

BE THE BEST BOROUGH IN THE NORTH

2018/19 Corporate Performance Report

Summary

This report provides a performance update for Quarter 4 of the 2018/19 reporting year. The 15 Super Key Performance Indicators (SKPIs) are reported along with Northern Borough rankings. Calderdale is currently 5th overall against the 20 Northern Boroughs.

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

- **Total Crime** — Following the most recent data release, Total Crime has increased by 14% Year on Year (Q4 - 6292). With Residential Burglaries down 13% and Assault with Injury up 23%. (Page 4/5).
- **Adult Social Care** — The proportion of older people in receipt of long term adult social care has remained fairly static again this quarter at 4.1%, which is higher than our 2017-18 year-end figure of 3.82%. Using the recently released annual comparator data for 2017/18 we are ranked 4th against the 20 Northern Boroughs and 5th against the 15 CIPFA statistical neighbours.
- **Employment Rate** — The latest data release for employment rate (Quarter 3 2018/19) saw a slight increase from Quarter 2 (76.5% to 77%) bringing performance in line to the Quarter 1 result. This slight increase moves our ranking to 2nd against the boroughs in the north.

During this reporting period, there have been data releases for 2 of the 15 annual SKPIs:

- **Road Maintenance** — The latest data release (2017/18) shows static performance against this indicator with the last 3 year's results being 4%. We are currently ranked 14th against Northern Boroughs.
- **Air Quality** — Air quality varies across the Borough. There are areas, particularly associated with busy major roads, where pollution levels are of concern. (Page 6).
- **New Dwellings** — as reported at Quarter 3, the latest data release (0.2% for 2017/18) shows a static position in performance from the previous year with the ranking against the Northern Boroughs dropping from 17th to 18th. (Page7).

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

- Page 8 [Excess Weight—4/5 and 10/11 year olds](#)
- Page 9 [Waste](#)
- Page 10 [Children's Social Care—Demand for Services](#)
- Page 11 [Children's Social Care—timeliness of adoption proceedings](#)

BE THE BEST BOROUGH IN THE NORTH

Priority	SNIP	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	1	↔	Trafford (79.7)/Stockport (79.5) Salford (78.7)
	Life Expectancy (Females) (2015-17)	High	82.1	81.7	4	1	↓	Trafford (83.7)/Stockport (83.3) Salford (82.5)
	Percentage of physically active and inactive adults - active adults (2015/17)	High	68.7	62.9	8	1	↑	Stockport (72.2) Trafford (67.7) Wigan (67.5)
	Proportion of older people in receipt of long term adult social care (65+) (Q3 2018/19) (Benchmarking 2017/18) **	Low	4.1	4.71	4	1	↔	Wigan (3.47) Trafford (3.59) Wigan (3.66)
	Percentage achieving a good level of development (Foundation Stage Profile) (2017)	High	70	69.4	15	10	↑	Trafford (78.7) Wigan (78.1) North Tyneside (72.4)
	TWAI (2018/19) ***	Low	60.93		18	16	↑	Wigan (76) Salford (78) Trafford (79.8)
Grow the Economy	Average Progress Score (2010) (2010)	High	0.08	-0.10	4	1	↑	Trafford (0.01) Calderdale (0.06) Wigan (0.04)
	MG4 (ever) aged 16 to 64 (2017)	High	34.1	31.3	6	6	↔	Trafford (30.9) Stockport (42.1) Bury (39.9)
	Median gross weekly pay (2017)	High	554.8	529.0	10	6	↑	Trafford (540) Stockport (514.4) Salford (510.5)
	Employment Rate (Q3 2018/19) ***	High	77	73.1	10	1	↑	Stockport (81.9) Calderdale (77.0) Trafford (75.0)
	Percentage of adults in Calderdale with digital skills (2017/18)	High	77	77	8	1	↑	Trafford/Bury/Stockport (75)
Build a Sustainable Future	Number of premises being demolished as a percentage of total premises in Calderdale (2017/18)	High	0.2	0.3	17	1	↓	Barnsley (1.8) Doncaster (0.9) Knowsley (0.7)
	Proportion of premises that should be considered (2017/18) †	Low	4	3	11	14	↓	Knowsley/South Tyneside/ Gateshead/Wirral (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 neighbourhoods (Q3 2018/19)	High	47.5	N/A				No comparator data available
	Proportion of residents using parks and green spaces (Q2 2018/19)	High	81.7	N/A				No comparator data available
<p>Within Boroughs: Barnsley, Bolton, Bury, Calderdale, Doncaster, Gateshead, Knowsley, North Tyneside, Oldham, Rotherham, Salford, South Tyneside, St Helens, Stockport, Jamesdale, Trafford, Wigan, Wirral.</p> <p>† Includes environmental an annual data release.</p> <p>‡ Includes which have had a quarterly data release.</p>								



