

BE THE BEST BOROUGH IN THE NORTH

**2019/20 Half Year
Corporate Performance Report**

Summary

This report provides a performance update for Quarter 2 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 levels of crime for Quarter 2 remains high with 6342 reported incidents, however this is slightly down compared with the same point last year.
- **Adult Social Care** - The percentage of 65 years and over population in receipt of long term adult health and social care support has increased slightly this quarter to 4.1% (3.8% in Quarter 1), however this figure continues to be relatively stable and is consistent with last year's performance.
- **Employment Rate** - The latest data release for employment rate (Quarter 1 2019/20) saw a further slight decrease from Quarter 4 (75.7% to 74.1%). This slight decrease currently ranks us 8th against the boroughs in the north. Given the timing of the data release, it is proposed to table an exception report at Quarter 3.

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

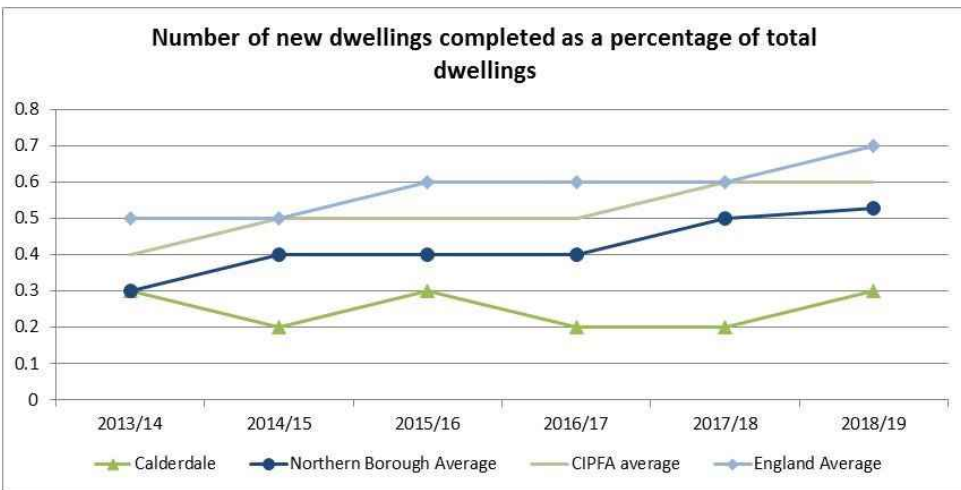
- **Litter** — The latest data release from the residents perception survey shows a slight drop in performance for satisfaction with the level of litter in their neighbourhood (47.5% to 45.1%).
- **Parks and Green Spaces** — The latest performance for the proportion of people using parks and green spaces is static against previous performance (currently 82.4%).
- **[New Dwellings](#)** — the data release for 2018/19 shows static performance with no change to the borough ranking. However, a report has been requested to focus on actions that are being taken given the concern that our borough ranking isn't improving. (Page 4)

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

- Page 5 [Physically Active and Inactive Adults](#)
- Page 6 [Road Condition](#)
- Page 7 [Adoption and Special Guardianship Orders](#)

