keen to encourage channel shift online, it is in the Council’s own (improved customer experience and transactional cost) best interest to encourage as high an uptake as possible. Targeting non-account holders by offering these people support to get online benefits both the Council and citizen.

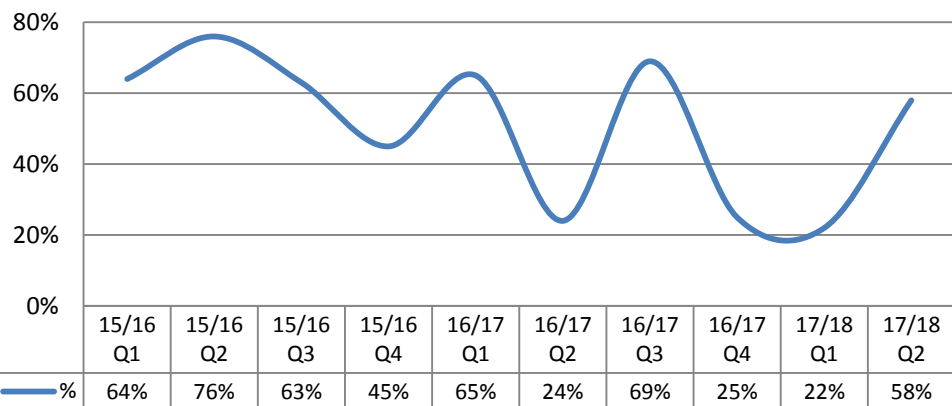
With Workforce Development offering support for staff, and through Adult Learning for citizens, we are confident of making further progress.

Percentage of Adult completed safeguarding enquiries completed within 7 weeks of the concern being raised



Q2 2017/18

Percentage of Adult completed safeguarding enquires



1 What is the story the data is telling us?

This report highlights performance in relation to timescales; which is not always a reflection of the quality of the Safeguarding work. Quarter 4 and then Quarter 1 fell short of the target of 55%. However Quarter 2 shows an improvement of 58% of formal enquiries being completed within a 7 week timescale. Whist performance has improved; the overall number of completed formal enquiries is still lower than expected. 7 have been completed this quarter; historically levels are around 25 per quarter. The overall number of safeguarding concerns also continues to rise, 801 in 2016/17 Q1, compared to 406 in 2015/16 Q1, almost a 100% rise in 2 years.

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

Previous performance clinics had a positive impact by collectively analysing the data to identify issues and find solutions. Managers felt supported in this process. An increase in Quarter 2 from 22% to 58% shows the progress in completion of enquiries within 7 weeks. Additional Support given to teams to address outstanding work is enabling the work to conclude more efficiently and those teams have had an increase in the enquiries completed. Following IT changes the team dashboards are now accurate and make managers clear of outstanding work.

2 What are we doing to improve?

Performance clinics have taken place which has focused on safeguarding data which managers have analysed. This also highlighted a number of reasons for enquiries not being completed within 7 weeks. These include when there are a number of issues to be addressed; concerns are complex and require multi-agency input, when there are other aspects to be considered such as Mental Capacity and Best Interests. IT changes have taken place which makes it much easier for managers to identify outstanding Safeguarding work. The Safeguarding Adults Team (SAT) have increased their staffing resource after securing additional budget and Qlikview is in place for managers to monitor their team's data more closely.

The Safeguarding Lead is supporting individual teams in identifying any issues and find solutions to complete outstanding work.

