

Name of meeting: Cabinet

Date: Cabinet 30th May 2017

Title of report: Quarter 4 Corporate Performance Report 2016/17

Purpose of report:

The purpose of the Corporate Performance Report is to provide Members with an overview of the Council's corporate performance at the end of quarter 4 2016/17. Also included are reports on progress against outcomes in the Joint Health and Wellbeing Strategy and Kirklees Economic Strategy.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Not applicable
The Decision - Is it eligible for "call in" by Scrutiny?	Not applicable
Date signed off by Director & name	Debbie Hogg, Service Director for Finance, IT and Transactional Services, 12 May 2017
Is it also signed off by the Service Director, Finance and Transactional Services?	Debbie Hogg, 12 May 2017
Is it also signed off by the Service Director, Governance and Commission Monitoring Officer?	Julie Muscroft, 12 May 2017
Cabinet member portfolio	Cllr Graham Turner

Electoral wards affected: All

Ward councillors consulted: N/A

Public or private: Public

1. Summary

Our approach to performance management provides details of our Core Business Indicators, Corporate Health, Service Volumes and a stronger focus on outcomes in the Joint Health and Wellbeing Strategy (JHWS) and the Kirklees Economic Strategy (KES).

2. Information required to take a decision

- 2.1 The performance report provides updates on progress on the outcomes and an overview of performance, risk and the New Council programme. This is presented along with the Financial Monitoring Report. Executive Team have noted and responded to the quarter 4 updates.
- 2.2 Key points to note are:
- The Stronger Families Programme has exceeded the engagement target for the year with 1055 families engaged. 392 families have made claims and 83 have found work.
 - The Kirklees Hate Crime Strategy 2017-20 has been launched.
 - A series of events were held during the quarter, coinciding with International Women's Day. A conference 'Be Bold for Change' was held in North Kirklees to encourage women to appreciate the daily impact they make on their Community.
 - Over 1500 staff across Children's and Adults Services is trained in Raise Awareness of Prevent (WRAP). A 'Tolerance & Respect' project has been piloted in South Kirklees Primary School, engaging 300 children in focussing on fundamental British values.
 - There have been 18 IPC audits undertaken in Kirklees Care Homes in Q3, with an average score of 95%. (Scores ranged from 53% - 99%). As a result of the audits 3 Care Homes were escalated to contracting via Notification of Concern and 1 to Safeguarding.
 - This is the first quarter that Meningitis B coverage has been reported, reporting that we have achieved 95.3%
 - 167 volunteers have supported the sport and physical activity offer across Kirklees in Q4 with an average of 1,180 hrs of volunteering per month. A total of 186 local people were trained in Q4 to deliver quality activity in the community
 - Introduction of improved telephone access to other MASH and Assessment & Intervention related calls through Kirklees Direct and establishment of a new MASH telephone Consultation Service for professionals/partners, resulting in a significant reduction in email referrals and inappropriate referrals.
 - DC's have collectively funded 85 projects, allocating a total of £653,319 from their devolved budgets (New Homes Bonus and Revenue and Capital Activity Budget)
 - We continuing to work closely with the CCG's in the development and production of a Sustainability and Transformation Plan (STP) for Kirklees. The Plan was presented to joint SMT (CCG's Meeting) and Health & Wellbeing Board in March 2017.
 - A draft Housing Policy has been produced whilst the Housing Strategy out for consultation. Future management and maintenance of the Council's housing stock is in place.
 - Overall, the Council has worked to secure a total of £2.2m of Grant Support which has leveraged £12.5m of private sector investment. Growth Managers have intensively supported 143 businesses this year, which accessed almost £1.6m of grant support which leveraged £10.6m of private sector investment.

- Through combined engagement, including the business centres and flood grant support, the Business Team has supported a total of 1,151 businesses this year and created a total of 343 jobs.
- The Council has successfully bid to develop the Works Better programme across the district and from May 2017 will have the capacity and funding to enable people to find work and employers to recruit staff
- The Advice Kirklees Service, including BetterOff Kirklees, is working well. Overall customer satisfaction at 96%, there are no waiting times for appointments within the Advice Kirklees and the service has seen double the number of customer in the year - 46,000 on all channels.
- The introduction of the new service redesign BetterOff has saved the Council approximately £500k. There are over 9,000 unique on the "BetterOff" platform. Monetary gains are over £6m for customers of the service. There have been 20,000 unique job search page views.
- Completion of major planning applications within agreed timescales currently stands at 93% against a target of 70%. There were 40 major planning applications processed during the course of Q4 and 96 for the year as a whole.
- The preferred bidder developer selected for the 3 large housing sites. These will deliver 180 homes, a 50 unit Extra Care scheme and 17 other affordable homes.

