



BE THE BEST BOROUGH IN THE NORTH

2016/17 Corporate Performance Report

Summary

This report provides the Quarter 4/Year End performance for 2016/17. The top 15 Super Key Performance Indicators, which form our [Citizen Dashboard](#), are reported along with Northern Borough rankings. Calderdale is presently 6th overall against 20 Northern Boroughs.

During this reporting period, there have been data releases for 3 of the 15 annual Super Key Performance Indicators which have resulted in:-

- A static ranking for [Life Expectancy](#) (Males and Females 4th and 6th respectively) and Calderdale remains above the Borough average.
- A decline in ranking for NVQ 4+ (Workforce Skills) (4th to 6th) however the Calderdale result remains above the Borough average.
- The 6 monthly residents' survey for use of [parks and green spaces](#) does not have comparator data for ranking purposes.

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

- Proportion of older people in receipt of long term adult social care - Trend is of long term improvement with fewer adults accessing long term support due to preventative schemes and an increase in levels of independence.
- Total Crimes – there has been a significant rise in crime over the last year which now appears to have reached a plateau.
- [Unacceptable levels of litter](#) – Performance has seen a decline towards the end of the year with a result 0.5% over target.

From the wider basket of Key Performance Indicators 6 have exceeded previously reported performance, 6 have declined from previously reported data or further improvement is required and 2 reports are provided to give a baseline position.

Indicators where performance has significantly exceeded previously reported data:-

- Page 6 [Percentage of Section 47s completed within timescales](#)
- Page 7 [Percentage of looked after children with 3 or more placements in a year](#)
- Page 8 [Digital Customer Services](#)
- Page 9 [Number of people moved to independence in their own homes](#)
- Page 10 [Capital Receipts](#)
- Page 11 [Usage of Sports and Leisure Facilities](#)

Indicators where performance has declined from previously reported data or further improvement is required:-

- Page 12 [Litter and Detritus Levels](#)
- Page 13 [Overall Usage of Museums and Galleries](#)
- Page 14 [Repeat incidents of domestic abuse \(WYP\)](#)
- Page 15 [Number of children looked after per 10,000 under 18 population](#)
- Page 16 [Percentage of Adult completed safeguarding enquiries completed within 7 weeks of the concern being raised](#)
- Page 17 [Proportion of adults in contact with secondary mental health services living independently](#)









Baseline reports:-





- Page 18 [Life Expectancy](#)
- Page 19 [Proportion of residents using parks and green spaces](#)

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)	High	56.5	53.1	8	4	↑	Stockport (57.7) Bury (57.6) Trafford (57.3)	
	Proportion of older people in receipt of long term adult social care (65+) (2016/17) **	Low	4.02		7			Awaiting comparator data	
	Percentage achieving a good level of development (Foundation Stage Profile) (2016)	Low	67.5	67.4	9	11	↓	Trafford (73.8) Rotherham (70.4) Sefton (69.8)	
	Total Crimes (2016/17) **	Low	20877		8			Awaiting comparator data	
Grow the Economy	5 or more A*-C grades at GCSE including English and Maths (2015/16)	High	60	56.2	3	5	↓	Trafford (70.8) North Tyneside (62.1) Wirral (61.5)	
	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 (2015)	High	75.9	71.9	2	4	↓	Trafford (78.8) Stockport (77.6) Wigan (77.1)	
	Percentage of Adults in Calderdale with Digital Skills (2015)	High	75	74.2		4	Baseline	Trafford/Bury (77) Stockport (76)	
Build a Sustainable Future	Number of new dwellings completed as a percentage of total dwellings in Calderdale (2014/15)	High	0.2	0.4	8	13	↓	Barnsley/Knowsley (0.7) Oldham/Rotherham/South Tyneside (0.5)	
	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 Local Authority area (2014)	Low	5.1	4.7	13	14	↓	Oldham (3.65) Wirral (3.89) Tameside (3.92)	
	Unacceptable levels of litter (2016/17) **	Low	9.5	N/A				No comparator data available	
	Proportion of residents using parks and green spaces (2016/17) *	High	79.5	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									
* Annual indicators which have had a data release									
** Quarterly indicators which have had a data release									
							Top quartile		Third quartile
							Second quartile		Fourth quartile
Remaining indicators as at End of December report									

Super Key Performance Indicator Summary

Priority	Theme	Ref	RAG	Performance Trend (latest data compared to previous data)	Key Points/Trend/Action
REDUCE INEQUALITIES	Life Expectancy* <i>(see Exception Report)</i>	Life Expectancy (males/females)			Although life expectancy has increased in recent years, Calderdale males and females are expected to live one year less than the England average. Against the latest data (2013/15), we are ranked 4 th (Males) and 6 th (Females) against the other northern boroughs.
	Physically Active	Percentage of physically active and inactive adults - active adults			Following a reduction in the number of people doing at least 150 minutes of at least moderate physical activity per week in the previous year, 2015 performance has improved to the 2013 level. This encouraging result is above the regional and family group average. A 60% target has been set for 2020 with a year on year increase, therefore giving a target for 2016 of 57.2%, the data for which is expected to be released August 2017.
	Independence and Wellbeing**	Proportion of older people in receipt of long term adult social care (65+)			The year-end position is 4.02%. Trend is of long term improvement. Previously ranked 7 out of 20 against other Boroughs In The North (2015/16), awaiting comparator data for 2016/17. Fewer adults are accessing long term support due to preventative schemes and measures in place and an increasing level of independence.
	Our Children	School Readiness - % achieving a good level of development (FSP)			Confirmed results (2016) show an improvement on previous years with Calderdale now better than the regional average. There has also been an improvement in reducing the gap with the national average, but Calderdale is still below the national average, so is rated amber. Northern boroughs have also improved at a slightly better rate and means Calderdale's ranking has moved from 9 th to 11 th .
	Safety**	Total crime			Reported crime has seen significant rises over the last year with a 17.9% year on year rise however this is consistent with the West Yorkshire position which has seen a 17.8% rise. The increases have now reached a plateau being fairly constant over the last three quarters.
GROW THE ECONOMY	Educational Attainment	5 or more A*-C grades at GCSE including English and Maths			Calderdale has maintained a high percentage of pupils achieving 5 or more GCSEs and is ranked 41 st nationally in 2016. The percentage is slightly lower than last year, but reflects the national and regional trend. Calderdale remains significantly higher than regional, national and statistical neighbour averages and is why this indicator remains green.
	Skills*	NVQ Level 4+ (aged 16 to 64)			January 2016 result (33.9) shows a 0.7% decrease on previous year and a fall from 4 th to 6 th in the borough rankings. However, the result for Calderdale is still above regional and Northern Borough averages.
	Business	Employment rate			Latest data is Q4 2015 (75.9%) and Calderdale has a higher rate than the national average, but below the regional average of 74.7%. Calderdale is ranked 4 th amongst the northern boroughs.
	Pay	Median gross weekly pay (by residence)			2016 results show Calderdale's median gross weekly pay has improved by 4% to £521.10. This now ranks Calderdale 5 th in the northern boroughs and into the top quartile, making this indicator green.
	Digital	Percentage of Adults with Digital Skills		Baseline	The data from the Go On Digital Skills Report 2015 shows Calderdale 2% below the national and regional level at 75% and joint 4 th against our northern borough comparators. Responsibility has recently transferred to Tech Partnership and the latest local authority level data will be published in June 2017. Both national and regional data for 2017 shows a 9% increase.