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+) (Q2 2019/20) (Benchmarking 2017/18) ** | Low | 4.1 | 4.71 | 4 | 4 | ↔ | Wirral (3.47) Trafford (3.59) Wigan (3.66) | |
| | Percentage achieving a good level of development (Foundation Stage Profile) (2018) | High | 70 | 69.8 | 13 | 10 | ↑ | Trafford (75.3) Rotherham (73.1) North Tyneside (72.8) | |
| | Total Crimes (Q2 2019/20) ** | Low | 6342 | | 16 | 16 | ↔ | Sefton Wirral Stockport (annual benchmarking per 10000 population 2018/19) | |
| Grow the Economy | Average Progress 8 score per pupil (2018) | High | 0.06 | -0.18 | 4 | 2 | ↑ | Trafford (0.22) Calderdale (0.06) Wirral (0.04) | |
| | 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 (2018) | High | 534.6 | 523.1 | 10 | 6 | ↑ | Trafford (648) Stockport (574.5) Sefton (550.3) | |
| | Employment Rate (Q1 2019/20) ** | High | 74.1 | 73.5 | 4 | 8 | ↓ | Stockport (79.7) Wirral (76.9) North Tyneside (76.5) | |
| | Percentage of Adults in Calderdale with Digital Skills (2017/18) | High | 77 | 77 | 8 | 4 | ↑ | Trafford/Bury/Stockport (78) | |
| Build a Sustainable Future | Number of new dwellings completed as a percentage of total dwellings in Calderdale (2018/19) * | High | 0.3 | 0.5 | 18 | 18 | ↔ | Knowsley (1.2) Barnsley (1.1) North Tyneside (0.8) | |
| | Principal roads where maintenance should be considered (2018/19) | Low | 4 | 3 | 14 | 14 | ↔ | South Tyneside/Gateshead (1) | |
| | Fraction of mortality attributable to particulate air pollution (2017) | Low | 4 | 4.1 | 5 | 7 | ↓ | Gateshead (3.6) North Tyneside (3.7) South Tyneside (3.8) | |
| | Percentage of people satisfied or very satisfied with level of litter in local neighbourhood (Q2 2019/20) * | High | 45.1 | N/A | | | | No comparator data available | |
| | Proportion of residents using parks and green spaces (Q2 2019/20) * | High | 82.4 | N/A | | | | No comparator data available | |
| Northern Boroughs; Barnsley, Bolton, Bury, Calderdale, Doncaster, Gateshead, Kirklees, Knowsley, North Tyneside, Oldham, Rochdale, Rotherham, Sefton, South Tyneside, St Helens, Stockport, Tameside, Trafford, Wigan, Wirral * Indicators which have had an annual data release ** Indicators which have had a <u>quarterly</u> data release | | | | | | | | | |
| | | | | | | | Top quartile | | Third quartile |
| | | | | | | | Second quartile | | Fourth quartile |



What are we doing to improve?

- Adoption of Local Plan
- Calderdale Together Investment Partnership (500 new homes over 5 years)
- North Halifax Transformation Programme
- Community Led housing project
- Business transformation to review and monitor data quality
- Council Tax premium increased from 50% to 100% on homes vacant for over 24 months from April 2019
- Pilot project for the development of small sites by SME builders
- Working with specialist support (Capacity Grid) during May to August, with final recommendations due Q3 to assist with a review of recorded empty/unoccupied properties to bring back in to charge / income for those identified as valid.
- A Housing Delivery Test Action Plan is being developed which will highlight problems with delivery, action we are taking and identify what further action we can take.

What is the story the data is telling us?

The new dwellings Super Key Performance Indicator (SKPI) looks at the net delivery of new dwellings so takes account of changes to vacant properties and losses to the housing stock. Following the recent data release (2018/19), performance has increased slightly on the previous year to 0.3%, against a government expectation of 0.4%, which the Northern Borough and England averages are exceeding. Despite this slight increase in performance, our ranking against Northern Boroughs remaining at 18th. Gross completions over the last 4 calendar years have been: 390 in 2016, 396 in 2017, 541 in 2018 and 255 to date in 2019. Vacant dwellings also impact on housing supply. Long term empties vacant for over 6 months affect the level of New Homes Bonus grant payable to the authority. Funding for New Homes Bonus will fall below the anticipated level in 2020/21. Potential Council Tax data quality issues have been identified which may be causing the over-reporting of empty homes. This is being addressed through a current business transformation review.

What more needs to happen?

The Local Plan has a process to follow and at its current stage the Council only has very limited control over timescale. It is only at the point that this examination process has been concluded, the Local Plan adopted and sites taken out of the Green Belt that the break on housing delivery will be released. In the meantime, we will pursue our other options.

