

**BE THE BEST BOROUGH IN THE NORTH**

**2018/19 End of June**

**Corporate Performance Report**

## Summary

This report provides the Quarter 1 performance for 2018/19. The 15 Super Key Performance Indicators (SKPIs) are reported along with northern borough rankings. Calderdale is currently placed 6th overall against the 20 northern boroughs.

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

- **Total Crime** — There has been a further increase in Total Crime this quarter (Q1 6284) with Calderdale seeing a 7.5% increase for 2017/18 (22435) against 2016/17 (20873). In terms of benchmarking, using the [Police recorded crime open data tables](#) we are ranked 15<sup>th</sup> (2017/18) against the boroughs in the north, our ranking having improved from 18<sup>th</sup> (2016/17).
- **Adult Social Care** — There has been a slight increase in the proportion of older people in receipt of long term adult social care from 3.92% at the end of 2017/18 to 4.11%.
- **Employment Rate** — The employment rate has remained static for Quarter 4 2017/18 (76.6%) and our ranking has increased from 4th to 3rd against the boroughs in the north.

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

- **Level 4 Qualifications** — The latest data release (34.1% for 2017) shows fairly static performance against this indicator with a slight increase from 2016 (33.9%) and with the ranking against the boroughs in the north also remaining at 6<sup>th</sup>.
- **New Dwellings** — The latest data release (0.2% for 2016/17) shows a decline in performance from the previous year (0.3%) with the ranking against the boroughs in the north dropping to 17<sup>th</sup>.

Indicators which require review:-

- **Digital Skills Super Key Performance Indicator**—the data source for this indicator is a national survey conducted by Tech Partnership and Lloyds last updated in July 2017. It looks unlikely this survey will continue in it's current form so we need to review how Digital Skills will be reported in future.

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

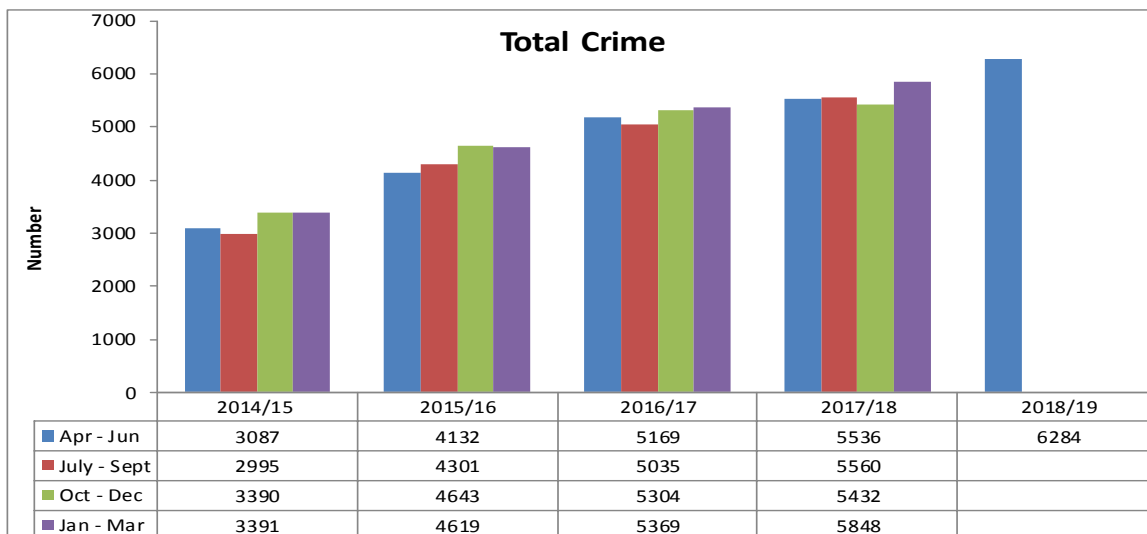
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## BE THE BEST BOROUGH IN THE NORTH