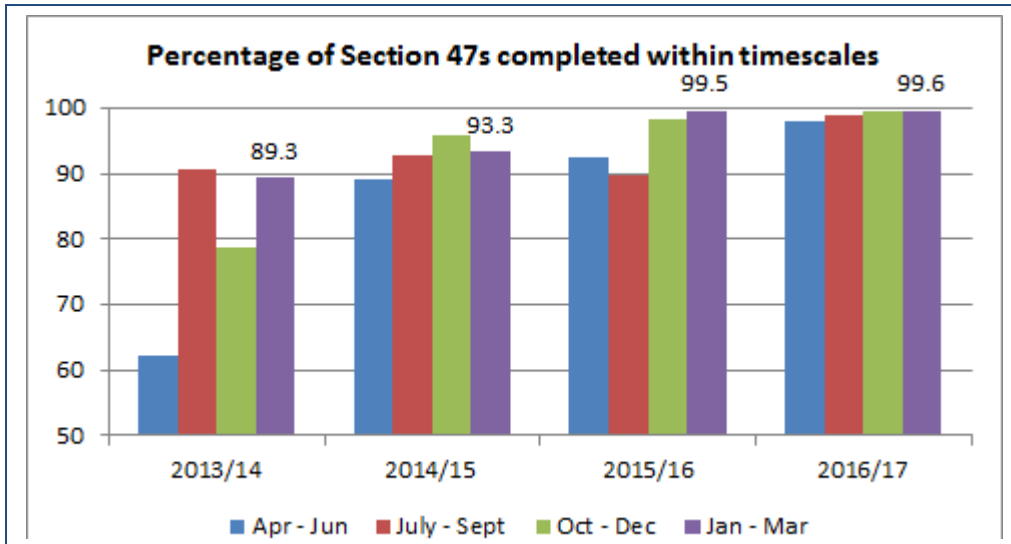
SUSTAINABLE FUTURE	Housing	Number of new dwellings completed as a percentage of total dwellings in Calderdale	Based on forecast		This is a newly proposed SKPI which can be benchmarked. The latest annual data available is for 2014/15 shows a year on year fall since 2012, from 0.4% to 0.2%. This would place us joint 13 th against the other northern boroughs. We have internally calculated the 2015/16 result at 0.35% which would be a positive improvement but we await official confirmation of this forecast.
	Transport	Principal roads where maintenance should be considered			This is a newly proposed SKPI which can be benchmarked. The latest data is for 2015\16 and shows a slight improvement upon the prior year from 5% to 4%. Over the last three years Calderdale has been at either 4% or 5%. Against other best boroughs this improves our position from 12 th to 11 th .
	Air Quality	Per capita CO2 emissions in the LA area			The latest data relates to year 2013/14, as it is two years retrospective, where performance was slightly better than target. Since 2005 we have seen an overall reduction in emissions from 7.16 tonnes per capita down to 5.09 tonnes per capita. There were two brief rises in this period attributable to the changes in the energy mix and the winter temperatures. This would place us 14 th against northern boroughs, roughly where we have been for several years.
	Street Cleanliness** <i>(see Exception Report)</i>	Unacceptable levels of litter			This quarter saw a decline in performance from both last year's position and prior quarters at 13%. This has negatively impacted on the year end average result at 9.5%, which is 0.5% above target. This was unfortunate as most of the year had been stable with on target performance. This measure is unable to be benchmarked against the other Northern Boroughs as most do not maintain this measure and several do so via a survey type question. Calderdale has joined LG Inform's new benchmarking club to explore a consistent measure across the region/North.
	Natural Environment* <i>(see Exception report)</i>	Proportion of residents using parks and green spaces		Baseline	A 6 monthly resident survey was undertaken in March via Talkback. This was the first time this survey has been conducted. It showed that 79.5% of residents had visited parks or green spaces in the previous month. In addition, 93.8% of people said they would recommend our parks and green spaces to their family or friends.

* Annual indicators which have had a data release

** Quarterly indicators which have had a data release

Percentage of Section 47s completed within timescales

Q4 2016/17



What is the story the data is telling us?

2015/16 results were considered exceptional with 99.5% completed within timescale. However, 2016/17 has seen further improvement to 99.6%. This performance is also reflected in Initial Child Protection Conferences (ICPC) being held within timescale at 98%.

What are we doing to improve?

Since April 2015 the timescale has changed from 15 days to 5 days in order to ensure all Initial Child Protection Conferences (ICPC) take place within 15 days of the strategy discussion. This has had a significant impact on Section 47s (S47s) completed within timescale. The internal deadline of 5 days has a 94.6% completion rate.

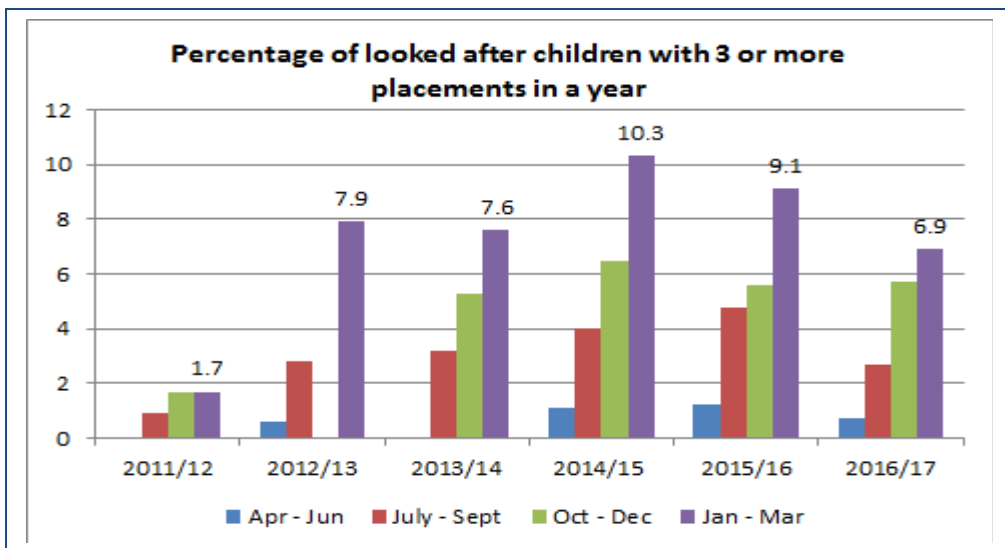
What evidence is there that actions are having an impact?

Although the national standard for completing S47s is 15 days, the timescale of 5 working days set by Calderdale in 2015 has successfully improved the percentage of S47s completed within the national standard over the last 2 years. A dip was expected in performance as social workers adjusted to the new timescales, but this never materialised, particularly with the volume of S47s being maintained to that of previous years.

An audit of S47s was conducted of all S47s completed in June to ensure the threshold for intervention at S47 following a strategy discussion/meeting was appropriate. It was found 98% of the S47s audited were appropriate.

