

**BE THE BEST BOROUGH IN THE NORTH**

# **2017/18 End of June Corporate Performance Report**

# Summary

This report provides the End of June (Quarter 1) performance for 2017/18. The top 15 Super Key Performance Indicators (SKPIs), which form our [Citizen Dashboard](#), are reported along with Northern Borough rankings. Calderdale remains 6<sup>th</sup> overall against 20 Northern Boroughs.

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

- The employment rate for Q3 2016/17 has seen a small fall year on year and against the last quarter and now stands at 74.8%. See Page 6 for a report on the two related SKPIs [Median Gross Earning Per Week \(£\) and Employment Rate \(%\)](#)
- There has been a slight increase in the proportion of older people in receipt of long term adult social care from 4.02% in Q4 2016/17 to 4.05%. This is following a trend of long term improvement.
- Q1 2017/18 has seen a small growth in total crimes, but the rate of increase is less than half that seen last year. 2016/17 saw a 17.98% increase, Q1 2017/18 stands at 7.1%.
- Q1 2017/18 has seen a small increase year on year in unacceptable levels of litter at 9%, however this is on target.

There have been no annual data releases in this period.

From the wider basket of Key Performance Indicators, 2 have exceeded previously reported performance, 2 have declined from previously reported data or further improvement is required and 1 report is provided to give a baseline position.

Indicators where performance has significantly exceeded previously reported data:-

Page 4 [Percentage take-up of 2 year olds benefiting from early education](#)

Page 5 [Percentage of child protection plans lasting 2 years or more ceasing during the year](#)

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

Page 7 [Percentage of children looked after for 2+ years with stable placements or placed for adoption](#)

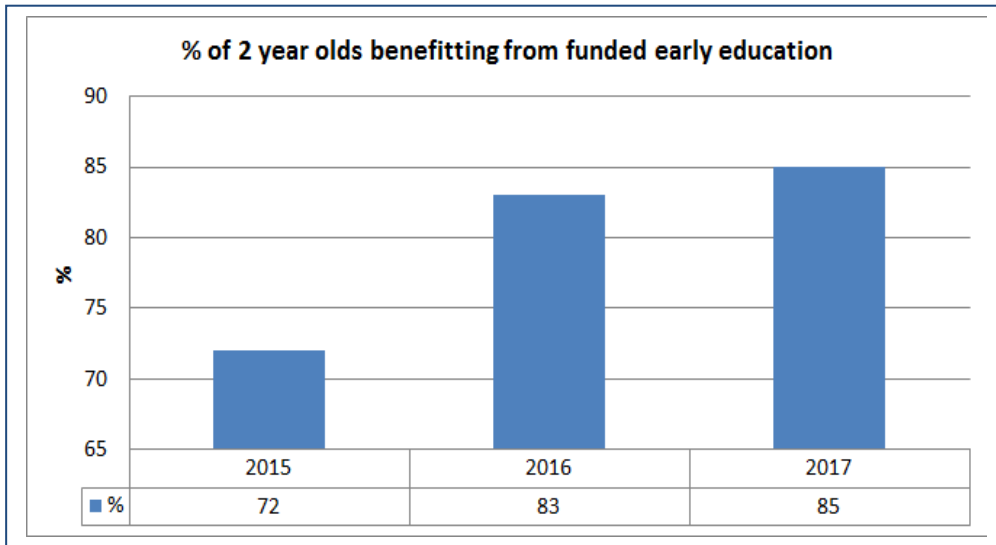
Page 8 [Percentage of Adult completed safeguarding enquiries completed within 7 weeks of the concern being raised](#)

Baseline report:-

Page 9 [Superfast Broadband in Calderdale](#)