Priority	SKPI	What Does Good Performance Equal	Latest Score	Average	Previous Boroughs in the North Ranking (20)	Latest Boroughs in the North Ranking (20)	Ranking Trend	Top Performing 3 Boroughs in the North	
Reduce Inequalities	Life Expectancy (Males) (2014-16)	High	78.7	78	4	4	↔	Trafford (80) Stockport (79.9) Kirklees (78.8)	
	Life Expectancy (Females) (2014-16)	High	82.3	81.7	6	4	↑	Trafford (83.7) Stockport (83.4) North Tyneside (82.4)	
	Percentage of physically active and inactive adults - active adults (2016/17) (post 2015 survey methodology)	High	63.7	62.9	8	5	↑	Stockport (72.2) Trafford (67.7) Wirral (67.5)	
	Proportion of older people in receipt of long term adult social care (65+) (Benchmarking 2016/17) **	Low	4.11	4.92	7	4	↑	Wigan (3.58) Wirral (3.66) Trafford (3.77)	
	Percentage achieving a good level of development (Foundation Stage Profile) (2017)	High	68.3	68.8	11	13	↓	Trafford (73.0) Rotherham / South Tyneside (72.1) Stockport (71.6)	
	Total Crimes (Q1 2018/19) ** (Annual benchmark rate per 10,000 against 2017/18)	Low	6284		18	15	↑	Wirral (718) Sefton (740) Knowsley (771) (Calderdale 1072)	
Grow the Economy	Average Progress 8 score per pupil (2017)	High	0.01	-0.15	4	4	↔	Trafford (0.16) Stockport (0.07) Rotherham (0.06)	
	NVQ level 4+, aged 16 to 64 (2017) *	High	34.1	31.5	6	6	↔	Trafford (50.6) Stockport (42.8) Bury (39.9)	
	Median gross weekly pay (2017)	High	503.3	509.4	5	10	↓	Trafford (602) Stockport (565.4) North Tyneside (545.5)	
	Employment Rate (Q4 2017/18) **	High	76.6	72.7	4	3	↑	Stockport (78.2) Trafford (77.7) Calderdale (76.6)	
	Percentage of Adults in Calderdale with Digital Skills (2016/17)	High	77	77	4	8	↓	Trafford/Bury/Stockport (79)	
Build a Sustainable Future	Number of new dwellings completed as a percentage of total dwellings in Calderdale (2016/17) *	High	0.2	0.4	10	17	↓	Barnsley/Knowsley (0.7) Doncaster/South Tyneside (0.6)	
	Principal roads where maintenance should be considered (2016/17)	Low	4	4	11	11	↔	Knowsley/Wirral/St Helens (1) Barnsley/Doncaster/Gateshead/North Tyneside (2)	
	Fraction of mortality attributable to particulate air pollution	Low	4.7	4.8	5	7	↓	Gateshead (3.9) North Tyneside (4) South Tyneside (4.1)	
	Percentage of people satisfied or very satisfied with level of litter in local neighbourhood	High	40.9	N/A				No comparator data available	
	Proportion of residents using parks and green spaces (Q4 2017/18)	High	78.2	N/A				No comparator data available	
<b>Northern Boroughs;</b> 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



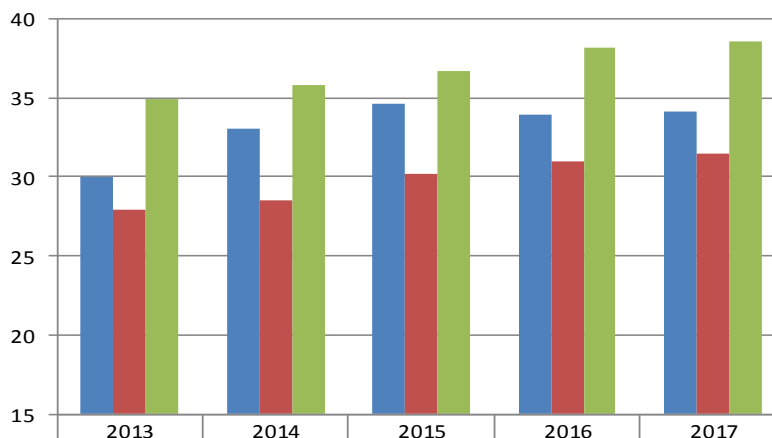
**1 What is the story the data is telling us?**  
 The total number of recorded crimes for the first quarter of 2018/19 (April to June) is 6284 which is an increase of 12.6% (701) compared to the same quarter in 2017/18. This is in line with West Yorkshire performance which shows a similar increase (13%). In addition, both Calderdale and West Yorkshire’s performance for 2017/18 shows an increase of 7.5% and 11.2% respectively against 2016/17. Recorded crime figures for Burglary, Theft from and Theft of motor vehicles categories are lower than the same time last year. However, assault with injury (this crime type includes threats i.e. non-physical injury) has increased by 39.5%, which is 207 more reported crimes.