What more needs to happen?

- Clear focus continues not only on any overdue S47s, but also those approaching due date to avoid these also not being completed in timescales.
- A strong emphasis regarding ensuring timescales are met continues to be enforced at 100% for all S47s particularly in the Children’s Assessment Team where the volume is and is monitored and tracked weekly.
- Review of the scale of S47s is taking place and reviewed at regular management meetings.
- A further audit of S47s will take place in May/June 17.



What evidence is there that actions are having an impact?

Placement stability is critical for the health and wellbeing for children and young people in the care of the authority. A frequent change in placement is disruptive and detrimental to their welfare.

The overall work of improving permanency for looked after children has had an impact in improving 2016/17 results in respect of placement moves. This is also at a time when sufficient placement numbers is becoming a growing issue in the region and potentially nationally. Foster care is one of the main placement types used and the recruitment of foster carers is an ongoing challenge for authorities.

What is the story the data is telling us?

Calderdale's performance has consistently remained better than national and regional results. In 2014/15 a significant increase took place in the number of children looked after experiencing 3 or more placement moves, which led to a focus to improve performance. 2016/17 had a target of 9% (carried forward from 2015/16) and the year end result of 6.9% has seen this target achieved.

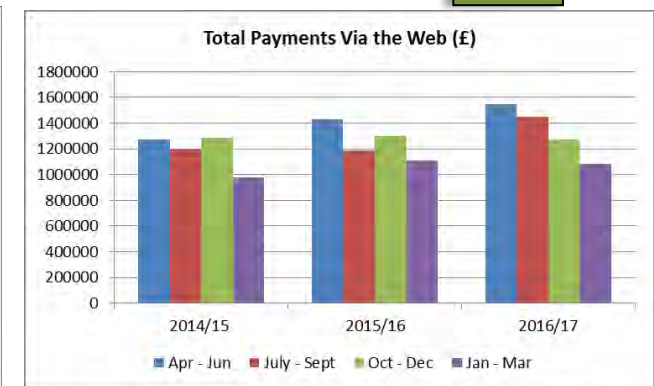
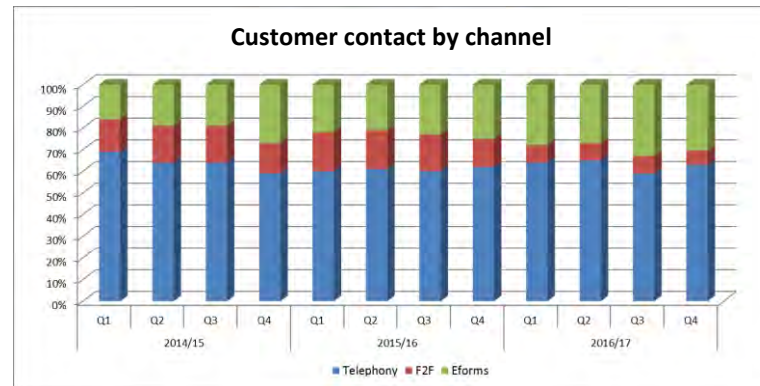
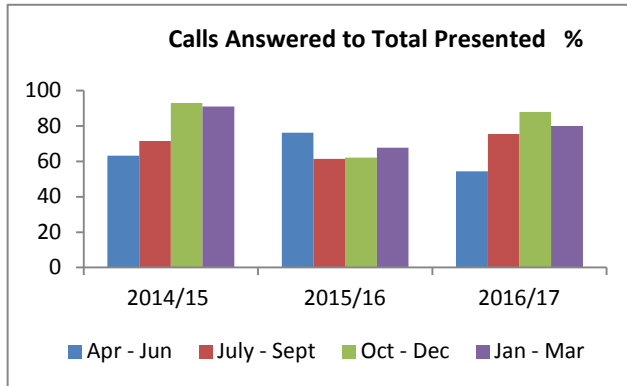
What are we doing to improve?

Placement stability has formed part of the overall focus to improve permanency for Calderdale's looked after children and young people, for not just adoption, but also for permanency in the care of the authority in foster care and residential care. The service track each individual child to ensure permanency is achieved in a timely way and this has had an impact on results for the last 2 years.

What more needs to happen?

There will be continued monitoring by the responsible service manager on a regular basis of those children who experience 2 placement moves and review of those who have 3 or more placement moves in the year. We need to ensure the impact of placement sufficiency is minimised and placement stability will remain part of the ongoing permanency agenda.

This year there will be a further focus on fostering to continue improving permanency outcomes for children looked after. We need to recruit more foster carers in-house, particularly for long term placements to reduce pressure on making matches with external providers.



What is the story the data is telling us?

Despite a huge increase in waste calls due to the implementation of a new waste contract, phone calls have reduced overall and average wait times have reduced. Continuous improvement of the website and the huge success of Web Chat as an online support tool has resulted in a 28.4% increase in unique visits and a 32.7% increase in the number of online forms completed by customers. The number of online payments increased again meaning customer confidence of this payment method continues to grow.

What evidence is there that actions are having an impact?

The challenges with the waste implementation continued for longer than expected with a 'rebalance' of the service taking place in February and temporary staff being brought in to mitigate the impact. However, the service is settling down and we are seeing contact reducing. Despite a soft launch, My Calderdale registrations have been growing steadily and with the support of Web Chat customers have been doing more themselves online resulting in much less contact than in previous years.

What more needs to happen?

Do It Online needs to be a core activity for the Communications team in order to raise the profile of My Calderdale both internally and externally.

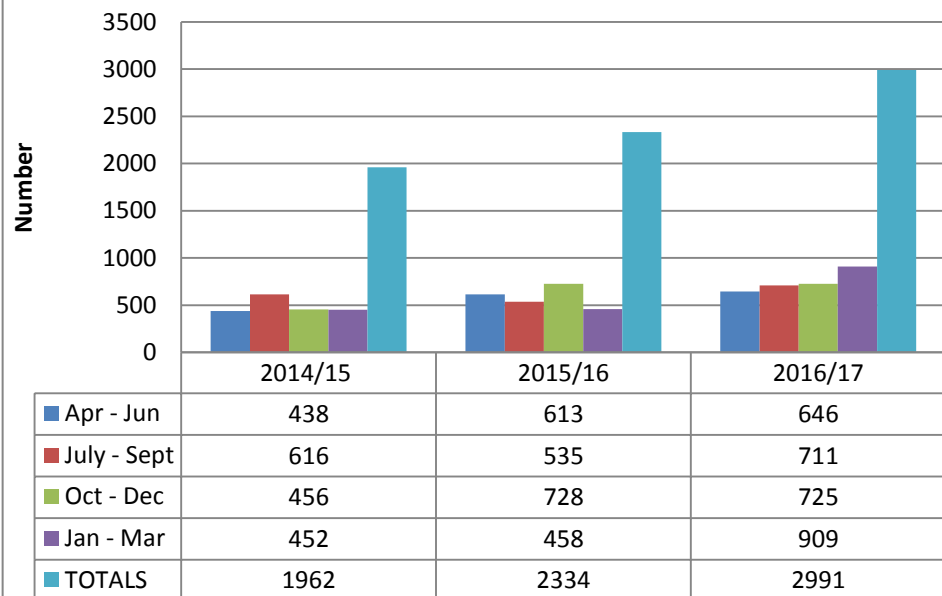
A payments review is being undertaken with the Demand and Service Transformation team to identify opportunities where we can incentivise customers in a similar way to the garden waste subscription online discount.