Total Reported Crime in Calderdale

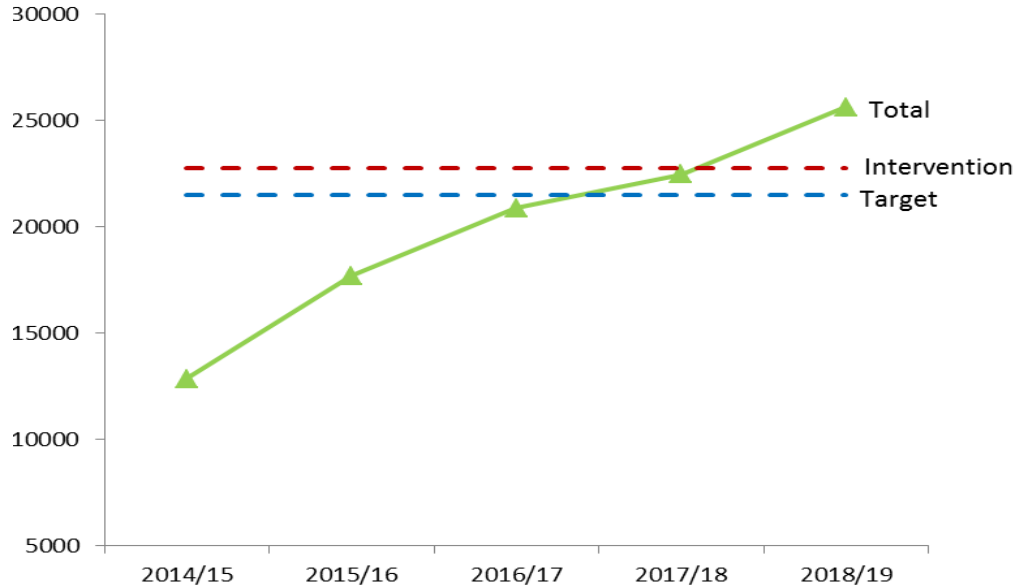


Figure 1: Total Crime in Calderdale

What does the data say?

Total crime has continued to increase (Figure 1) and between 2017/18 and 2018/19 total crime increased across all wards within Calderdale (Figure 2). Town had the highest rate of crime with over 300 crimes committed per 1000 population. This was closely followed by Ovenden and Park ward. Not only do these areas have the highest levels of crime they have also had the greatest increase within this timeframe.

Assault with injury has had the most dramatic increase, from 10 to 12 crimes per 1000 population across Calderdale (Figure 3). Residential burglaries is the second most prevalent crime being committed, despite a 13% reduction between 2017/18 and 2018/19.

There is a correlation between areas with high crime and local measures of poverty and deprivation, though this doesn't hold true in all cases (e.g. burglary). Furthermore, [Experimental data](#) released by the Office for National Statistics (ONS) also depicts a significant increase in the severity of crime within Calderdale.

Total Crime by Ward (Rate per 1000 Population)

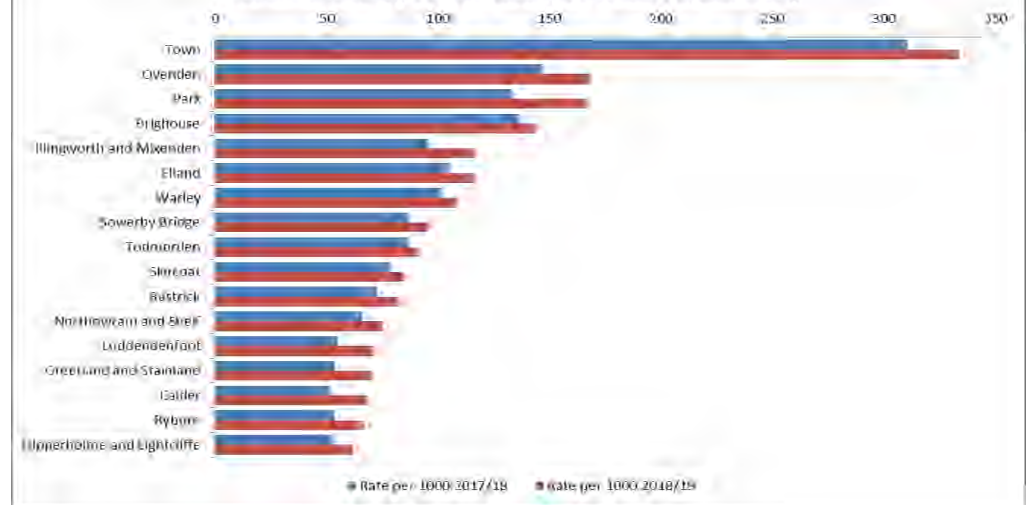


Figure 2: Crime by ward

Crime Type (Rate per 1000)