**2 What are we doing to improve?**  
 This is a mixed performance picture for Calderdale but as can be seen from the figures Total Crime has consistently increased year on year. The Community Safety Partnership (CSP) and West Yorkshire Police have drilled into the Total Crime profile and highlighted Violent Crime as an area of most concern. Violence without injury is increasing at a larger rate than most other crime types and Calderdale is seeing large increases, especially in harassment (without violence). This type of crime is recorded due to text messages, social media, phone calls and verbal abuse, which has seen a significant increase. Where violence has been recorded, the level of violence is again of a low nature and would probably not have been recorded in earlier years, however, due to the change in crime recording standards this is now recorded. Analysis has identified the Night-time economy, domestic abuse and Mental Health as 3 key risk areas and the CSP has approved work to respond to these threats.

**3 What evidence is there that actions are having an impact?**  
 Quarter 1 results are a disappointment for Calderdale’s CSP as the previous 12 months saw a reduction in the overall rate of increase with an expectation that work undertaken would be sufficient for crime reporting levels to plateau. Clearly there is evidence that crime reduction initiatives have worked in respect to some crime types such as serious acquisitive crime (i.e. burglary and motor vehicle related crime have decreased significantly). However, new areas of risk such as threats by text and social media have emerged and these present significantly different challenges than the tradition areas of crime where problem solving through offender management and prevention have a track record of working.  
  
 Reducing crime in these emerging areas needs a different and sophisticated response coupled with a robust educational approach as to what is and isn’t acceptable behaviour.

**4 What more needs to happen?**  
  
 Further work is required on 2 of the 3 key risk areas that the analysis has identified (Domestic Abuse and Mental Health) to understand the Calderdale profile. At this months CSP, further work has been approved to further understand these issues in order to identify an effective response.  
  
 A problem solving approach has already been implemented for the Night time economy key risk area. The main risk in relation to this area is key hotspots in Halifax Town Centre which is being addressed through partnership work with stakeholders such as licensees, CCTV and taxi drivers.  
  
 With regard to the other 2 areas, the CSP has the findings from its recent research into critical threat to Community Safety in Calderdale along with the recent Wicked Issues Forum on Domestic Abuse. Both these sources will be utilised to further understand the problem in order to inform the response.

**Proportion of population aged 16-64 qualified to at least Level 4 or higher**



	2013	2014	2015	2016	2017
Calderdale	30	33	34.6	33.9	34.1
Boroughs in the North Average	27.9	28.5	30.2	31	31.5
England Average	34.9	35.8	36.7	38.2	38.6

### 1 What is the story the data is telling us?

Calderdale has a constant level of the population with a level 4 qualification and this has held fast until a slight increase in 2017. The Borough is still under the national average as the higher level occupations tend to be filled with people who live outside Calderdale.

Calderdale does not have a University delivering the range of high level skills and Calderdale College has received the status to deliver more higher level qualifications locally. Calderdale remains ranked 6th against the Northern Boroughs.

### 2 What are we doing to improve?

The development of the sixth form centre in Halifax to increase the quality of level 3 provision will be a key influence. This will encourage local young people to go further with their education to level 4 and above. The implementation of the apprenticeship levy will begin to improve the number of employed people progressing in work, as employers use the levy to upskill their workforce.

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

The new activity is just being developed and will take a number of years to increase level 4 figures.

### 4 What more needs to happen?

Promotion of how Apprenticeship levy paying organisations can maximise the use of the fund to help develop higher level skills is underway. The Skills Academy has been developed where the key local businesses are encouraged to share ideas and procurement of learning provision so they can maximise the money.

Continued development of the new standards for degree apprenticeships needs to be considered as they are produced so we secure local delivery of skills in the areas of growth in the Calderdale and wider Leeds City Region economy.