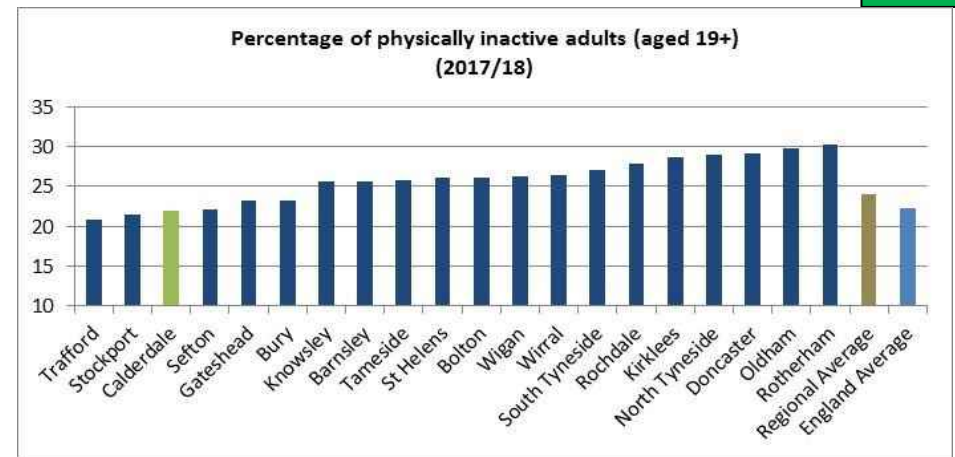
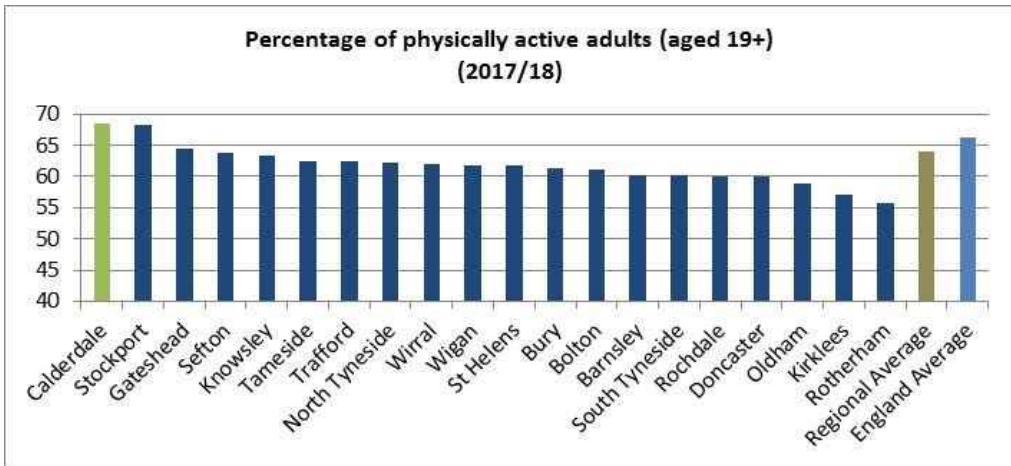
What evidence is there that actions are having an impact?

The Local Plan is currently at the Public Examination stage with adoption programmed for 2020. 193 new affordable homes per year are required for the next 5 years. The Calderdale Together Housing Investment Partnership has delivered 37 new homes over 5 sites so far, with a further 13 sites and 460 homes already in the pipeline. The first site for 170 new homes in the North Halifax Transformation Programme has been awarded to Home Group who, along with Council Officers, are working towards submitting a planning application. The Community Led Housing project is now on site – the impact of the pilot will be reviewed over a 12 month period. Looking at the data for Councils who have adopted Local Plans, these Councils are generally better performing than those without. The impact of the increase in Council Tax premium on income levels and the number of empty homes will be reviewed later in the year having only recently been implemented. An internal review of the Council Tax service was completed in October 2018. As a result of the review an Implementation Plan is now in place to improve data quality, including the data in relation to empty homes. Promotion of Calderdale through tourism can also benefit the housing market. If visitors like what they see and associate Calderdale with pleasant cultural experiences they are more likely to consider it when they are seeking a new home thus boosting the local housing market.

Corporate Leadership Team Response—We are concerned about our performance on this indicator, but recognise that the interventions in plan will take some years to come to fruition. We continue to pursue options which will help us meet housing sufficiency; including the adoption of our Local Plan, new affordable housing developments, and the review of vacant properties.

Physically Active and Inactive Adults

Q2 2019/20



What is the story the data is telling us?
 Calderdale is now the best borough in the north for physically active adults, up from 5th last year and 9th in 2015/16. Our ranking has also improved significantly for inactive adults, up to 3rd from 7th last year and 16th in 2015/16. The latest data from the Active Lives survey, which uses a small sample of self reported data, shows an increase in active adults in Calderdale from 63.7% to 68.4%. Inactive adults has improved from 23.8% to 21.9%. Both results are comfortably above the regional and national average.