What are we doing to improve?

We continue to work with services to reduce avoidable contact and contact through traditional channels. For the first time ever we were able to reward customers for going online by offering a 5% discount to those subscribing for a garden waste collection through our website. Phase 1 of our corporate citizen account, My Calderdale, was launched allowing customers to register and receive a PIN instantly via email to unlock their account. Additional services are planned and will continue to be added to My Calderdale with pace and momentum over the coming months.



Number of people moved to independence in their own homes



What is the story the data is telling us?

Demand for the Handy Person Service is increasing and the growth in funding for the Disabled Facilities Grant (DFG) through the Better Care Fund is allowing the waiting list for adaptations to be addressed. Services are actively promoted throughout the year to existing teams within the Council and new areas of work at Calderdale Royal Hospital and its associated staff teams. Referral numbers from the hospital have steadily increased as has work from Social Services. These requests include installation of key safes; grab rails and handrails as well as requests for small removals and relocation of furniture to allow hospital equipment deliveries.

What are we doing to improve?

Active promotion of the Handy Person service has raised the awareness of the services availability and skills. Smarter working using IT, ie handheld tablets and smartphones and the use of remote working, has allowed existing staff to cope with the increased workload. The removal of paper based systems has allowed urgent requests to be quickly dealt with. Hospital discharge works are regularly dealt with within 24 hours and often on the same day. Use of standard schedules of rates and flexible staff working has allowed the increased DFG budget to be committed and spent effectively and the waiting list for adaptations has been substantially reduced. We are meeting to discuss data recording and sharing with Adult and Children's Services to ensure reports are consistent in content.

What evidence is there that actions are having an impact?

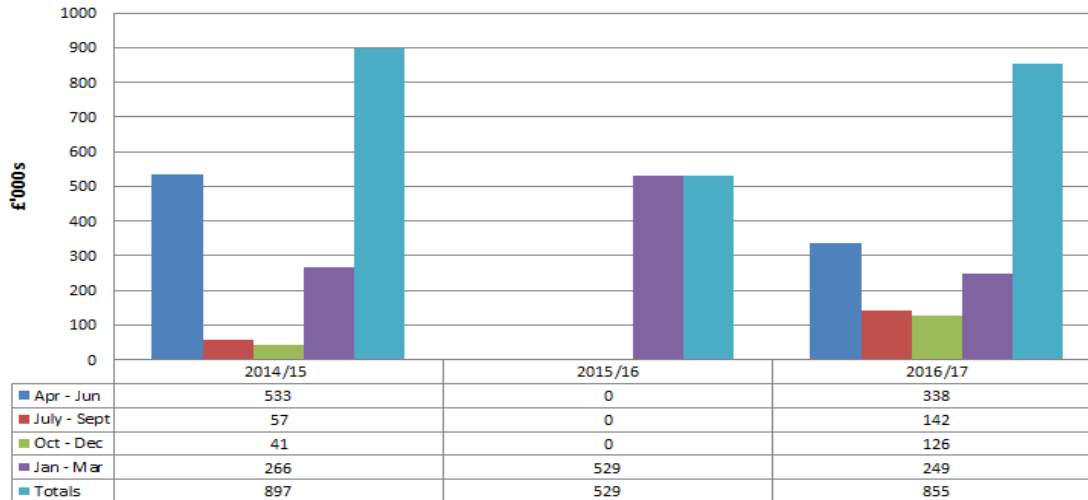
Greater numbers of customers each quarter are being helped. More teams within the Council now refer to the service, in particular the Handy Person Service and the flexibility and willingness of our staff is now widely known. The number of customers waiting for adaptation has decreased and those who do have to wait have seen a fall in waiting times. Complaint numbers have also reduced.

What more needs to happen?

The Handy Person Service will continue to promote its service throughout the Council, the Hospital and in other areas where demand can be addressed. We will look into using part of the DFG Funding for providing discretionary works which will help us to deliver services in a more creative way, such as providing a greater range of services to customers leaving hospital, providing works which will reduce the level of care customers require and reducing delays in decision making.



Capital Receipts (£'000s)



What is the story the data is telling us?

Capital receipts are obtained from a number of different asset related activities, primarily the sale of Council buildings. This has been a real area of focus and systems are well developed. There has been a significant increase in the capital receipts mainly due to unexpected opportunities that were progressed swiftly. Receipts have also been enhanced by obtaining planning permission prior to sale for alternative uses.

What are we doing to improve?

A proactive approach is taken to identifying and responding to opportunities and to enhancing value before sale. The Asset Review Programme will take a systematic approach and identify a range of disposals, which will contribute to capital receipts – although reinvestment will be necessary as an enabler. A planned review of the Council's land holdings should identify further development and sale opportunities.

What evidence is there that actions are having an impact?

The values obtained on sales when planning permission has been obtained as opposed to values for existing use are increased.

Investigating other potential opportunities, such as negotiating with adjoining landowners, has led to a substantially increased price offered at Todmorden College due to the special purchaser status. Innovative commercial thinking is positively impacting on both the way business is done, key partner interaction and the value of the receipts gained.

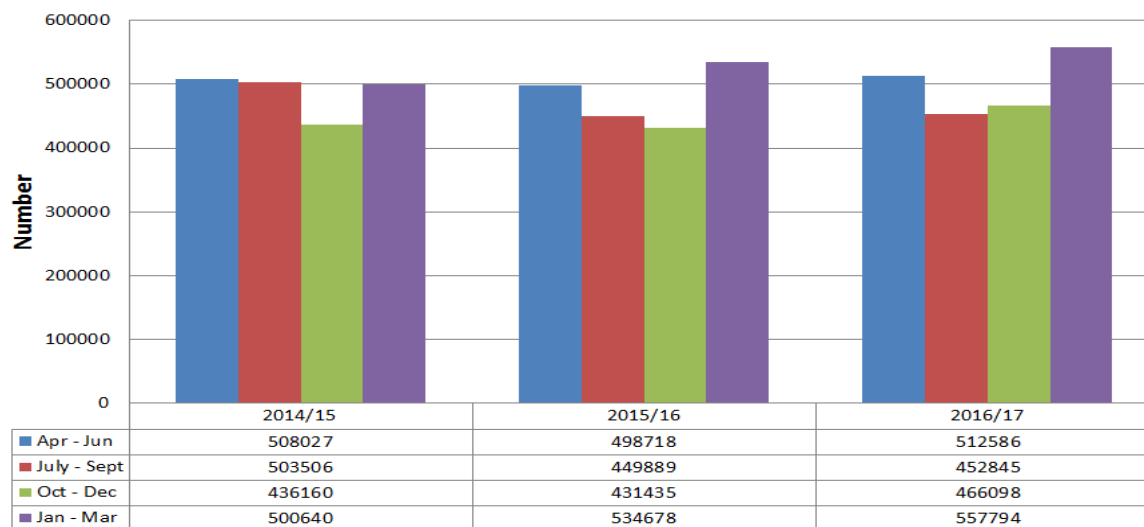
What more needs to happen?