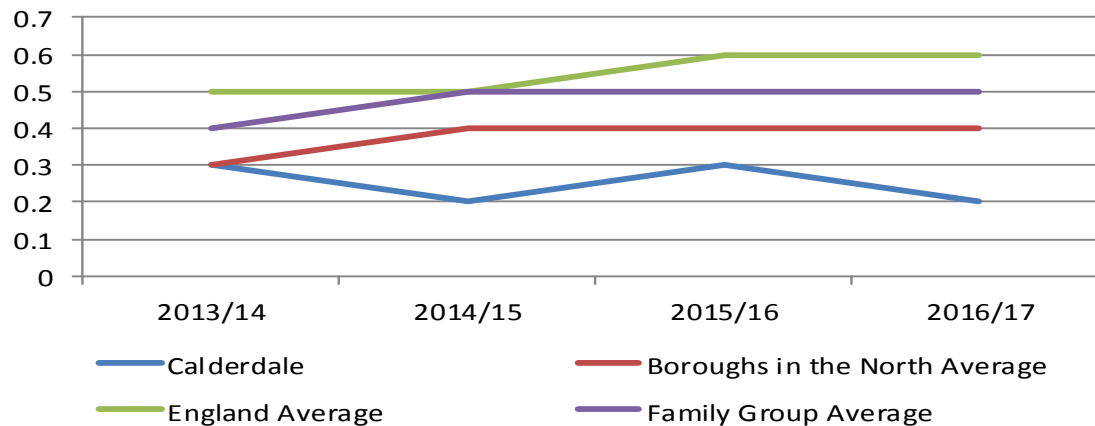
Calderdale College have reviewed their curriculum and are working with employers to help them upskill their workforce which should enable more local employees resident in Calderdale to grow their qualifications from level 3 onwards.

Through links with the Business Growth Hub, businesses are connected to the Skills Service to enable them to gain support to grow the staff in all skill areas.

A pilot is being developed around local employers to map their future needs around skills and to help them secure the best learning package.



**Number of new dwellings completed as a percentage of total dwellings in Calderdale**



### 1 What is the story the data is telling us?

Performance is fluctuating between 0.2% and 0.3% against a government expectation of 0.4%. This is in contrast to the benchmarks, which are achieving stable performance at or above 0.4%. The fluctuation in performance since 2013/14 does not suggest a clear upward or downward trend. However, it should be noted that we do not as yet have figures for the 2017/18 year. Gross completions over the last 4 years have been: 355 in 2015; 370 in 2016; 392 in 2017; and 115 in Quarter 1 2018. This would suggest a gradual, but very slow, increase in the delivery of new dwellings in absolute terms; however, the data used for this Super Key Performance Indicator is net, so takes account of changes to vacant properties or losses to the housing stock. The overall situation is that Calderdale is not delivering enough net new additions to the housing stock.

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

As stated elsewhere the number of completions is rising slowly, however the Local Plan and Local Development Company have not yet reached stages where they can be expected to make a material contribution. Unfortunately this is a situation that will take a number of years to ad-

### 2 What are we doing to improve?

Calderdale lacks deliverable housing sites, and as such a key action is the delivery of an up-to-date Local Plan that identifies sufficient housing sites.

The Council's Local Development Company is moving forward and should see a start on site on its first scheme in 2019/2020.

The Council's Together Housing Partnership will see 500 new homes delivered over the next 5-7 years and a start on site has been made at Beech Hill.

One Public Estate funded work is underway and we are doing work to bring forward small Council owned sites for SME builder development.

The Halifax Living scheme is now in the West Yorkshire Combined Authority approval system.

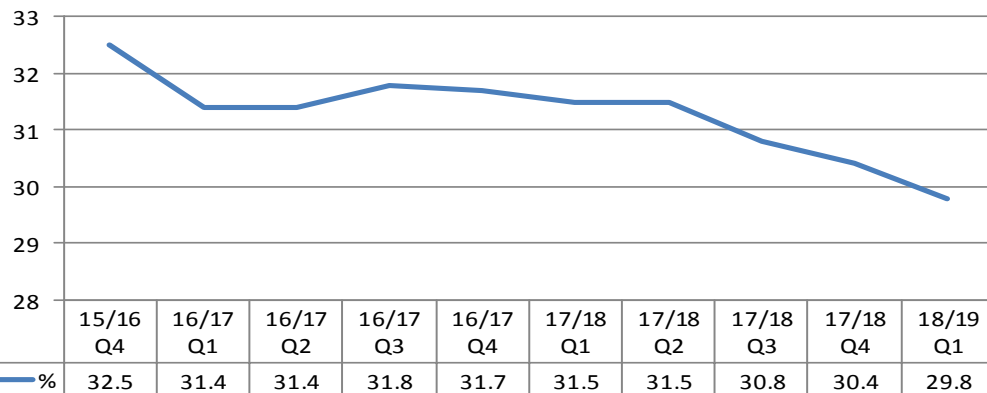
### 4 What more needs to happen?