What evidence is there that actions are having an impact?
 Different systems are taking the lead with the Active agenda from social care including physical activity in their day-to-day working practices, to all GPs taking part in parkrun on the 28th September, to the voluntary sector who are now using physical activity as part of what they do - Memory Lane café as an example. Memory lane is a dementia café that have added dance and seated exercises to their support offer, integrating physical activity to be part of what they do. We have two groups—a transformation group which is senior leaders from across the system and an implementation group which is middle managers and front line workers. Both groups are thriving and a demonstration of Active Calderdale being embraced right across Calderdale.

What are we doing to improve?
Embedding physical activity into health and social care pathways—working with the health and social care sectors to embed physical activity so it becomes part of their working practices. This includes social care services, Primary care, mental health services and the hospital. All are looking at, and working on, integrating physical activity into their day to day working practices. **Utilising local assets to enable more people to be physically active**—working with the voluntary and community sectors to encourage them to adopt physical activity as part of what they do. This could mean promoting physical activity to their members, or providing opportunities for members to be active. Physical activity will be visible across the whole community. Additionally this involves working with workplaces, including the Council, so they have physical activity embedded as part of what they do. This will mean encouraging and supporting all staff to be active.

What more needs to happen?
 We will continue embedding physical activity into health and social care pathways. Alongside this we are looking at several other work strands including Parks and Open Spaces and the built environment—how do we create spaces and places that enable people to be active. Physical activity borough wide campaign to re-frame what we mean by being active and to inspire people to want to be active.

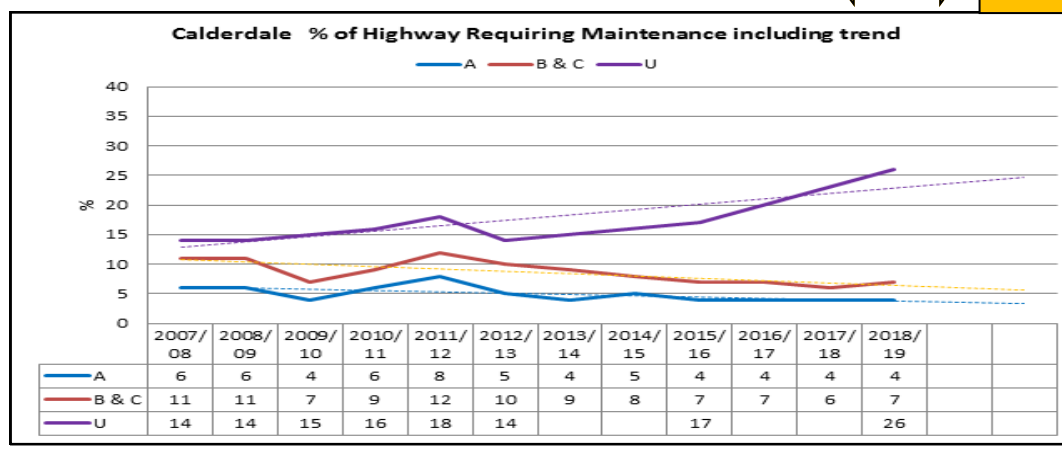
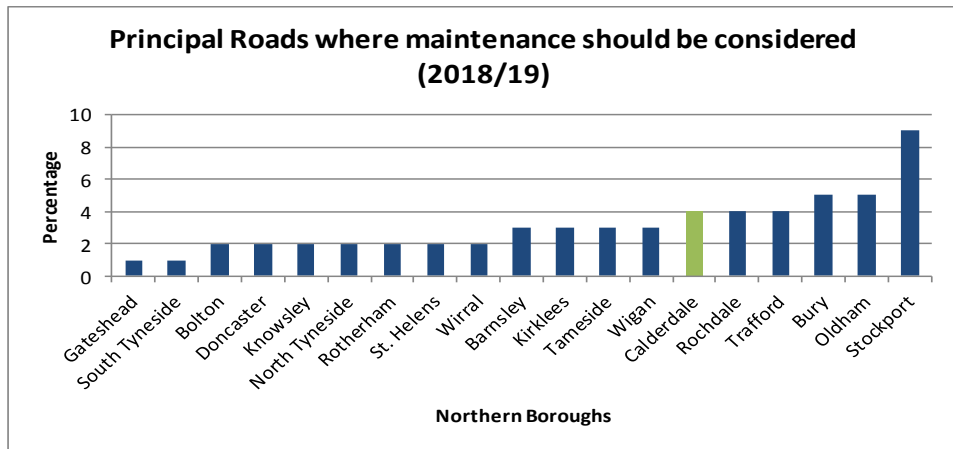
Corporate Leadership Team Response – This is a very positive and encouraging result from a national survey, which we are enhancing with more locally collected information. We continue to work with Sport England as a Local Delivery Pilot, and they will release further funds to support the Active Calderdale movement; particularly to embed physical activity into health and social care pathways, and to improve local assets such as parks and open spaces to enable more people to access them for physical activity.