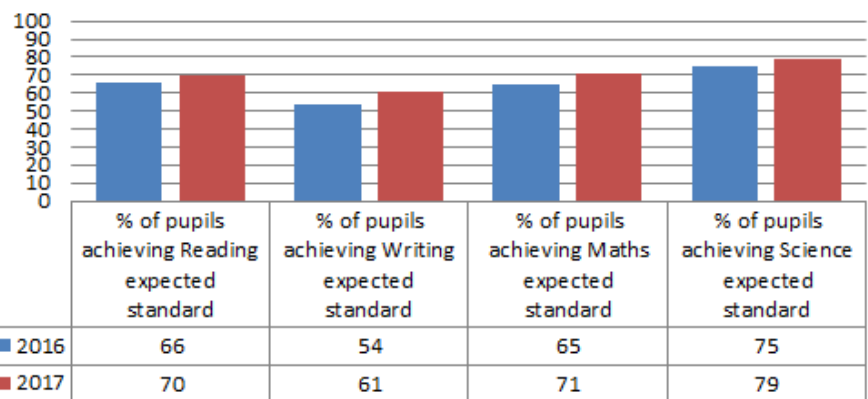
4 What more needs to happen?

The Safeguarding Adults Policy and Procedure is being revised and will be implemented in early 2018. This will make clear processes with regards to Making Safeguarding Personal (MSP) which ensures that an individual's outcomes in relation to the Safeguarding concern are identified and achieved where possible. There will also be a requirement to revise current timescales to ensure that enquiries and Safeguarding plans are robust and bespoke so that individual outcomes can be achieved. The policy and procedure will also clearly identify what needs to be reported as a concern which will impact on the number of concerns received.

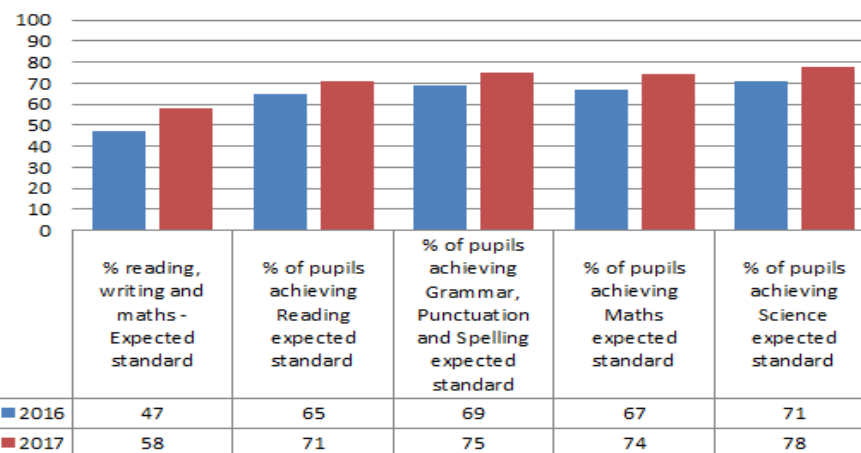
IT developments to the safeguarding CIS system are required to ensure that the new policy and procedure can easily be put into practice and will also help to monitor performance. A targeted training package will be developed to ensure practitioners have up to date skills and knowledge. Active monitoring by management of performance dashboard will ensure that outstanding work is being progressed. Further analysis of the data may be beneficial to identify any particular areas where there are delays to then consider any issues such as training needs or resources.



Key Stage 1



Key Stage 2



1 What is the story the data is telling us?

In 2016 Key Stage 1 (KS1) results in Calderdale were particularly weak, with the Local Authority results for each subject being amongst the bottom ten authorities (of 150) in the Country. Similarly at Key Stage 2 (KS2) writing was a particular weakness and also fell amongst the lowest local authority scores nationally. However, with 2016 being the first year of results under the new framework it has provided Calderdale with a very accurate baseline. Significant improvement has been made in both KS1 and KS2 results in 2017. In all subjects Calderdale has seen improvement at a higher rate than national and regional rate of improvement.

2 What are we doing to improve?

It was fully accepted by all stakeholders that Calderdale results at Key Stage 1 and Key Stage 2 needed to improve. To this end a plan for the following year was agreed and put into place involving all primary schools, the local authority and teaching school alliances in the area. This is now having the desired impact on key stage results and the improved quality of primary schools.