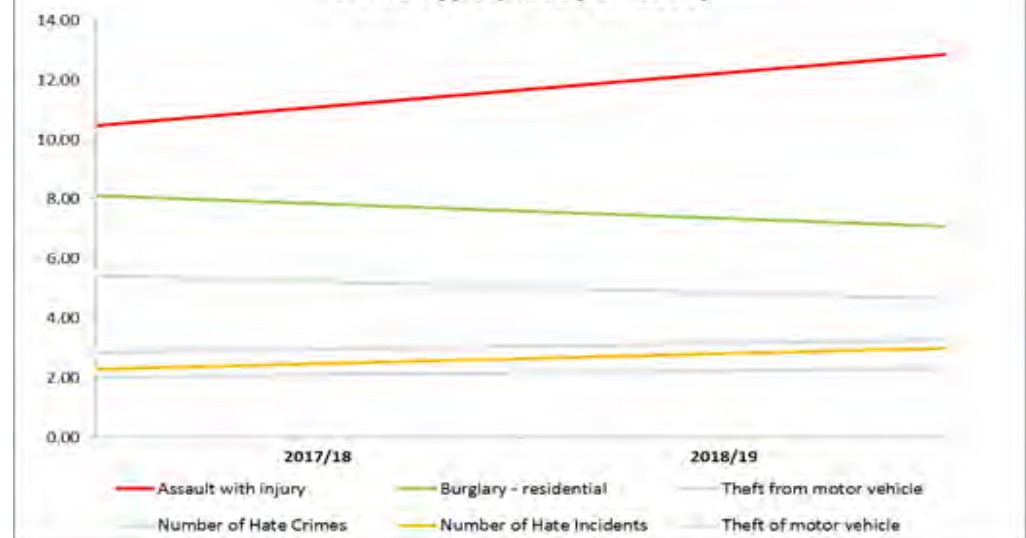


Figure 3: Crime Type

What are we doing to improve?

Violent crime has increased across the force, locally this is being profiled and monitored on a 6 weekly basis and then responded to. The Police have invested significant resources into developing a Violent Crime profile for Calderdale. Previously this was only available at a West Yorkshire level and as such fell short of being a document that was able to direct resources and aid problem solving. The Calderdale profile will provide the necessary detail and will facilitate an intelligence led approach; this will be in the form of a partnership reduction plan. The plan is on track to be presented at the Community Safety Partnership (CSP) meeting in July. Burglary (residential) is being tackled with promotional activity from the partnership to encourage people to safeguard their properties, along with increased visibility from West Yorkshire Police (WYP) and Community Safety Wardens at key times within identified crime hotspots. The CSP has also allocated an operational budget to tackle crime reduction and a programme of activity will be delivered across the borough throughout the year.

What evidence is there that actions are having an impact?

There is strong evidence that the CSP effectively responds to crime trends when it understands the issues and is able to implement a partnership approach as evidenced by the Festive Initiative work which saw increased visibility on the streets of Halifax Town Centre during December (daytime and night time economy). This saw a reduction in calls to the service and an impact on reports of violent crime in the town centre. The problem profile for Violent Crime will allow us to facilitate an intelligence led problem solving approach based on prevention and high visibility. Burglary on the whole has reduced across the borough; there are excellent examples of arrests being made from cross-boundary suspects because of the partnership working.

What more needs to happen?

The CSP has just changed its governance arrangements to increase accountability and provide a more effective response to key threats such as increase in Total Crime. Changes are also occurring at an operational level and have been made with the Council's Enforcement Review leading the way. The emergence of the 3 E (Education, Enforcement, Engagement) meetings to tackle key threats to Calderdale, also allow a clear escalation route for problem solving at a neighbourhood area. Monthly thematic days of action have been scheduled; starting with Abandoned Motor Vehicles in May followed by Fly-Tipping in June will all contribute to increasing community safety across Calderdale. The CSP will be continuing to target the night time economy (NTE) through its partnership response, which will further address violent crime. This is picked up at the six-weekly Threat Harm and Risk Meetings held by WYP but also managed through the CSP. WYP and Licensing colleagues are developing a work plan to reduce calls to service from businesses (theft/Anti-Social Behaviour etc.) and work with the organisations to prevent criminality taking place in the first place; working with security guards and management to award on detection rather than reporting and suggest ways in which stock can be displayed to minimise theft.