Road Condition

2018/19



A



What is the story the data is telling us?

The condition of “A” roads is within our target of 5% and has remained so for the last 7 years. The condition of the “B&C” roads has remained within our target of 7% for the last 4 years. The polarity of the indicator is low, therefore, the lower the value the better our performance. The road condition survey is carried out annually to give this result. Our “A” road network is 149km long and the 4% equates to 6km requiring urgent maintenance at a cost of £5.5 million. The unclassified road network is 861km long and 26% of roads require urgent maintenance should be considered equates to 223km of road at a cost of £54.5 million. “A” Roads cover 13% (149km) of our road network, the “B&C” Roads cover 11% (120km) of the network, with the unclassified network covering the largest portion of the network at 76% (861km).

What evidence is there that actions are having an impact?

Our ‘A’ road network condition remains static at 4% requiring urgent maintenance. The B&C road network again remains static at 7% requiring urgent maintenance. The annual National Highways and Transportation Public Satisfaction Survey shows Calderdale ranked 38th out of the 113 participants with a 4% decrease in satisfaction in 2018 for the Condition of Highways benchmark to 33%.

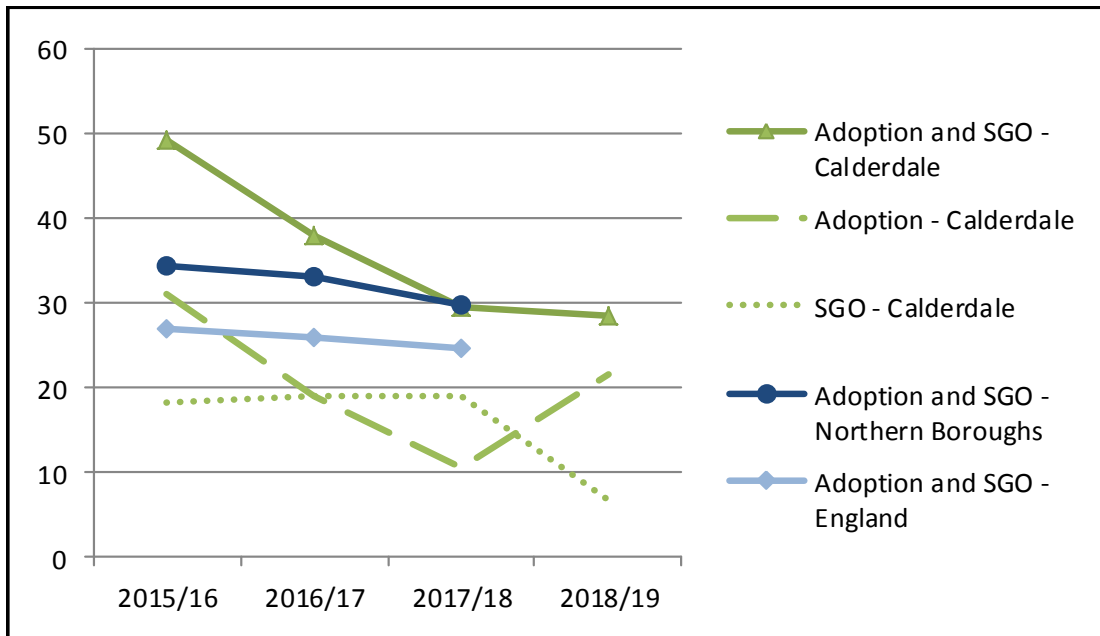
What are we doing to improve?