3. Implications for the Council

- 3.1 The attached Appendix shows progress in relation to all aspects of Council activity, highlighting performance against the Council's key strategies and the Corporate Plan for 2016/17.

4. Consultees and their opinions

- 4.1 The attached reports have been considered by Directorate Management Teams prior to presentation to Executive Team.

5. Next steps

- 5.1 The report may be considered by the Council's Overview & Scrutiny Management Committee.

6. Officer recommendations and reasons

- 6.1 That the report and contents of Appendix A be noted.

7. Cabinet portfolio holder recommendation

Not applicable

8. Contact officer

Directorate Performance Lead Officers:

Sue Grigg, (Adults, and Children's Services & Public Health)

Nick McMillan (Place, Communities Transformation & Change, Resources)

9. Background Papers and History of Decisions

None

10. Service Director responsible

Debbie Hogg, Service Director for Finance, IT & Transactional Services



January to March 2017

**Quarter (4)
Executive Team
Corporate Performance
Report**









2016/17



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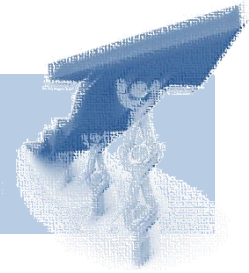
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RAG Key:

	On Track
	
	Off Track
	
	At Risk
ND	Data Not Due
	Not Provided

1.

Core Performance Indicators



Quarter 4 Performance status for the full suite of Core Performance Indicators

Adult Services: Commissioning & Health Partnerships and Social Care & Wellbeing

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 156	Achieving independence for older people through Rehabilitation / intermediate care (%)	Increase	90	85	Yellow
KI 158	Social Care clients receiving Self Directed Support (%)	Increase	95	97.1	Green
KI 158a	Social Care clients receiving Direct Payments (%)	Increase	35	38.5	Green
KI 159	Acceptable waiting times for social care assessment (All adults %)	Increase	85	75.6	Red
KI 206	Clients receiving a review (%)	Increase	65	57.6	Orange
KI 442a	Permanent Admissions for Older people to residential and nursing care homes (per 100,000 population)	Decreasing	506	426.4	Green
KI 487	Effectiveness of short term support services (%)	Increasing	74	83.9	Green
KI 501	Permanent admissions of Adults to residential and nursing care homes (per 100,000 population)	Decreasing	12	14.1	Red

Positive progress against the targets









- KI 158 Social Care clients receiving Self Directed Support (%)**
 Quarterly performance remains consistent and above target. At Q4 3,946 out of 4,063 service users receive Self Directed Support. The figure of 97.1% is at week 48. The final year end figure will not be available until our year end returns are submitted and verified in May/June 2017.
- KI 158a Social Care clients receiving Direct Payments (%)**
 The figure of 38.5% remains largely consistent and is above the 35% target. At Q4 1,564 out of 4,063 service users receive Direct Payments. The figure of 38.5% is at wk. 48. The final year end figure will not be available until our year end returns are submitted and verified in May/June 2017.
- KI 442a Permanent admissions of Old people to residential and nursing care homes (per 100,000 population)**
 426.4 Per 100,000 based on 312 admissions. A full year projection is 462 (based on a projected 338 admissions). This is well below the target of 506 and represents good performance. The figure of 426.4 is to week 48, with full year end figures available following the submission and validation of our year end returns in late May/early June 2017.
- KI 487 Effectiveness of short term support services (%)**
 The Reablement service continues to deliver positive outcomes for service users. The figure of 83.9% represents the initial year end position. However this will differ from the full year figure which will be available following the submission and validation of our year end returns in late May/early June 2017. This is primarily due to some service users still being in receipt of service, and typically when all outcomes are known and data made available this negatively affects the performance figure and will most likely align more closely with the target of 74%.