Capital receipts can only be substantially increased by the disposal of buildings, which can require potentially unpopular decisions to be taken. In addition, community asset transfer needs negate capital receipts, and so need to be managed effectively.

The planned review of land holdings will offer new opportunities which will need to be sensitively handled when balancing commercial gain against the impact of taking such decisions.



Usage of Sport and Leisure Facilities - Number All Sites



What is the story the data is telling us?

Better recording of attendance provides more accurate data on service performance. Tighter control of access to facilities and activities is helping to raise quality assurance and is reflected in actual usage figures. Better use of self-service kiosks and online booking is making it easier for customers to book and access activities. Off peak pricing is working to increase usage at quiet times raising the efficiency of facilities.

What are we doing to improve?

Analysis of all quiet times across the service highlights key areas to develop options to fill the space more effectively. Spot checks are being carried out to ensure all users are recorded, membership is up to date or renewed and all non-members have paid for their activities. All classes/lessons are being monitored to ensure all run above minimum numbers required and actions are being taken to address areas that are under performing.

What evidence is there that actions are having an impact?

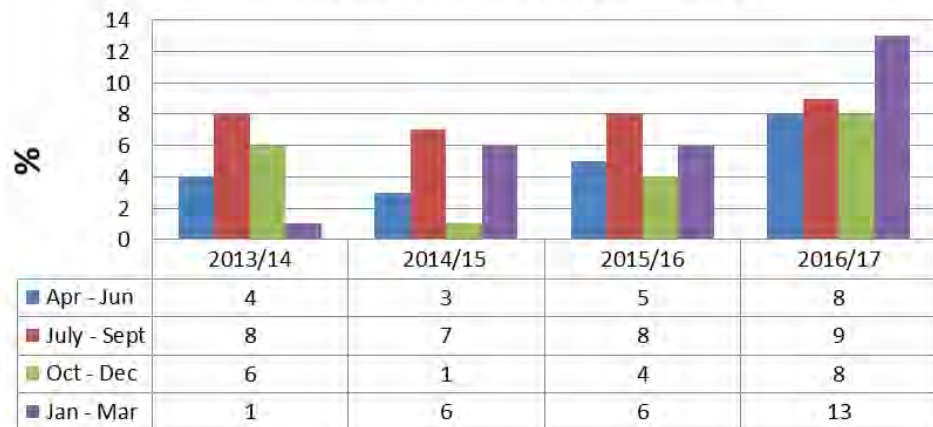
Usage has increased slightly on last year despite being in a very competitive local environment. This is as a result of the key actions improving both quality assurance and increasing users. Quality Assurance practices have been strengthened which have delivered an improvement in the accuracy of recording. Increased digital opportunities have seen online bookings increase by 20% on last year. Junior membership is also having an impact helping to diversify and increase usage.

What more needs to happen?

The embedding of the revised quality assurance practices needs to take place across all sites. Proactive discussions are taking place with the Councils Communications Team to ensure customers are made aware of the alternative online and self-service kiosks for their convenience. Further awareness of digital access routes will be undertaken having seen a 40% increase in online membership through the newly branded website. In addition there has been an increase of 10% in terms of new unique users demonstrating its reach and impact which needs to be capitalised upon. An update to the point of sale at sites to speed customer entrance to facilities will enhance customer experience and all users are to be issued with cards for better recording of data and increase the potential of marketing opportunities.



% Unacceptable Levels of Litter



% Unacceptable levels of Detritus



Story behind the baseline

Safer Cleaner Greener (SCG) have experienced significant vehicle and machinery downtime due to the age of the sweepers and fleet vehicles which has impacted on performance. New sweepers should be arriving this month and there is a procurement programme in place to replace the fleet vehicles which will be available hopefully by the end of the year. Over the past few years there has effectively been a reduction in the number of staff which is having an impact on service performance.

Data Development agenda

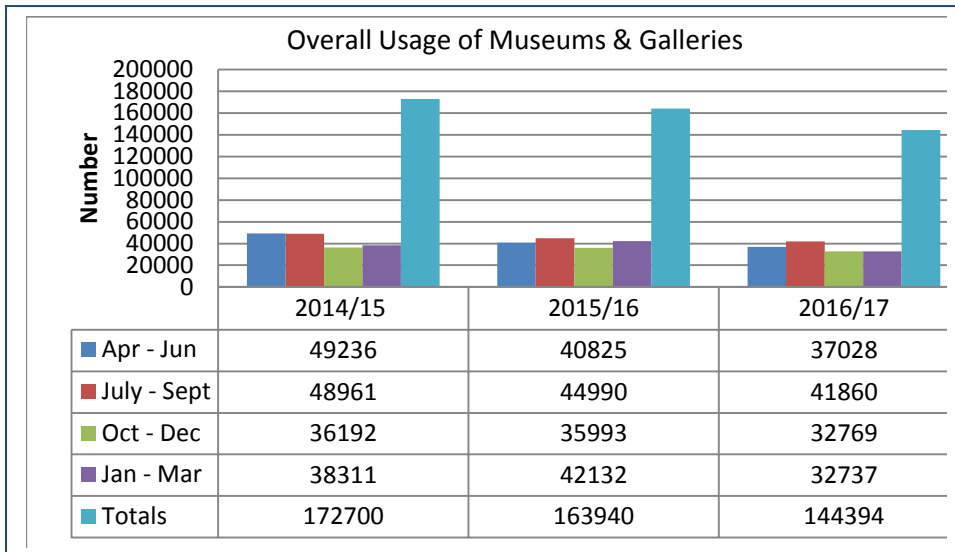
Safer Cleaner Greener will work with colleagues in Business Intelligence to use Qlikview dashboards to analyse ward data and offer a more targeted approach to allocating resources.

Key Partners

SCG are already working with internal and external partners such as Together Housing, Fire, Police, Environmental Health and Licensing plus the many volunteers who give up their time to help improve their local environment. We are involved with 'job swaps' with Together Housing where we will carry out grounds maintenance on housing estates and they will do the street cleaning tasks. Initiatives such as these with key partners will positively impact performance and raise resilience.

What will it take to turn the curve?

As part of our drive to become more operationally efficient and use resources more effectively, the mini-sweepers have been 'double-shifted' so they are in use for longer periods. However recurrent machinery downtime has affected this, but when the new sweepers are delivered in the summer the system will be more stable. SCG has £400k to save and so will continue to look at ways of working to maximise resources whilst maintaining an acceptable level of performance.



Story behind the baseline

Usage is made up of both website hits and visits in person. A significant part of the reduction each year is attributed to a drop in website user numbers (17K in 2015/16 and 11.5K this year). Visits in person increased in 2015/16 but have dropped back in 2016/17. Bankfield Museum saw a boost last year due to a couple of successful exhibitions, WW1 in particular, but have dropped this year by comparison. A similar trend was experienced at Shibden Hall while Heptonstall Museum and Brighouse Art Gallery remained stable. Outreach work has significantly reduced.