## 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	4.05		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	5536		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 (2016) **	High	74.8	71.6	4	5	↓	Trafford (79.8) Stockport (78.6) North Tyneside (76.4)			
	Percentage of Adults in Calderdale with Digital Skills (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	0.3	0.4	13	10	↑	Doncaster/Knowsley (0.7) Bury\South Tyneside (0.6)			
	Principal roads where maintenance should be considered (2015/16)	Low	4	4	12	11	↑	Doncaster/ Gateshead/Knowsley/Sefton/ Wirral (2)			
	Per capita CO2 emissions in the Local Authority area (2014)	Low	5.1	4.7	13	14	↓	Oldham (3.65) Wirral (3.89) Tameside (3.92)			
	Unacceptable levels of litter **	Low	9	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			
<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											
** Quarterly indicators which have had a data release this quarter											
							Top quartile				
							Second quartile		Third quartile		Fourth quartile



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

15 hours of early education funding was extended to 2 year olds in 2013 for parents who were in receipt of certain benefits or met a certain criteria (ie Children Looked After). Over the last 3 years Calderdale has seen an increase in the number of children taking up entitlement, rising by 13% in the last 2 years to 85% of those children eligible for 2 year old funding. This ranks Calderdale 20<sup>th</sup> nationally.

### 2 What are we doing to improve?

Level of take-up is being monitored termly, but to further improve take-up of funding entitlement we have a marketing campaign planned for the end of 2017 which will focus on social media advertising.

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

A targeted approach has been adopted by the Early Years and Childcare service to identify those families who meet the eligibility criteria. This approach has proved very successful and contributed to the high take-up of 2 year olds accessing funding.

We will continue to issue lists of eligible children to our Children's Centre partners to further target eligible families who have yet to take up a place. Over 90% of our children aged under 2 funded by our Early Intervention Childcare Funding scheme go on to access a free funded place for 3 and 4 year olds.

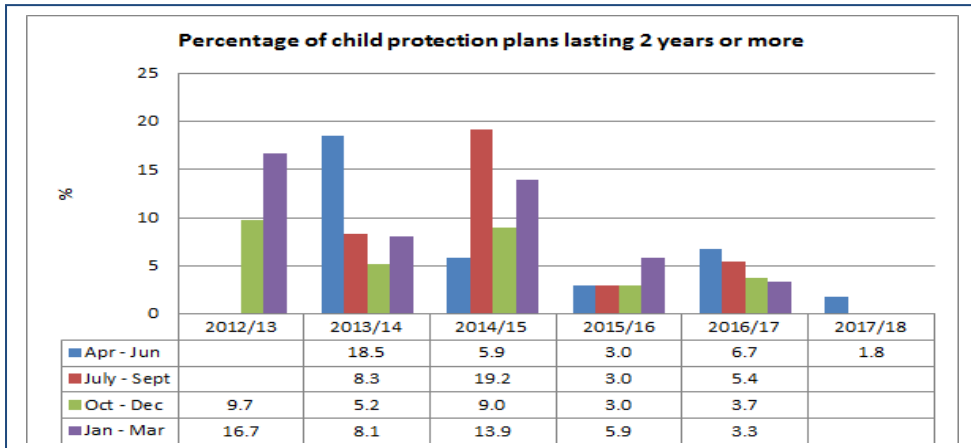
### 4 What more needs to happen?

It is essential that any increase in 2 year olds wanting to take up the funding entitlement is managed in line with the sufficiency in the number of places being offered by early education providers. This will be done through close working with providers.

We will also carefully monitor the introduction of the extended free entitlement of 30 hours for working parents from September 2017 to ensure there is no adverse impact on the availability of places for funded 2 year olds.

# Percentage of child protection plans lasting 2 years or more ceasing during the year

Q1 2017/18



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

The percentage of child protection plans (CPP) lasting 2 years or more is the proportion of plans ending which have been open for 2 years plus, therefore the lower the percentage, the better the performance. At year end 2016/17, Calderdale's result was better than the national average for the first time. This improvement has continued into Q1 2017/18 and has seen this indicator reach its lowest point and now stands at 1.8%.