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

Although Calderdale remain in the bottom quartile for KS1 and a number of KS2 subjects, the results for 2017 show Calderdale's rate of improvement is higher than that of the national, regional and statistical neighbour averages. This has seen Calderdale rankings improve compared to 2016.

KS1 - Expected standard

Writing – Writing saw the greatest level of improvement with a 7% percentage increase and twice the rate of national and regional average. However, Calderdale remains 5% below the regional average and 7% below national.

Maths – Maths also saw significant improvement by 6% and was 3 times the rate of national average. Although Calderdale remains in the bottom quartile the gap has closed with both regional and national averages to only 2% and 4% respectively.

Science – The 4% improvement in 2017 means Calderdale is very close to the regional average and is now 1% lower and 4% below national.

KS2 - Expected standard

Reading, Writing and maths – Calderdale saw an 11% increase in 2017 and is now in line with the regional average of 58% and 3% below the national average of 61%.

Reading – 2017 results now places Calderdale in line with the national average and above the regional average. It has also improved Calderdale's national ranking to 77th.

Maths – Significant progress has been made in 2017 with results above regional average and only 1% below national.

The improvement in the quality of primary schools in 2016/17 has seen an increase in the number of schools with a good or outstanding inspection judgement, reflecting the improvements being made across all primary schools. 90% of primary schools are judged good or better compared to 86% in 2016.

4 What more needs to happen?

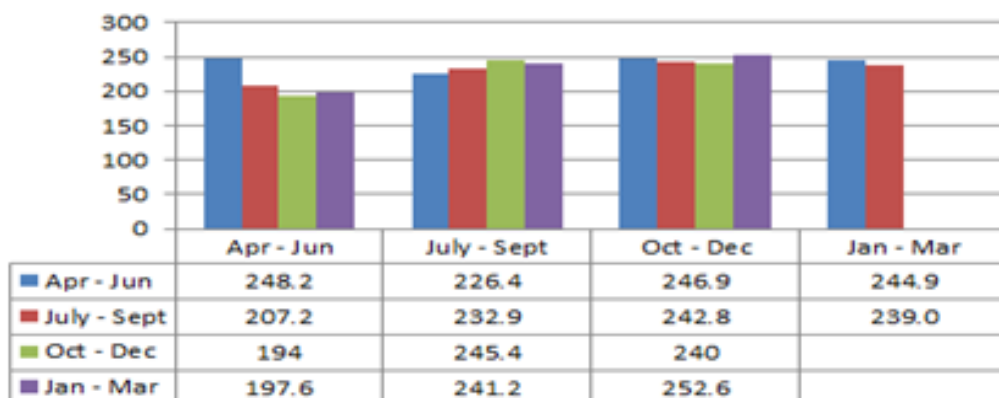
There will be a continued focus on improving outcomes for children in the lowest performing schools through the use of results data to identify critical areas for improvement i.e. specific themes to improve collective results. Also, it is recognised by the Association of Directors of Children's Services (ADCS) that Key Stage 1 and 2 results are a regional issue, needing to improve and how this can be supported through sector led improvement. A regional task and finish group has been established and an action plan is being developed to improve results across the Yorkshire and Humberside region with all 15 authorities working collaboratively.

Number of children subject to S47 investigations (per 10,000 under 18 year olds)

Q2 2017/18



Number of children subject to S47 investigations (per 10,000 under 18 year olds)



1 What is the story the data is telling us?

Since 2013 Calderdale has had an exceptionally higher rate of S47 enquiries than national, regional and statistical neighbour levels, making Calderdale an outlying authority in terms of volume of S47s being completed. By the end of 2016/17 it had reached its highest point of 252.6 compared to the national figure of 147.5 and regional figure of 138.4. However, by Q2 of this financial year this figure has reduced to 239, a reduction of 5.4%.