As indicated above, the Council is taking a range of steps to increase the supply of housing. In particular, the Council needs to continue its actions towards the adoption of the Local Plan and the creation of the Local Development Company.

At the same time, work needs to continue to reduce the number of vacant dwellings. Furthermore, the Council needs to continue to build positive and productive relationships with house builders and registered providers.



**Proportion of people using social care who receive direct payments**



**1 What is the story the data is telling us?**

This measure is part of the Adult Social Care Outcomes Framework (ASCOF). There has been a slight downward trend throughout 2017/18 from 31.5% at the start of the year to 30.4% as at March 31<sup>st</sup>. This equates to 612 people in receipt of a direct payment out of 2014 people in receipt of community based services, a small reduction of 4 people since December 2017. Provisional regional data (11 Councils) for 2017/18 shows that we are 4<sup>th</sup> best performer with best performance being 49.7%. In 2016/17 we were ranked 43/151 (nationally); 5/15 (Yorkshire & Humber); 5/20 (Northern Boroughs).

**2 What are we doing to improve?**

All referrals are logged through the Client Information Recording System (CIS). Work has been undertaken on relevant CIS screens to make improvements so that we are able to track applications.

Further awareness raising has been undertaken with Social Workers and Assessment Officers in relation to the direct payment offer with a specific focus on informing students and new starters. Pre-payment cards went live in February 2018 and all teams have been made aware of this development. An updated version of our Direct Payment leaflets has been produced and circulated across all teams.

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

Increased collection in unused budget will enable us to offer more Direct Payments.

Pre-payment cards have now been implemented. Other authorities have reported an increase in the take up of Direct Payments following the introduction of pre-payment cards due to the simplified process for service users.

Improvements made to CIS screens have achieved efficiencies in workforce resources and it is anticipated will contribute to improved performance data. Staff awareness has increased.

**4 What more needs to happen?**

Ensure there is sufficient capacity to enable staff to actively promote Direct Payments.

Explore different channels of communication with Communications team.

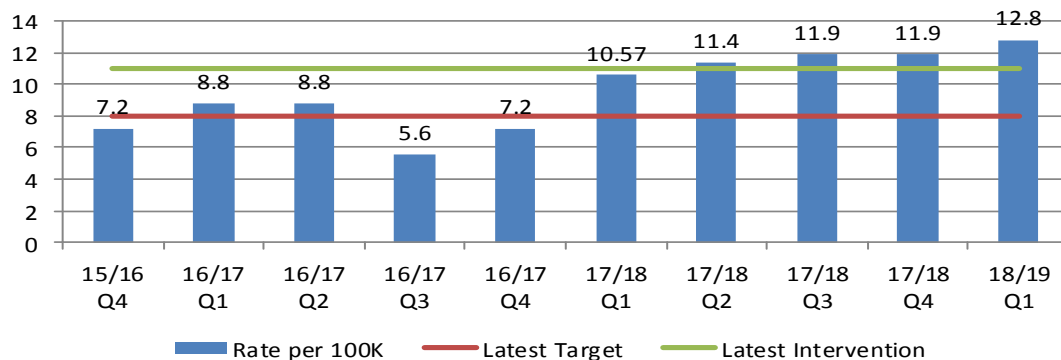
Work towards an appropriate staffing ratio to ensure cards can be launched and maintained effectively, the recruitment of relevant staff should now support the launch of the pre-payment card.

As appropriate, offer Individual Service Fund users Direct Payment as an alternative.

Identify and contact authorities who have good performance in this area to Inform approaches and reviewing of processes.



**Long-term support needs of younger adults (18-64) met by admission to residential and nursing care homes, per 100,000 population**



### 1 What is the story the data is telling us?

The rate has risen from 7.2 at the end of 2016/17 to 11.9 at the end of 2017/18 . The actual number of placements are small - 11.9 equates to 15 placements in 12 months against younger adult population of 125,000.

Although we are not meeting our target, we were ranked in the top quartile in all peer groups in 2016/17. From the provisional data received from Yorkshire & Humber region (11 Councils) for 2017/18 we are ranked second, the best performance being 11.7. In the last 12 months data cleansing work has been undertaken within performance clinics which has resulted in some long term placements recorded as short stay having been corrected, which has impacted on our performance.