## 2 What are we doing to improve?

Rigorous monitoring at all levels with the service and independently by the Quality and Safeguarding team has been instrumental in the improvement seen over the last 2 years. Children subject to a CPP for 15 months or more are regularly reviewed and monitored by the service managers for Safeguarding and Localities. When a child has been subject to a CPP for longer than 15 months, if it is deemed appropriate a meeting is held between the service manager, social worker and independent reviewing officer (IRO) to review the case and make recommendations about how the case should be progressed.

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

Pod working has also contributed to ensuring improved performance has been maintained following a targeted review of all plans 3 years ago. As a result, pod working enables social workers to have an overview of each other's cases within their pods and means a shorter familiarisation period if cases need to be transferred or covered through sickness, again reducing unnecessary drift.

2016/17 year end performance of 3.3% is better than the national average and moves Calderdale into the top quartile nationally. This reflects the rapid improvement journey for the service compared to the 2014/15 result of 13.9% (bottom quartile).

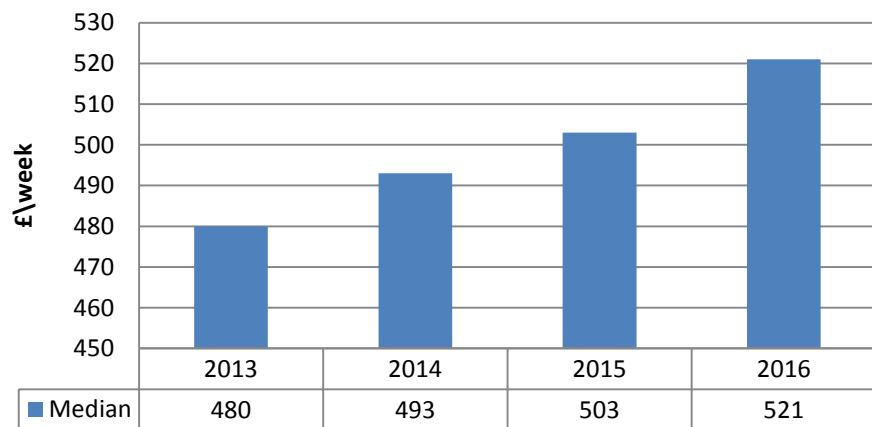
## 4 What more needs to happen?

The percentage of child protection plans lasting 2 years or more is a critical indicator for children's social care senior managers to ensure there is no unnecessary drift for children on a child protection plan and will continue to be monitored.

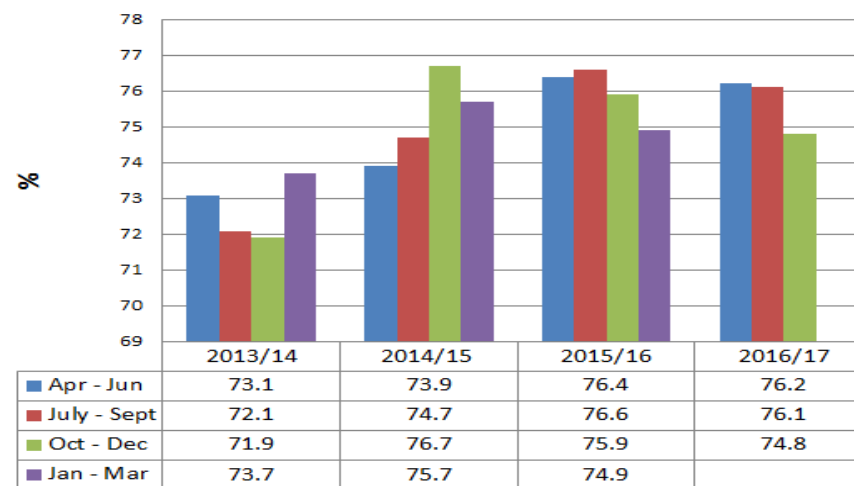
The service also has to ensure it is appropriate for cases to go over 2 years and ensure cases are therefore managed safely and closed appropriately. Currently there are 2 cases over 2 years due to a continued need to safeguard these children, but in context these cases are less than 1% of the current number of CPPs open.