Areas of risk or concern against the targets

- KI 156 Achieving independence for older people through rehabilitation/intermediate care. (%)**
 As with Q3, an estimated figure of 85% has been submitted this is below the 90% target. (An actual figure will be available following the submission and validation of our year end returns in late May/early June 2017. The data needed to drive this KPI takes a large amount of manual checking and unfortunately we have only had time to do a sample of the full data set. The indicator ASCOF 2D is based on Q4 data (rather than full year data), so more comprehensive checking of the data will be done as part of the year end returns submission process and will therefore yield a more accurate and actual figure).
- KI 159 Acceptable waiting times for social care assessment (all adults). (%)**
 Performance has declined for the last 3 (4 weekly) periods to 75.6%, a level which is now below target of 85%. 2611 out of 3453 client's assessments were completed in 28 days or less. 842 service users therefore had assessments which took longer than 28 days to complete. (The figure is as at week 48. The final year end figure will not available until late May/early June 2017).
- KI 206 Clients receiving a review. (%)**
 Performance (57.6%) continues to be lower than the target of 65%. At the request of the Service we have taken the view that Deprivation of Liberty Best Interests Assessments contain elements equivalent to Social Care reviews. Therefore the reporting now includes BIA assessments in addition to Reviews. Including BIA assessments does mean more service users had been reviewed within the year, and the impact on the reported figures would look less good, e.g. Q4 figures would be 61.7% instead of the reported figure of 57.6%. The Q4 figures are for week 48.
- KI 501 Permanent Admissions of Adults to residential and nursing care homes (per 100,000 population)**
 14.1 per 100,000 is based on 37 admissions. A full year projection is 15.3 (based on a projected 40 admissions). This is above the target of 8.4 and represents a slight regression in performance, though it should be noted that the absolute numbers of admissions needed to affect performance either positively or negatively are small. The figure of 14.1 is to week 48.

Children's Services: Family Support & Child Protection

*Denotes Cumulative Figures

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 069	Rate of proven re-offending by young offenders (No.)	Decrease	1.2	1.3	
KI 220	YP within the Youth Justice System receiving a conviction in court, sentenced to custody (No.)	Decrease	18	*12	
KI 223	First time entrants to the Youth Justice System aged 10-17 years (No.)	Decrease	175	153	
KI 391	Average time between a child entering care and moving in with its adoptive family (Days)	Decrease	426	513.6	
KI 392	Average time between LA receiving authority to place a child and LA deciding a match to adoptive family (day)	Decrease	121	153.9	
KI 397	Percentage of assessments completed within 45 working days (as per Working Together)	Increase	85	60.7	
KI 443	Successful outcomes for Kirklees LAC who successfully completed their interventions with YOT (%)	Decrease	50	44.4	
KI 458	Young People aged 16+ on an Order to the YOT who are EET at the end of their intervention (%)	Increase	70	68	

KI 476	Former relevant young people aged 19 - 21 who were in education, employment or training (%)	Increase	50	39.3	
KI 477	Number of Looked after Children (LAC) per 10,000 aged 0 - 17 years (per 10,000)	Decrease	60	71.2	
KI 479	Repeat Referrals - Percentage of referrals within 12 months of a previous referral (%)	Decrease	20	27.6	

Positive progress against the targets

- KI 220 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody. (Number)**
 In the period January 2017 to March 2017 we have had 1 custodial sentence, thus for the full year we have had 12 convictions which significantly bettered our annual target (18). It is anticipated that this performance will be in line with local and national averages.
- KI 223 First time entrants to the Youth Justice System aged 10-17 years. (Number)**
 The figure of 153 (actuals October 2015 to September 2016) is a small increase on the same period last year (135). Kirklees performance is again in line with local and national averages and is better than our target.
- KI 392 The average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (Days)**
 This indicator has seen major improvement this financial year but is still performing worse than target, Q4 153.9 days against a target of 121 days.
- KI 477 Number of Looked after Children (LAC) per 10000 aged 0 - 17 years (per 10000)**
 This rate equates to 703 LAC and is currently stable around the 700 mark. During this financial year the number of LAC has been as high as 706, compared to 652 in March 2016. This rate remains significantly below the statistical neighbour average of 80.7 (per 10,000 aged 0-17 years) although it is well above the national average of 60.0.