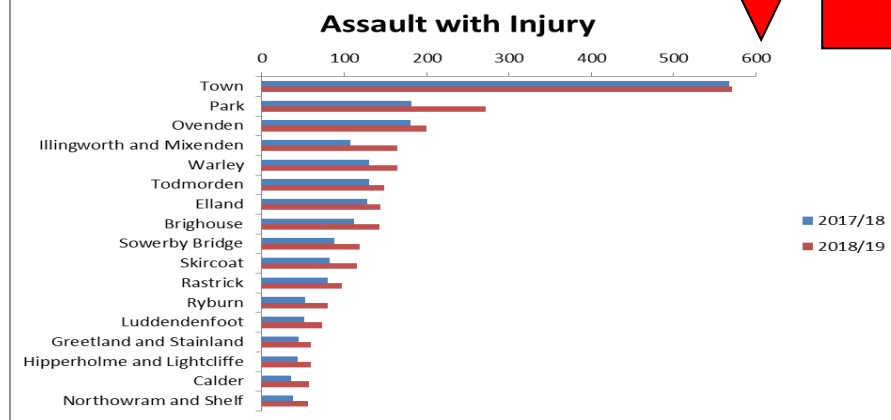


Figure 4: Assault with injury

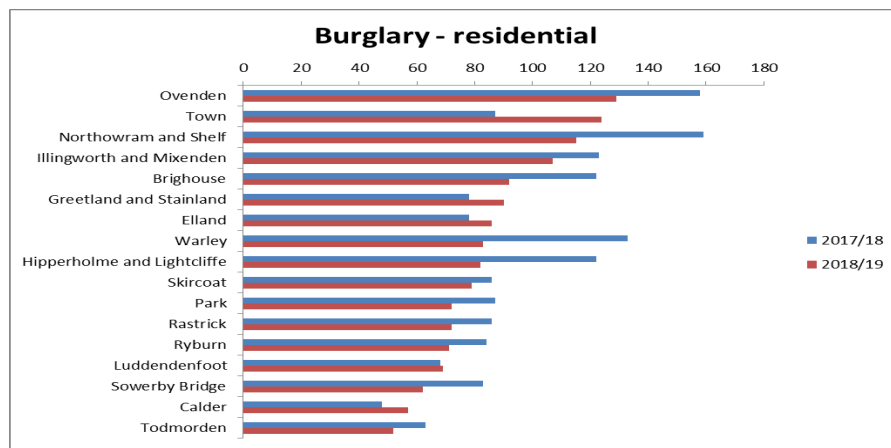


Figure 5: Burglary - residential

Corporate Leadership Team Response

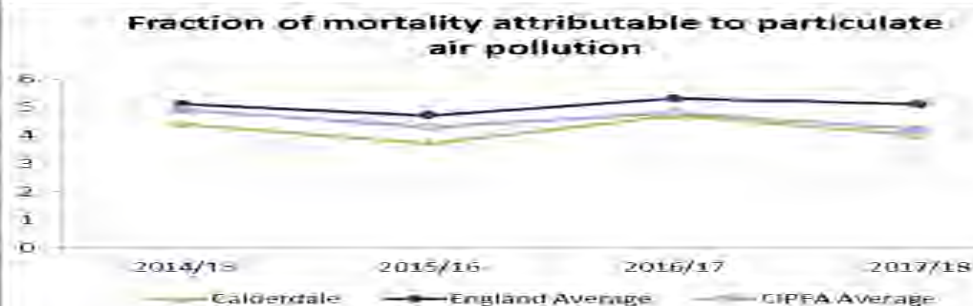
We as a council have a key role to play in addressing crime in the area, including our work to tackle anti-social behaviour and environmental nuisances. Furthermore enabling the police to focus their energies on Serious and organised crimes. We will support an intelligence-led response across the Community Safety Partnership, and act as a council to mobilise our community safety and enforcement teams effectively.



Particulates at Hebden Bridge 2018



This calendar demonstrates that for the vast majority of the year particulate levels are low to moderate, however over periods such as bonfire night, particulate levels become extremely high.



What is the story the data is telling us?

Air quality varies across the Borough. We have 7 air quality management areas. However in rural and urban areas concentrations of PM2.5, PM10 (fine particulate matter) and NO2 (nitrogen dioxide) are likely to be well below the annual objective. The Fraction of Mortality attributable to particulate air pollution is an approximate figure that the fraction of deaths attributable to air pollution is directly related to pollutant concentrations. Calderdale is below the England and Chartered Institute of Public Finance and Accountancy (CIPFA) average in this measure and is also relatively stable. Emerging evidence of the health harm of poor air quality, suggests that there is no specific safe levels of particulate matter. Levels of these are higher in winter months especially around Bonfire night.

What are we doing to improve?

Calderdale Council declared a Climate Emergency, in a bold move to accelerate its action on tackling Climate change. In doing so the Council has set up a Calderdale Climate Change Committee tasked with formalising new targets and an action plan in order to reduce Calderdale's impact on the Climate. A revised air quality strategy and the forthcoming air quality annual status report outline current and proposed actions in detail but some key measures include:

- A new 'clear the air' communications plan aimed at the general public to be launched on clean air day. This ongoing campaign will raise the dangers of poor air quality and seek to influence behaviour change across the borough.
- Working with First bus to ensure all buses in our AQMA areas are buses which have euro 6 engines.
- Secured funding for electric vehicle charging points and plans to ensure more coverage in our AQMA areas.
- Holding a Clean Air day on the 20th June with pledges for action across organisations. Focus on car engine idling by schools will be a key feature of the day.
- Trialling a week long road closure around Field lane school to assess the impact on air quality.
- The Air Quality Strategy will return to cabinet for approval, linking closely with the Climate Emergency declaration.

What evidence is there that actions are having an impact?