We are within our target as specified in our Highway Infrastructure Asset management Plan for ‘A’ roads and “B&C” roads and our aim is to maintain a steady state condition on these networks. Our target for the unclassified roads is 10% but with the current roads Capital funding of £2.6million and a depreciation in condition of 3% per year, to maintain steady state condition on the unclassified network would require an overall roads budget of £6.2million. Therefore with a budget shortfall of £3.6m, instead a managed decline situation is the option which can be afforded based upon current funding profile. When considering performance in terms of unit cost, Calderdale has a relatively low population density per mile (lowest of the Northern Boroughs) which effectively results in higher costs per head of population.

What more needs to happen?

The target for ‘A’ roads is to remain at 5%, to recognise their significance in connecting citizens to places of work, study and leisure. We will look at additional Capital funding to increase our ability to carry out road repairs, and will include road maintenance in major capital improvement schemes. We will look at using new software to more easily allow us to carry out deterioration modelling for a wider variety of spending options. We have joined the APSE Performance Networks to allow Highways to be benchmarked against other authorities and to learn from the best performers. Condition surveys should continue to be undertaken yearly to show progress and used to identify trends on the whole network. It should be noted that Highways also undertake yearly Skidding Resistance surveys on the “A, B&C” network and these are showing some major roads will require treatment.

Corporate Leadership Team Response - We note that our unclassified network requires significant investment, and the challenges that our topography presents. We are improving our processes to make it easier for citizens to report issues and monitor our progress in resolving them. We have recently initiated a peer review of our Highways function and await the findings of this to prioritise our efforts and drive improvement.



What is the story the data is telling us?

Calderdale Council publishes quarterly performance information tracking the proportion of children leaving care who were adopted from care. In recent years local authorities have made more use of Special Guardianship Orders (SGOs), alongside traditional adoption approaches, to achieve the same kind of long term positive outcomes for children and young people. From September 2019, Calderdale Council will publish information tracking SGOs alongside the existing adoption measure, as well as a combined measure which provides a more complete view of the proportion of children and young people leaving care into this kind of arrangement. This report provides a baseline summary of recent performance in these areas.

Each child is unique, and adoption is not always appropriate. Where we set targets around these measures, these are selected by social care leaders in relation to the existing cohort of children and young people, and professional judgement of what would be the best outcome for each person.

Recent performance in adoption and special guardianship has been largely positive, not only in terms of achieving stable long term outcomes for young people, but also in the timeliness of achieving those outcomes.

What are we doing to improve?

Reflecting our focus on supporting permanent arrangements for children and young people, we have now developed a connected carers and SGO support team within the fostering service. They provide a robust support package to current foster carers and connected carers to support consideration of SGO and overcome practical and financial barriers to potential carers. We have established an SGO support group and Special Guardians are now able to attend training available to foster carers. Calderdale is also part of a regional SGO group, developing uniformity in local authority SGO support. Formal tracking meetings ensure challenge remains central to our joint oversight with One Adoption West Yorkshire (OAWY) to those children waiting for adopters and those children placed with adopters.

What evidence is there that actions are having an impact?

The improvements in support arrangements are having a direct impact on all prospective Special Guardians. We always ensure a financial assessment is undertaken so carers know what they could expect to receive if their current circumstances did not change. The most recent data is promising when compared with the previous year. While no children left care through an SGO in first two quarters of 2018-19, 16% of children left care through an SGO in Q1 2019-20 and 14% in Q2 2019-20.

What more needs to happen?

There may still need to be variation in SGO support as local authorities consider their own budget restraints and financial support. In Calderdale we wish to progress to a 'no detriment policy'. This would mean the continuation of financial support until the child reaches 18 years of age or the child leaves their care. This will provide financial savings through Special Guardians claiming Child Benefit and reduced professional time with no requirement for a social worker, supervising social worker and IRO.

Corporate Leadership Team Response—We note this baseline report showing large positive performance in achieving stable long term outcomes for young people in care. We are investigating a “no detriment policy” to Special Guardianship Orders, to offer the continuation of financial support, offset by savings in professional time.