## Median Gross Earnings per Week (£)



## Employment Rate (%)



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

Since 2013 there has been an increase of 8.5% in median gross weekly earnings for Calderdale residents (£521), ranking us 5<sup>th</sup> against Northern Boroughs but below the England average (£544). In terms of the employment rate we are also currently ranked 5<sup>th</sup> against Northern Boroughs and just above the England average, however the trend is a declining one. Given a generally gloomy future economic forecast taking into account continuing austerity and Brexit, the trend is likely to accelerate.

### 2 What are we doing to improve?

Provision for people over 25 out of work has been limited. Funding has been secured across a wide range of providers to address this issue. The Council won a 3 year contract called "Works Better" to deliver employment support. Project Search has funding to support young people aged 18-24 with learning disabilities into full paid work. The Council has been a promoter to employers of the value of the living wage, advising that apprentices are paid more than the apprenticeship wage and strengthening skills for the future.

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

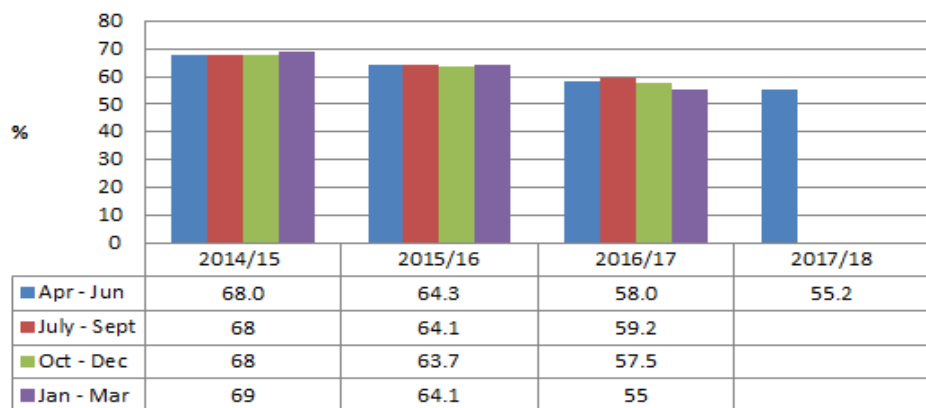
It is currently too early to tell what the impact of these new provisions will have, most of the contracts have only just started within the last 2-3 months and it will take time for them to embed and show visible results.

### 4 What more needs to happen?

High level skills and the ability to grow within job roles is key for local businesses to grow and have flexibility. This will lead to better paid jobs. Links with Universities is a vital part in developing future skills. The opening of Leeds Beckett's Business Centre is a positive start which needs progressing. Pathway development from the College through to high level skills needs strengthening with increased partnership working. Establishing a 6<sup>th</sup> Form College in Calderdale will strengthen all the pathways, giving the best opportunities for young people to gain good quality jobs.



**% of children looked after for 2+ years with stable placements or placed for adoption**



### 1 Story behind the baseline

Since 2014/15 there has been a gradual reduction in the number of children looked after for 2½ years or more who have been in a stable placement for 2 years or more. Some of this decline has been the result of the service recognising the need to move children into more appropriate settings to improve permanency for children in care and has had an adverse impact on this indicator. However, this action has reduced the number of children who experience 3 or more placement moves in the year.

### 2 Data Development agenda

A more targeted approach is being developed to specific carer types such as foster carers. There is growing awareness this is a regional and national issue with regards to the sufficiency of foster carer placements and the 2016/17 Children In Need Census data return will allow Calderdale to measure and compare the extent of the impact this is having in Calderdale when the data is released by the Department for Education later in the year.

### 3 Key Partners

Calderdale was part of a recent Ofsted safeguarding pilot inspection with inspectors on site in the authority for 2 days, with the focus on permanency arrangements for children looked after. The inspection involved auditing and dip sampling of cases which included those in the process of public law outline and care proceedings. Overall, Ofsted found Calderdale to be a good performing authority and the service is now putting measures in place for a small number of areas identified for improvement.