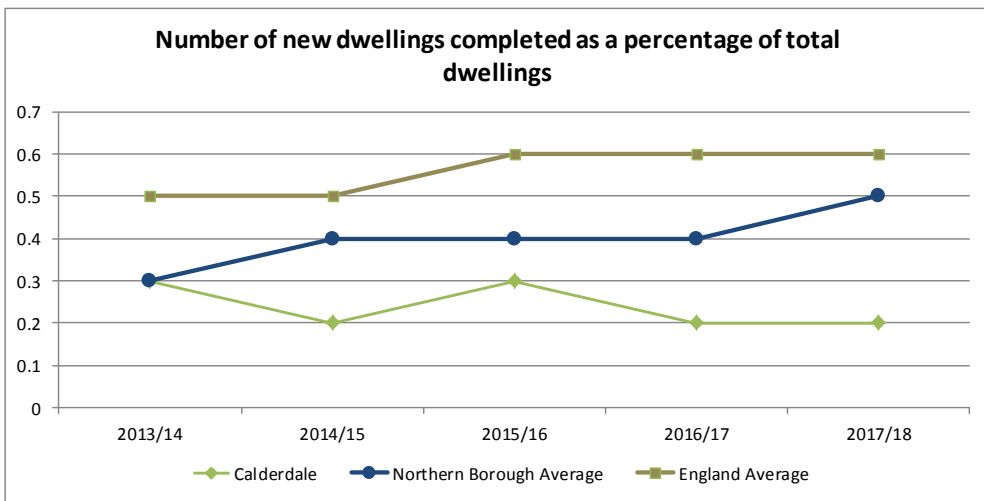
Pollution concentrations seem to have plateaued locally. It is difficult to assess the impact of specific measures in a statistically robust way, but (for example) part of a DEFRA funded project we are monitoring pollutant concentrations inside and outside a school play area to see whether there is a change when a green screen is put up at the boundary.

What more needs to happen?

- We need to show continued leadership to local people and businesses around air quality as part of the wider public health and sustainability visions.
- We need to be more aggressive in bidding for funding for air quality projects and building in-house expertise in putting bids together.
- We need to ensure that all organisations communicate our air quality message clearly and identifiably using the web, social media and other forums.

Corporate Leadership Team Response

This is a major area of focus for Calderdale and the decision taken to declare a climate emergency gives a clear statement of intent. We will continue to work to address this. 6



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 (2017/18), performance has remained static with the previous year at 0.2%, against a government expectation of 0.4%, which the Northern Borough and England averages are achieving. This performance has resulted in a further slight drop in ranking, placing us 18th (joint with Kirklees and Oldham) against Northern Boroughs. Gross completions over the last 4 years have been: 356 in 2015, 390 in 2016, 395 in 2017 and 346 in 2018. 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. The grant is based on net increases of growth in housing stock (currently assuming a minimum threshold of 0.4% is exceeded). 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 are we doing to improve?

- Adoption of Local Plan
- Calderdale Together Investment Partnership (500 new homes over 5 years)
- North Halifax Transformation Programme
- Local Development Company
- Community Led housing project
- Business transformation review completed, project board and performance management action plan set up to review and monitor data quality
- Council Tax premium increased from 50% to 100% on homes vacant for over 24 months from April 2019
- New Homes Bonus action plan in place

What evidence is there that actions are having an impact?

The Local Plan was submitted to the Secretary of State in January 2019 with the examination expected to get underway later this year. 193 new affordable homes per year are required for the next 5 years. The Calderdale Together Housing Investment Partnership has delivered 20 new homes over 2 sites so far, with a further 35 due to complete in 2019/20 across another 2 sites. There is a strong pipeline with an outline planning approval in for 84 new homes and further to come forward. 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 this summer. The Community Led Housing project is being launched in May 2019 as a 12 month pilot – the impact of the pilot will be reviewed over this 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. The performance management action plan is now in place and will be reviewed by the project board, and its lead sponsor from the Council’s Corporate Leadership Team.

Corporate Leadership Team Response

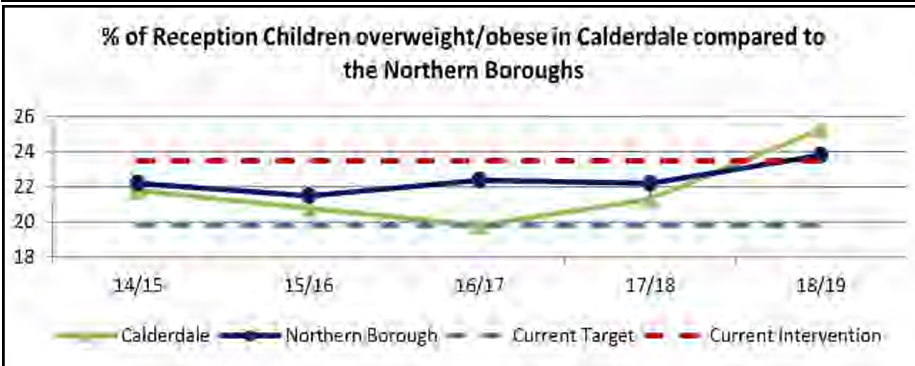
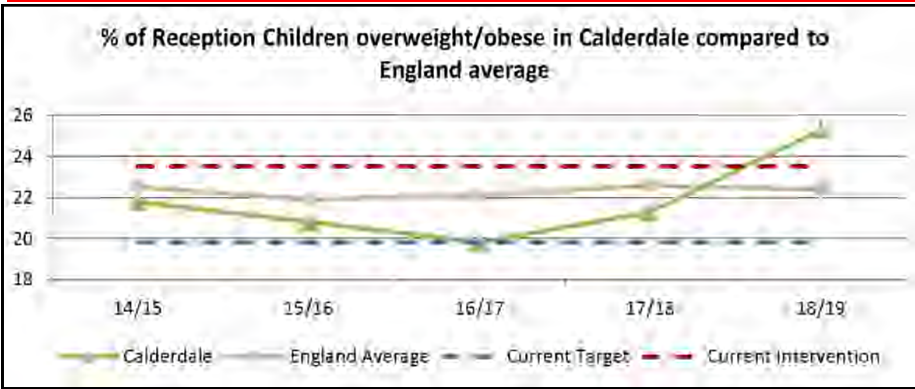
The Local Plan is hugely important and we are mindful of its review timescale, however this is not the only tool we have for providing new dwellings and we will keep working on this. We will expect performance in this area to improve significantly in the coming years.