2 What are we doing to improve?

The volume of S47s is closely monitored by both service manager (responsible for the Multi-Agency Screening Team and Head of Service through performance management reports and performance monitoring meetings. It also forms routine discussion of performance between the service manager and frontline teams.

The service manager has also conducted 2 audits of all S47s being completed in 2 separate months to ensure S47s were appropriately raised and actioned. All S47s completed in the 2 months were audited and the majority were deemed to be appropriate.

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

There have been 462 S47s completed over the last 6 months (April to September) compared to 524 over the same period last year. This equates to a 12% reduction between the 2 periods.

Close monitoring by the service manager and team managers is having an impact on reducing the volume of S47s being completed over the last 6 months. 2 periodic audits by the service manager has also provided reassurance that S47s that are being completed are appropriate.

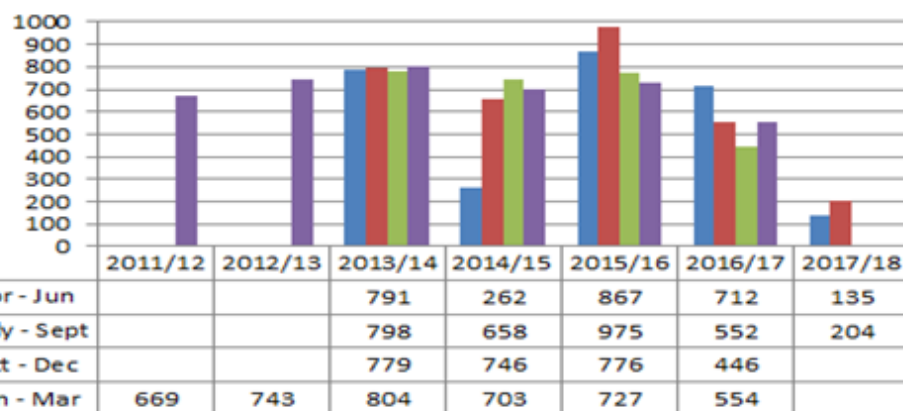
Although Calderdale is an outlier in terms of volume of S47s, it has had no impact on the rate of S47s completed within timescale. In 2016/17 99.6% of S47s were completed within the 15 day timescale and the same rate has been maintained over the first 6 months of this financial year.

4 What more needs to happen?

Managers will continue to closely monitor S47s being completed. Volume of S47s will also be monitored through the regular Senior Leadership Team performance meetings to ensure there is senior management oversight of progress.



Average time between a child entering care and moving in with adoptive family for children who have been adopted (days)



1 What is the story the data is telling us?

Since September 2015 there has been continued and sustained improvement in the time taken from a child becoming looked after to being placed with an adoptive family. 2017/18 results now represent the true position of performance in Calderdale and is well within the 426 day threshold set by the government.

2 What are we doing to improve?

Permanency Tracking meetings continue to be held each month, attended by service and team managers within children's social care. A group of cases are discussed at each meeting in detail and ensures close monitoring of all cases to eliminate delay in achieving permanency for all children looked after.

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

The Permanency Improvement Board was formed in 2015 to implement intense improvement in reducing delay in looked after children achieving permanency. It has had significant impact on reducing the average number of days taken from a child becoming looked after to being placed with an adoptive family.

The Improvement Board was replaced in 2016 with the monthly Permanency Tracking Meetings which has maintained the momentum achieved by the Improvement Board and has further improved performance by a clear focus on individual children and their individual needs to achieve permanency in a timely manner.

4 What more needs to happen?

Permanency tracker meetings will continue into 2017/18 to ensure every child coming into care and currently in care achieves permanency in a timely manner.

Calderdale's adoption service transferred as at the 1st April 2017 and is now part of the One Adoption Agency which includes all the West Yorkshire authority. The agency now has responsibility for the recruitment of adopters and the family finding function for children whose permanency plan is adoption. This will need careful monitoring to ensure the improvements achieved by Calderdale over the last 2 years are maintained going forward by the new agency.