As sufficiency of placements is fundamental to placement stability, it is recognised as a regional issue and has led to a sector led improvement action plan being formulated through the regional Association of Directors of Children’s Services group.

### 4 What will it take to turn the curve?

Placement stability has formed part of the overall focus to improve permanency for Calderdale’s children looked after and young people, not just for adoption, but also for permanency in terms of foster carers 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.

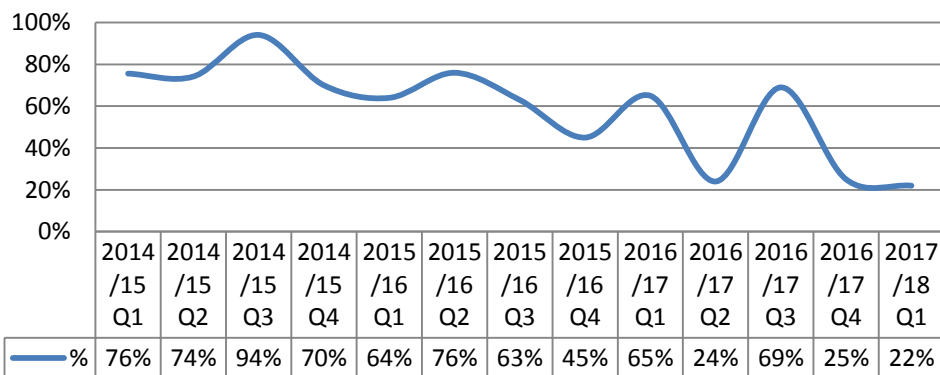
This year there will be a further focus on fostering to continue improving permanency outcomes for children looked after. We need to recruit more foster carers in-house, particularly for long term placements to reduce pressure on making matches with external providers.

# Percentage of formal safeguarding investigations which are completed within 7 weeks of the concern being made

Q1 2017/18



Percentage of formal safeguarding investigations which are completed within 7 weeks of the concern being made



## 1 Story behind the baseline

This report highlights performance in relation to timescales of completed formal safeguarding investigations; this is not always a reflection of the quality of the Safeguarding work. In 3 of the last 4 quarters this performance measure has fallen short of the target of 55%. Whilst a smaller proportion of formal enquiries are being completed on time, the number of formal enquiries completed has also reduced. The overall number of safeguarding concerns continues to rise, 801 in 2016/17 Q1, compared to 406 in 2015 Q1, almost a 100% rise in 2 years.

## 2 Data Development agenda

Performance clinics are taking place which are dedicated to looking at Safeguarding data. All team managers/Advanced Practitioners are attending and taking part in analysing the data in order to find solutions. IT changes have already taken place which makes it much easier for managers to identify outstanding Safeguarding work.

## 3 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.

## 4 What will it take to turn the curve?

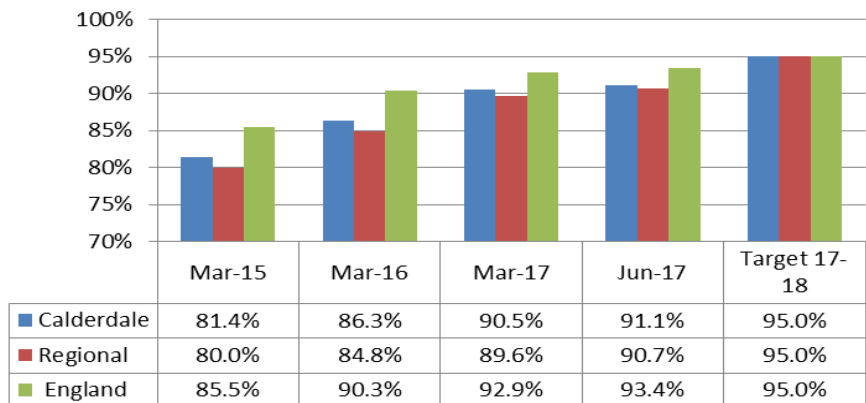
A risk stratification of existing investigations that have not been completed is taking place. This will ensure that where work has commenced but not recorded, that systems are updated. Where actions need to be taken to complete investigations this has been highlighted to managers to address.