Data Development agenda

Data collection on sites is accurate as it is recorded in person by staff. The Council website museum page now receives very few visits per month (<100) since it was altered, with links no longer on the first page. Our own website now provides almost all the virtual visitor figures.

Key Partners

The service is working with the museum sector across Yorkshire via Museums Development Yorkshire to develop and promote attendance through external professional advice. Other initiatives include integration with the Health & Wellbeing agenda in 2017 as a Calderdale joint project. Consultation is taking place with the Council webteam about promotion of both the Council and museums websites - www.calderdale.gov.uk and www.museums.calderdale.gov.uk.

What will it take to turn the curve?

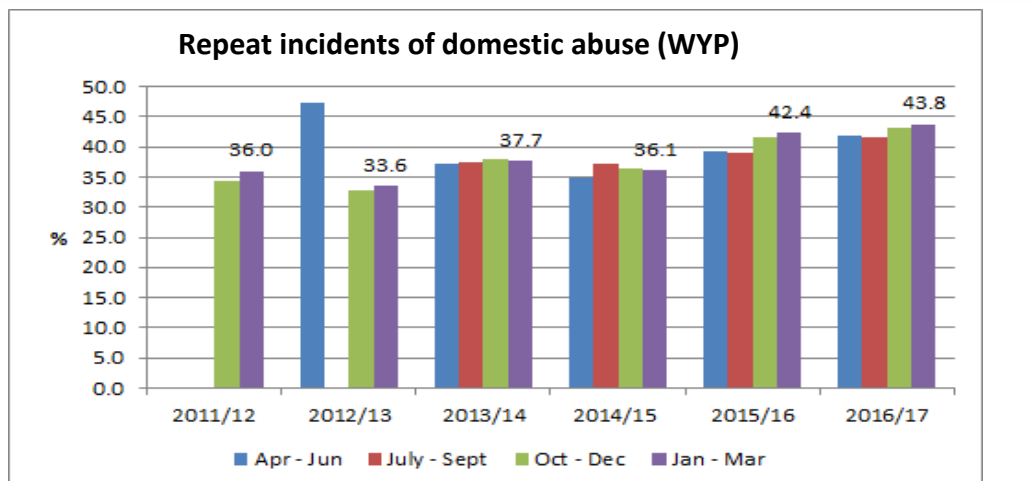
Analysis of the way people are using the internet to find our pages will be undertaken. The Council site is not returning any significant level of hits. If we are to concentrate on the museum website then this needs to be refreshed and updated. Consultation with the webteam to discuss trends and priorities for the museum site is ongoing.

Prepare Shibden Hall to respond to an expected increase in visitor numbers following the forthcoming release of a new TV series in conjunction with other sections of the Council.

The wider marketing and promotion of Museums both locally and regionally needs exploring with the Communications team.

The Arts Council England (ACE) funded project at Bankfield Museum will help to make more use of the space within the building and provide additional resources.

This will help supplement the previous strong and sustainable exhibitions programme. Visits in person remain a high priority for museums as they inspire and can change lives. A personal trip to one of our sites has more value than a visit to a website, hence more work upon providing the right messages and delivering them in the right areas as key drivers to make people convert hits to visits.



Story behind the baseline

The level of domestic abuse repeat victimisation has been higher in Calderdale than the average level for West Yorkshire for a number of months. The level for Calderdale has moved closer to the average for West Yorkshire and this trend is expected to continue. Reducing repeats is a priority for the Domestic Abuse (DA) Strategic Board. Repeat victimisation data should be understood in the context of the following:

- Victims of domestic violence are more likely to experience repeat victimisation than victims of any other types of crime (Crown Prosecution Service)
- At a point when a victim gets help, the abuse is likely to be escalating in frequency, severity or both (Safe Lives)
- The Police and support services actively encourage victims to come forward.

Data Development agenda

WY Police Safeguarding Review identified discrepancies in the way that domestic abuse incidents are recorded in the 5 districts. Calderdale was more likely to report a victim present (and therefore more likely to refer for specialist support), and so more likely to record repeat victims. This was considered good practice and other areas have now changed recording accordingly. Future data from the Hub will inform us whether that work is having an impact on repeat medium and high risk incidents.

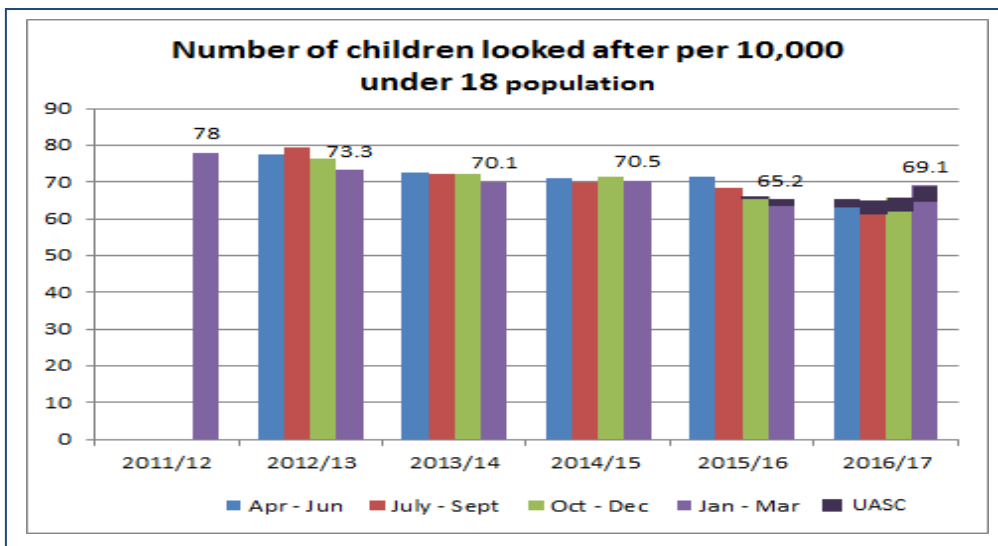
Key Partners

The Domestic Abuse Hub is led by the Police and includes the Council, Police, Clinical Commissioning Group (CCG), Probation, Staying Safe, Health, Pennine Housing, Substance Misuse Service and Choices Perpetrator Programme. There is a gap in terms of Adult Services representation on the Hub and a consistent link for sharing information. Steps are being taken to resolve this, recognising that capacity is an issue.

What will it take to turn the curve

Calderdale Police has now established a dedicated Domestic Abuse Investigation team consisting of 3 teams each with a Detective Sergeant and 6 police officers. The teams will be allocated all Domestic Abuse incidents for Investigation and will deal with all perpetrators arrested for Domestic Abuse. This will standardise the response across the district, professionalise the investigation and reduce repeat victim and offender rates moving forward. A second conviction for the offence of coercive and controlling behaviour has been secured with the suspect being sentenced to 32 months in custody (Calderdale District had the 1st Conviction for coercive and controlling behaviour in West Yorkshire in 2016).