### 2 What are we doing to improve?

We are reviewing the remaining Learning Disability residential care placements . New developments are based on a supported living model and the use of residential/nursing placements is minimised. The Mental Health rehabilitation and recovery review is focusing on increased community provision and a reduction on the reliance of residential placements. Apartments with community support will ensure that there is more community provision and allow people to step down from restrictive models of care.

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

Although Calderdale is not currently meeting the target in this area, performance is still strong when compared to other Councils on a regional and national basis. Changes in Continuing Health Care eligibility and support to ensure people set down from hospital placements has impacted on local performance.

However, with the ongoing review and development work in both Learning Disability and Mental Health, we anticipate that there will be an improvement in performance by the end of the 2018/19 reporting period.

We will have adequate supported accommodation to ensure people can step down from residential placements and plans are in place to meet ongoing demand.

This will work alongside a redesigned community model for people with Mental Health needs provided by South West Yorkshire Partnership Foundation Trust and an Approved Provider List that supports tenants and their families to select an appropriate support provider.

### 4 What more needs to happen?

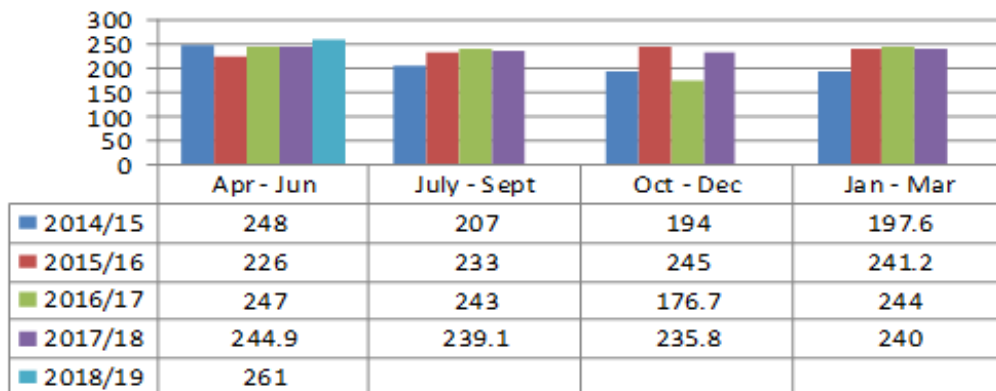
We need to ensure ongoing links with a wide range of housing providers to secure future properties and allow bespoke accommodation to be developed to meet individual need.

- Ongoing review of remaining residential and nursing provision to ensure this is only used where required and is fit for long term purpose.
- Review of existing supported accommodation to develop good quality, sustainable accommodation.
- Pro-active support to maximise independence and support people to move on to independent living where possible and free up capacity within supported living .
- Continued emphasis on local 5 day offer to prevent the need for young people to look at external residential college placements.





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



### 1 What is the story the data is telling us?

Calderdale has a high number of Section 47 (S47) enquiries compared to national, regional and statistical neighbours. The latest available benchmarking data (March 2017) shows Calderdale's rate was 244 compared to 157.4 nationally, 156.5 regionally and 146.48 for statistical neighbours. Despite a reduction between July and December 2017, the rate of S47s being completed has increased over the last 2 quarters. There has been a rise in the number of referrals/assessments in the first quarter this year which explains the increase in the number of S47s undertaken.

### 2 What are we doing to improve?

Performance continues to be monitored on a monthly basis by the Service Manager and Senior Leadership Team quarterly. Multi-Agency Screening Team (MAST) continues to review the threshold to ensure S47s are an appropriate outcome from the relevant strategy discussion at the Domestic Abuse Hub and within MAST.

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

Although Calderdale has remained high in the number of S47s undertaken, in 2016/17 only 3 local authorities regionally had a smaller rate of increase than Calderdale (2.8) and some experienced a rate of increase in excess of 50 which highlights other local authorities have seen a significant increase in the number of S47s undertaken.

The number of S47s undertaken are due to areas of good practice in relation to missing procedures, CSE arrangements, S47s on an open case and the Domestic Abuse Hub.

### 4 What more needs to happen?

Within the front door services, CAT managers confirm at the monthly management meeting that the S47s received from MAST and the Domestic Abuse hub are appropriate.

Further analysis of other Local Authority data will be undertaken, when available, to confirm that increased S47s are taking place and at what level this is.