The Safeguarding Adults Policy and Procedure is being revised to be implemented in December 2017. This will make clear processes with regards to Making Safeguarding Personal which ensures that an individual's outcomes in relation to the Safeguarding concern are identified and achieved where possible. The policy and procedure will also clearly identify what needs to be reported as a concern which will impact on the number of concerns received.

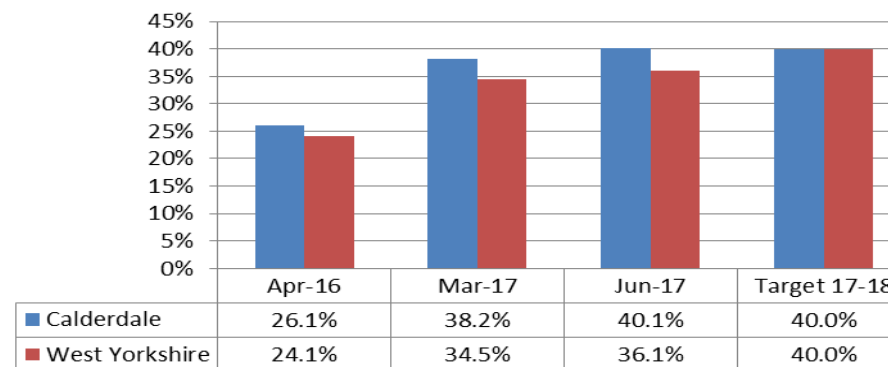
IT developments to the Client Information System are required to ensure that the new policy and procedure can easily be put into practice and will also help to monitor performance in relation to Making Safeguarding Personal. A new training package needs to be developed to ensure that all Adult Social Care practitioners completing Safeguarding have up to date skills and knowledge.



**Coverage of super-fast broadband in Calderdale**



**Take up of super-fast broadband in Calderdale intervention areas**



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

Calderdale has come a long way in a relatively short space of time in terms of superfast broadband coverage and take-up of the service, with our area leading the region at present. This is partially due to the build programme during the first phase of Superfast West Yorkshire, with nearly one third of the overall coverage deployed in Calderdale between 2013 and 2015. We are slightly behind the national average, which is not surprising as Calderdale's challenging rural terrain makes it difficult and expensive to deploy fibre broadband services. The reason for the inclusion of this data set is that it helps to inform the Super Key Performance Indicator (SKPI) on Digital Skills by providing access to better broadband services for citizens.

### 2 What are we doing to improve?

The regional programme has a dedicated Marketing and Communications function which uses a variety of channels including bus advertising, radio, social media and face-to-face engagement to promote the availability of broadband in the area. At a Calderdale level, colleagues are briefing and sending information to Members, Town Boards, Parish Councils and Ward Forums as appropriate. Officers have been assigned to the project from Business and Economy and ICT.

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

Take-up continues to grow, with the target of 40% being reached in June 2017. The challenge is to ensure the regional programme reaches the 40% milestone. This will trigger greater levels of 'clawback' (also known as gainshare); monies returned to the partnership by BT which can be used to expand the network reach further. The clawback generated can have a positive impact in terms of funding greater coverage in Calderdale, meaning the best performing areas are helping to offset deployment in the areas of poorest coverage, which are often amongst the hardest to reach.

### 4 What more needs to happen?

Demand stimulation remains a challenge due to a lack of dedicated resource in Calderdale and a team of just four people at a regional level. Greater take-up in intervention areas generates better level of profit for the partnership. Outside investment is also necessary from Openreach's commercial programme as well as private providers such as CityFibre and Virgin Media. This enhances Calderdale's reputation as a well connected borough and ensures that our area is pushed closer towards 100% availability of fibre broadband services, creating greater competition in the marketplace.