The arrest rate in Calderdale is among the highest in the force and Calderdale is the first district to start using body worn cameras in order to increase the quality of evidence. It is expected that all will be trained to use this over the next 12 months. There are now stronger links between the Police Offender Management process and the DA Hub, with the Hub working with the Integrated Offence Manager Chair to identify those DA perpetrators causing most harm on a regular basis. Engagement with the Yorkshire Children’s Centre perpetrators programme has improved, with 10 individuals engaged on the programme and 2 completing with reduced risk. 14 young people are engaged with the Respect programme and 5 young people have completed. Victim engagement rates with the Staying Safe Service are increasing each quarter and commissioners are working with the service to continue this trend. The DA Hub will be broadening the criteria to include referrals from partners of medium risk incidents – the timescale for this has been extended to June.



Story behind the baseline

The rate of children looked after (CLA) in Calderdale has risen in quarter Q4 compared to the previous 2 quarters. In October the number had reduced to 282 children looked after, very close to the target of 280. However, since this point, there has been a rise in the number of children coming into care, and by the year end this reached 317.

Some of this underlying performance has been as result of a rise in the number of unaccompanied asylum seeking children (UASC), thus accounting for the increase in total number of children looked after. The number of UASC currently stands at 15. If UASC were excluded from the rate per 10,000, Calderdale's rate would be 65.9 and reflects a similar rate to the previous year.

Data Development agenda

Evidence suggests numbers of children looked after children are increasing nationally. The release of national results by DfE will help evaluate if Calderdale is experiencing increasing numbers at the same rate as other local authorities.

Key Partners

Work continues with other national agencies to manage the numbers of UASC coming into the care of Calderdale. The wider data reporting evidences a continuing increase in live Court Care Proceedings. Within Quarter 1 there were 41 children within Care Proceedings, and by Q4 this has risen to 59. This aligns to the regional and national trends which evidences increasing applications to the courts. We have also seen an increase in large sibling groups coming into care. The number of children in court care proceedings will continue to be closely monitored.

Data also evidences that no children within Calderdale are on Child Protection (CP) plans over 2 years, which evidences that we are addressing drift in cases and responding appropriately through escalation.

What will it take to turn the curve?

Systemic practice is enabling social work teams to have a greater understanding of risk and manage risk in the community. This is stopping potential higher numbers of children coming into care than at present.

There is now joint service manager oversight and review of the decision making processes within children's social care, This is to ensure that these critical decisions around care continue to be robust, appropriate and will achieve the best outcomes for the child.

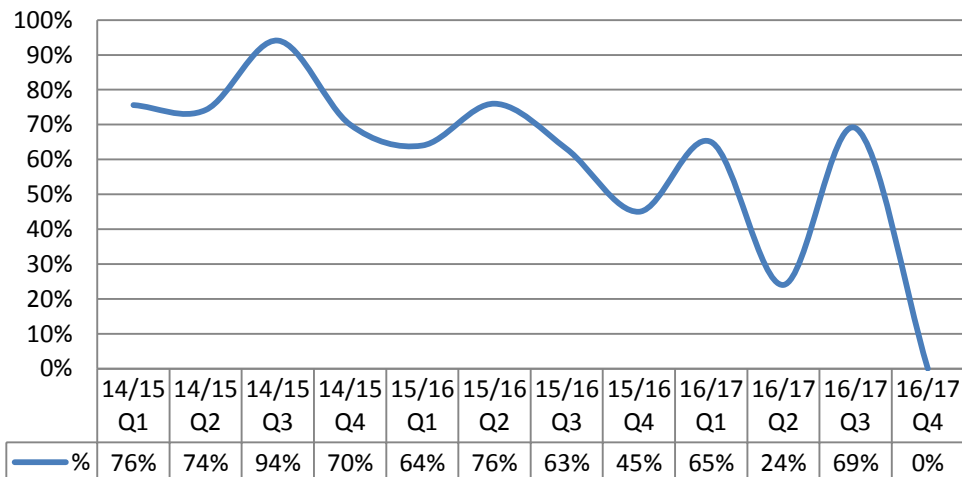
Throughout the 4th quarter there was a rise in the number of referrals coming into social care generally and subsequently this has seen a rise not only in children becoming looked after, but also a rise in children becoming subject to child protection plans and child in need plans. This peaked at 317 by the yearend, but has subsequently seen a gradual reduction in looked after numbers going into the new financial year.

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

Q4 2016/17



% Enquiries Completed Within Timescale



Story behind the baseline

Enquiries were previously referred to as investigations. Each quarter around 25 full formal safeguarding enquiries are completed, many within the 7 week timescale target. An enquiry is just one outcome of a safeguarding concern. In Q4, only 6 were completed and none of these were completed within the 7 week timescale. There continues to be an increase in the number of concerns raised. There were 289 concerns in Q4 2014/15 and 748 in Q4 2016/17, an increase of 251% in 2 years. This is due to the increasing awareness around safeguarding.

Data development agenda

A revised performance framework has been developed for the Calderdale Adults Safeguarding Board to assure there is focus on prevention and safety. Operationally, data needs to be better utilised and processes developed to ensure consistency of decision making.

Key Partners

The Calderdale Safeguarding Adults board is made up of many different agencies including Calderdale Council, Calderdale and Huddersfield NHS Trust, South Yorkshire Partnership NHS Foundation Trust, West Yorkshire Police, Community Services and other independent and voluntary agencies who provide care and support services.

What will it take to turn the curve?

A risk stratification of existing enquiries that have not been completed is taking place to ensure that where work has commenced but not recorded that systems are updated. Where actions need to be taken to complete enquiries, this will be prioritised. A review of how safeguarding enquiries are allocated to staff will also take place to ensure that investigating officers have appropriate caseloads. Calderdale has shared procedures with other West Yorkshire Councils. These procedures are being revised and will support the implementation of safeguarding thresholds which will improve decision making and how safeguarding enquiries are recorded and dealt with. Currently many enquiries are made and dealt with, that would not meet the threshold but still require a risk management response. In addition to the implementation of thresholds, work is taking place to introduce protocol for care providers to follow when a person falls. This is expected to reduce the number of safeguarding enquiries that are reported.

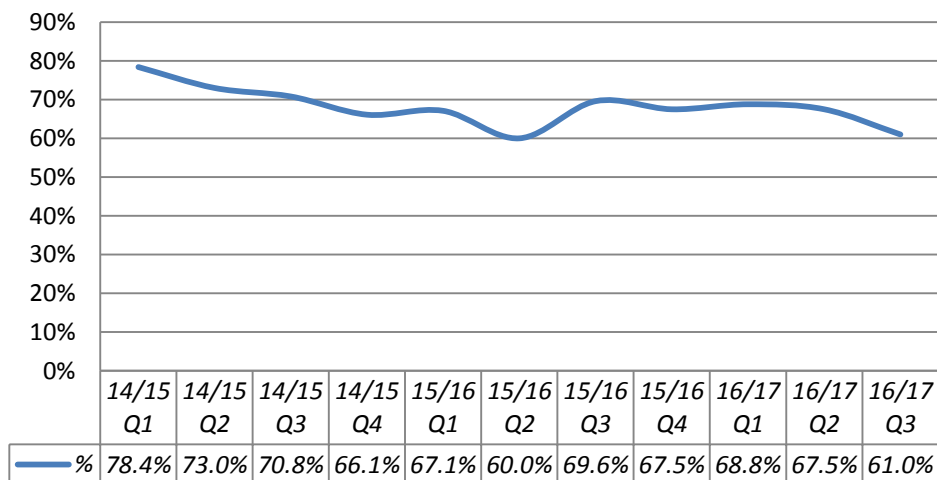
The risk stratification will impact on the investigations that have commenced. The work around procedures and thresholds will reduce the number of enquiries and reduce the number of cases where a response is required, freeing up resources to focus on the formal safeguarding investigations.