Excess Weight—4/5 and 10/11 year olds

2018/19



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What story the data is telling us?
 The proportion of Reception pupils in Calderdale who are overweight or obese has increased from 19.8% to 25.3% over the past 3 years and has now exceeded the Council set intervention level. The data suggests that 1 in 4 reception children are either overweight or obese. Calderdale is also poor compared with all other comparator groups and has now fallen to 16th in the Northern Borough rankings. The proportion of Year 6 pupils in Calderdale who are overweight or obese has also followed a long-term upward trend and now stands at 34.4% and has also breached the Councils intervention level. Calderdale has now fallen to 8th in the Northern Borough rankings. Levels of overweight/obesity vary across Calderdale. By Year 6, the prevalence of overweight/obese is highest in the most deprived areas, and in children of Pakistani ethnic origin.

What are we doing to improve?

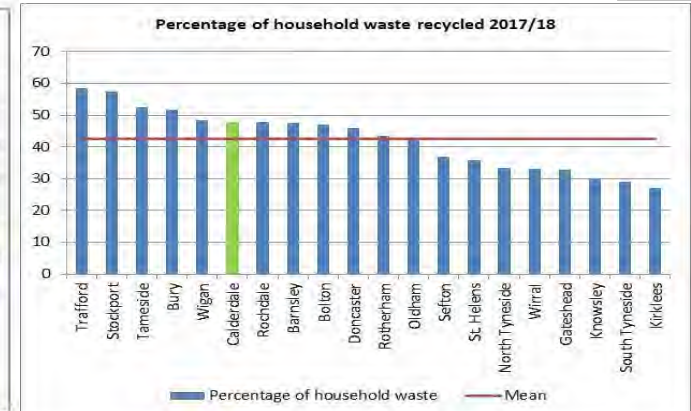
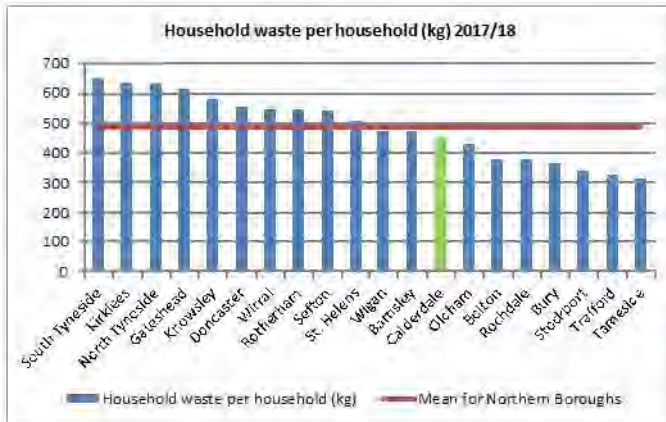
- Expanding the commissioned Food For Life programme to include more awards in early years settings, schools, care homes and the hospital.
- Supporting the Calderdale Food Network to implement the Sustainable Food Cities six key issues in collaboration across the Borough.
- Facilitating the Council’s sign up to the Local Government Declaration on Healthy Weight with commitments to reducing unhealthy weight in our local population.
- Building on Local Plan inclusion, exploring policy, licensing, procurement, advertising, and other levers available to us and local stakeholders to address eating behaviours, the strongest driver of childhood obesity.
- Following Corporate Leadership Teams previous response, there have been preliminary discussions in order determine the most appropriate and efficient way for the Strategic Early Years Group to be established.

What evidence is there that actions are having an impact?
 We have evidence that specific school-based initiatives such as the SugarSmart campaign, the Daily Mile, active lessons, cycle training, etc. are well received with improved uptake. However, tackling obesity is a complex public health challenge and expected impact will be seen long-term.

What more needs to happen?

- A proportionate universalist approach delivering a Borough-wide response and targeted action in Park ward.
- A whole system approach across the Borough including commissioners, providers and voluntary sector across the 0-11 age group.
- Activity that complements existing evidenced work but with a new and different approach based upon emerging tools from national work.
- A strategic group chaired by the Director of Public Health to drive this agenda forward linked to Vision 2024 and building upon existing activity foundations.

Corporate Leadership Team Response
 This will be a core priority in Vision 2024.
 A Strategic Early Years Group will be formed to research best practice in the use of regulation to address this issue and its link to school readiness. We will engage with our partners to effect real change in the long term.



What is the story the data is telling us?

Waste performance has improved over the last year. Residual waste per household has dropped by 3% (450 kgs per household per year down to 436kgs) ranking us 8th against Northern Boroughs in 2017/18 which is the latest published data. Recycling performance has increased from 48% in 2017/8 to 49.6% in 2018/9 and Waste landfilled has fallen to 2.37% ranking us 6th against Northern Boroughs who have similar responsibilities for waste disposal during 2017/18, the latest published data. Both these datasets have been assisted by the recent introduction of garden waste collections (2016).

What are we doing to improve?

Targeting reductions in residual waste by reviewing and removing additional bins where households no longer meet the requirements. Introducing a permit scheme to ensure Household Waste Recycling Centres (HWRC's) are used by Calderdale residents only. Larger sacks are being delivered when ordered to residents allowing more capacity to collect cans and plastics making recycling easier.

What more needs to happen?

Continue to encourage residents to recycle weekly through communication campaigns. Work with contractors to ensure recycling is maximised where financially viable. Roll out schemes aimed at reducing residual waste to the remaining areas including North Halifax, Hipperholme and Park ward areas. The scheme has already led to decreases in residual waste in Elland, Rastrick and Todmorden. Expand the HWRC permit scheme and further publicise the garden waste service to push for more subscribers.

What evidence is there that actions are having an impact?

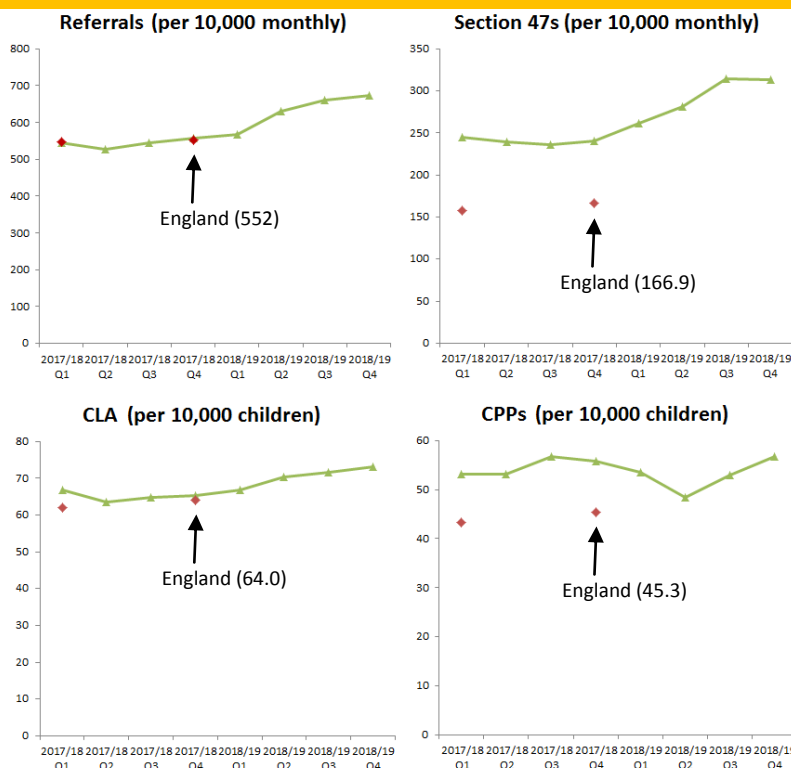
Continued work in cooperation with Suez has seen the amount of recycled waste collected from households increase by over 600 tonnes in 2018/9. This, coupled with further decreases in residual waste has enabled savings of around £100k through less waste requiring disposal, thereby contributing towards the challenging £600k savings budgetary requirements from the Waste Management service. The introduction of a resident permit scheme has reduced waste through Brighouse and Elland by ceasing disposal from non Calderdale residents.

Similar improvements have been made by AWM (Waste Treatment Contractor) and has seen the amount of recycling they extract from residual waste increase, which, along with more waste being used to produce electricity, has resulted in less than 3% of Calderdale waste ending up in landfill.

Corporate Leadership Team Response

We note this good news on further improved performance.

We know there is still more we can do to reduce waste and associated impacts and we will keep working to support improved performance.



What are we doing to improve?

Our recent Ofsted inspection highlighted the “front door” as an area for improvement, and we have in place an action plan for this area which we’re working to deliver.

The Director of Children’s Services has established a Cross-Council Programme Board aiming to increase sufficiency of placements in the Borough in order to care for Looked After Children locally. In addition the family support offer to support children living within their families is being further strengthened for young people on the edge of care, as well as increasing the number of Foster Carers, and supporting children to be reunited with their families where appropriate to do so.

Increased investment and capacity has been utilised to strengthen the front door to children’s social care. A review of our Early Help Strategy is underway. An Early Intervention Single Assessment (EISA) Co-Ordinator post has been created which should support an increase in EISA’s.

Increased auditing is focussing on ensuring that the right services are offered at the right time in order to support children and families and prioritise permanency.

What evidence is there that actions are having an impact?

The Cross Council Programme Board is identifying actions that should have an impact.

The action plan for the front door team is continuing to progress and the staffing in both Multi-Agency Screening Team (MAST) and Children’s Assessment Team (CAT) have been increased providing greater management oversight, in particular at key threshold points. Increased quality assurance and tracking has been implemented to ensure that children and young people’s needs are met and supported in a timely manner.

What more needs to happen?

The trends indicate a continuing increase in demand for safeguarding and support services for children and young people.

A whole systems approach across the partnership is required in order to review and renew our commitment to early help in order to support children and young people, with the right support at the earliest opportunity to prevent the need for specialist services.