Proportion of adults in contact with secondary mental health services living independently

Q4 2016/17



% People Living Independently



Story behind the baseline

The latest available data is at the end of Q3. At that time there were 903 working age adults living in Calderdale accessing secondary mental health services. Of these 551 (61%) were living in settled accommodation, compared to 69.6% in the same period in 2015/16.

Data development agenda

While performance is slipping, there is an acknowledgment that there needs to be improvement in how data is gathered. At Q2 32% of people had records that were incomplete, which impacts upon the calculation of this indicator. The provider has written an action plan to improve the timeliness of data collection.

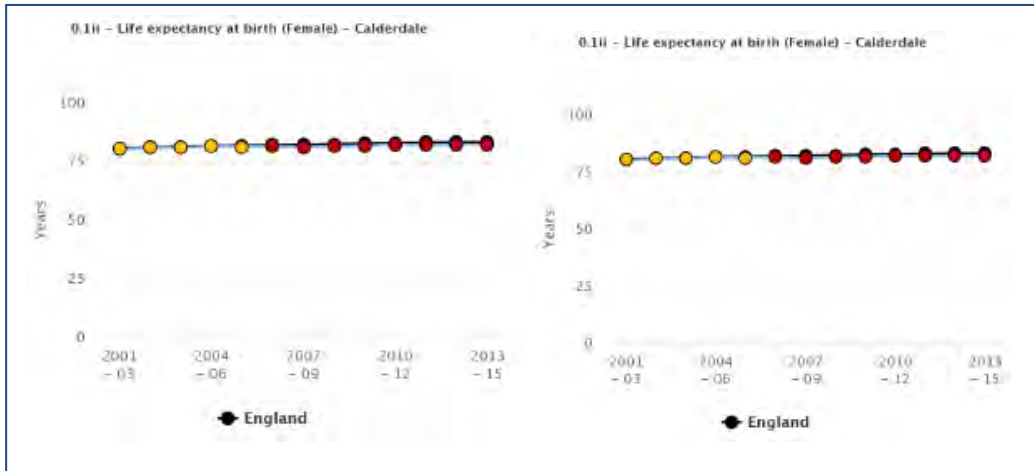
Key Partners

The provider, South West Yorkshire Partnership Foundation Trust (SWYPFT). Commissioners, Calderdale Council, Calderdale Clinical Commissioning Group (CCG) and Housing providers.

What will it take to turn the curve?

The data shows a reduction in people living in tenancies provided by private landlords and the number of people sofa surfing increasing. The impact of universal credit and increased restrictions is reducing the access to accommodation for young people. The number of people placed in secure settings and locked rehabilitation is rising. A shortage of suitable housing for people aged 35 and under is a national issue; a review of suitable housing is to take place. We need to work with existing housing providers to ensure that provision is stable and of good quality. Commissioners need to increase the range and number of accommodation available to support discharges from hospital and rehabilitation allowing people to live in settled accommodation.

Closer links between SWYPFT and the Council need to be developed to ensure that the Council's data requirements are clearly specified and met by SWYPFT. Data needs to be more complete, more readily available and accurate, this will enable partners to improve the data analysis undertaken and ensure that decision making and service commissioning is evidence based. Improving use of data and working with housing providers should improve the availability of settled accommodation and allow people to access it more easily when they need it.



Key Partners
 CCG, Health & Wellbeing Board, Calderdale MBC, Calderdale CCG, the voluntary and community sector.

Story behind the baseline
 Both male and female life expectancy (LE) at birth in Calderdale is significantly lower than England, but has had no significant change in recent years. LE is 78.6 for males, and 82.1 for females. LE at birth is highest for males in Ryburn ward (82.38) and lowest in Ovenden (74.4). For females, it is highest in Northowram and Shelf (87.35) and lowest in Ovenden (77.66).

 Studies have consistently shown that geographical variations in life expectancy can be accounted for by individual and area deprivation, with decreasing life expectancy associated with increasing deprivation.

Data development agenda
 None

What will it take to turn the curve?
 Life expectancy is a summary measure of mortality and morbidity; it indicates overall trends in major population health measures, setting the context in which we can assess other indicators and identify drivers of life expectancy and healthy life expectancy.

 The five major causes of premature death are cancer, heart disease, stroke, respiratory conditions and liver disease. As such, a system-wide response is needed to “turn the curve” and to address the wider social, cultural, environmental and economic determinants of health and to reduce inequalities in health outcomes and improve life expectancy.

 We have a range of interventions to address lifestyle factors (smoking, alcohol, lack of physical activity, poor nutrition) as well as measures to reduce inequalities; give children the best start in life, reduce child poverty, improve air quality, reduce the impact and stigma of mental ill-health and reduce social isolation in our communities.



When surveyed in March 2017, 468 out of 589 Calderdale residents, **79.5%**, had visited Calderdale's Parks, Open spaces or Countryside in the last month.

Story behind the baseline

We are interested in residents views on Calderdale's Parks, Open Spaces and Countryside to understand how people are accessing and enjoying them.

We need to understand how often people are making use of the spaces, why people are accessing them, and what is stopping people from using them. This information will tell us what works well and where we can improve. We want to encourage people to make more use of the parks, open spaces and countryside and to become more active and healthy whilst enjoying the Calderdale outdoor spaces. This will help us to achieve our vision of Calderdale being the most Active Borough in the North by 2021.

A survey was developed and conducted for the first time in March 2017. The survey was published online via Calderdale's Talkback panel. The panel has over 1,000 participants and 596 people responded to the survey. The survey covered a number of areas. Question 1, 'Have you visited any of Calderdale's Parks, Open spaces or Countryside in the last month?' is to be used for this performance measure. 79.5% (468 people) stated that they had visited. The survey report is available here: [Parks, Open spaces and Countryside Survey 2017](#)

Data development agenda

The survey was developed and run for the first time in March 2017, and will be run in March and September each year to track usage. A consultation on usage of Cromwell Bottom Nature Reserve was run in 2015, which evidenced that 81% of residents had visited parks and green spaces. This survey is not directly comparable with the consultation data, but the consultation did highlight the need to gather this data on a more regular basis.

What evidence is there that actions are having an impact?

Evidence of impact will be seen in further surveys as the usage of parks and green spaces is tracked regularly. The survey does show that;

- 93.8% of people would recommend parks and green spaces to their family or friends
- 56% of people who had visited a park or open space had visited Shibden Park
- The most popular reason for visiting Parks, Open Spaces and countryside were walking and peace and quiet.

What more needs to happen?

The survey findings will be considered and areas for improvement discussed and actions agreed. Further tracking of the usage will allow us to measure the impact of the actions.