Corporate Leadership Team Response

We anticipate continuing high demand in the short term as we work to reshape our services. We also note that, while our trend is higher than average in places, there is a national trend here of increasing demand which we must carefully consider.

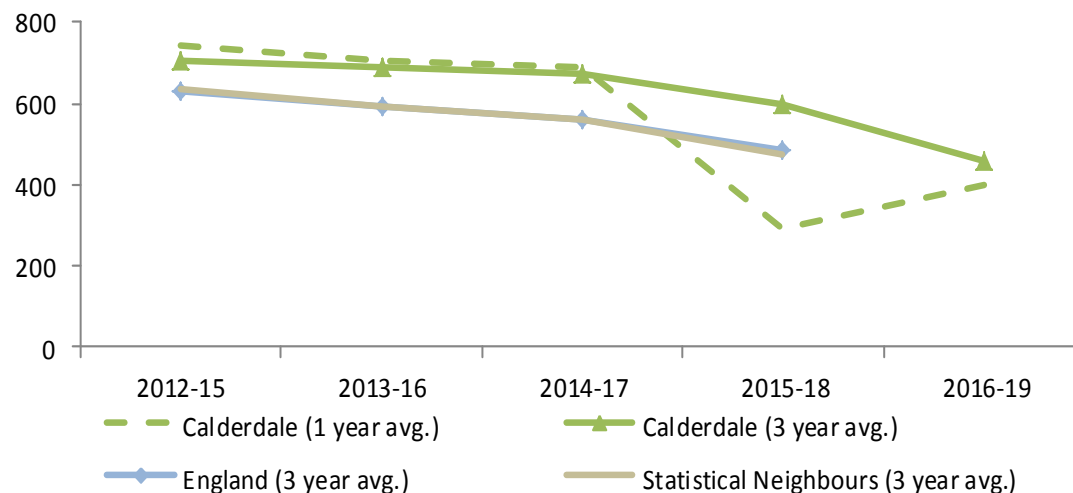
What is the story the data is telling us?

Both locally and nationally there is increasing demand for children’s social care. Whilst this is also reflected in recent data from the Yorkshire and Humber region, Calderdale’s upward trend is exceeding these averages.

Alongside increasing referrals and child protection enquiries under Section 47 of the Children Act, we are now seeing increases in numbers of children looked after (CLA) which is in line with the national trend. The rates and numbers of children subject to a Child Protection Plan (CPP) and children requiring support under a child in need plan (CIN) are also increasing, with the latest data signalling higher numbers and rates of Children subject to a Child Protection Plan than the England average. Children are also being supported for longer. As well as being of concern in itself, this is likely to have longer term effects on other measures and indicators, for example the time between a child entering care and moving in with an adoptive family, or their placement suitability and stability. At the same time we are seeing a plateau of Early Intervention Single Assessment (EISA) numbers.



Days between entering care and moving in with an adoptive family



What is the story the data is telling us?

The Department for Education (DfE) publishes an annual Adoption Scorecard which tracks the timeliness of adoption proceedings based on three-year averages. Calderdale has historically been an outlier both nationally and against other comparators. Performance has improved in each scorecard (and we expect a further improvement next year from 599 to 458 days), but it remains outside the DfE’s target threshold of 426 days which we may reach in 2020.

In our corporate dashboard we report a 1-year average to demonstrate that previous recent performance shows a marked improvement in comparison with the 3 year average, however 2019’s 1-year average has increased. This means that last year it took longer on average to place children with adoptive families (398 days) than it did the year before (289 days).

Adoption data relates to small numbers of children each year, therefore the performance can fluctuate year on year. The establishment of the West Yorkshire Regional Adoption Agency (RAA) has changed the arrangements for managing adoption proceedings, pooling Calderdale’s adoption resources with those of four other Local Authorities across West Yorkshire. The DfE proposes to publish RAA scorecards next year for the period of 2016-19.

What are we doing to improve?

The number of registrations of adopters nationally showed an increase of 4% at the end of March 2018, and this has been reflected in the RAA. We continue to ensure that early permanence planning for children is explored at the earliest opportunity in line with their Care Plan.

What evidence is there that actions are having an impact?

Overall the three year average is reducing. During 2015-2018, 12% of the children adopted were over 5 years compared to 5% nationally. This has given a number of over 5’s the opportunity of achieving permanence and improved outcomes. As a partnership, the Children and looked after service monitor performance against all three adoption scorecard indicators. Tracking and quality assurance will continue to ensure that children and young people achieve timely permanence.

What more needs to happen?

- Widen the numbers and types of adopters via the Regional Adoption Agency
- Early exploration of family members to support early permanence planning
- Comprehensive assessment of children needs including health information
- Proactive use of the adoption scorecard to enable children to achieve permanence in a timely manner
- Adoption support plans tailored to need, both present and predicted Quality Assurance and tracking to ensure permanence is achieved in a timely manner.

Corporate Leadership Team Response

We’re pleased to note this improving performance alongside the ongoing work to meet all children’s needs, including older children.

We want to keep up our good work to support and get best value from the new West Yorkshire Regional Adoption Agency.