Areas of risk or concern against the targets

- KI 069 Rate of proven re-offending by young offenders. (Number)**
 The figure of 1.3 (April 14 to March 15) is a worsening in performance of the same period of last year (1.08). The national trend is also one of worsening performance and we still compare well with local and regional YOTs. There is a continuing reduction in the cohort size to 246 which means that overall the numbers of the young people who offend are declining.
- KI 391 The average time between a child entering care and moving in with its adoptive family, for children who have been adopted (Days)**
 Performance against this indicator has fluctuated widely throughout the year, ending more positively at 513.6 days, against the target of 426 days.
- KI 397 Percentage of assessments completed within 45 working days (as per Working Together)**
 The percentage of assessments completed within 45 working days has seen a decline in performance this year. This outcome is significantly below the latest available national comparator data (2015/16). This shows a statistical neighbour average of 83.6% and an England average of 83.4%.
- KI 443 Successful outcomes for Kirklees Looked after Children who successfully completed their interventions with YOT (%)**
 The number of LAC young people who have offended in the 4th quarter is 0.87% which compares with 0.93% at the same period last year. For the year 2016/17 the cumulative figure is 6.14%, which is a slight increase on the 2015/16 figure of 5.9%. For the year 2016/17 44.4% of LAC young people completed their orders successfully, compared to 29% for the previous. Over the same period 2016/17 64% of the general population completed orders successfully

compared with 69.7% 2015/16. This gives a clear indication that the YOT is achieving its aim of bringing the successful completion rate of LAC young people more into line with that of the general YOT population. Performance remains below target.

- **KI 458 The percentage of Young People aged 16+ on an Order to the YOT who are in full-time education/training/employment at the end of their intervention (%)**
In 2016/17 we have achieved 68% of our young people aged 16+ in full time Employment, Training or Education at the end of their orders, compared to 70.2% last year.
- **KI 476 The percentage of former relevant young people aged 19 - 21 who were in education, employment or training (%)**
Performance (39.3%) of care leavers in employment, education or training has not met expectations this year. This outcome compares to a 2016 statistical neighbour average of 50.2% and a national outcome of 49%.
- **KI 479 Repeat Referrals - Percentage of referrals within 12 months of a previous referral. (%)**
This has been a volatile indicator this year. This outcome (27%) is significantly higher than the 2015/16 outcome of 23.7% and the statistical neighbour average is 19.4%.

Children's Services: Learning and Skills Service

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 012a	Number of schools judged as in an Ofsted category	Decrease	0	4	
KI 029	Percentage of 16-18 year olds not in employment, education or training (NEET).	Decrease	4.7	4.7	
KI 369	Take up of free early education and care by 2 year olds (%)	Increase	80	76	
KI 490	% of early learning providers rated good or outstanding	Increase	to agree	95	
KI 491	% of children under 5 learning with good or outstanding provision	Increase	to agree	97	
KI 492	% of LAC under 5 accessing good or outstanding provision	Increase	to agree	92	
KI 493	% of Kirklees pupils in good or outstanding schools	Increase	to agree	86.1	
KI 494	% of Kirklees schools that are good or outstanding	Increase	to agree	86.9	

Positive progress against the targets

- **KI 029 Percentage of 16-18 year olds not in employment, education or training (NEET).**
It is noted that DfE no longer use this cohort for counting NEET.
- **KI 369 Take up of free early education and care by 2 year olds (%)**
A steady rise in Kirklees take-up levels reached 79% in autumn 2016, close to the national target of 80% take-up. In spring 2017 take-up declined to 76%. This follows an emerging seasonal trend with the same 3% decline recorded last year. Intensive work continues across Kirklees with locally based Childcare Co-ordinators. There is significant variation at a local level. This is particularly evident for Batley East and Cleckheaton. There are also large variations from term to term in areas with fewer eligible children such as in Colne Valley and Holme Valley North.
- **KI 490 % of early learning providers rated good or outstanding**
95% of children childcare providers are rated good or outstanding by Ofsted. There has been a fluctuating trend between 93%-97% across the last year.
- **KI 491 % of children under 5 learning with good or outstanding provision**

97% of children accessing free early education do so in provision rated good or outstanding by Ofsted. There has been an improving trend across the last year.

- **KI 492 % of LAC under 5 accessing good or outstanding provision**
35 of the 38 placed children are attending provision judged by Ofsted to be good or outstanding.
- **KI 493 % of Kirklees pupils in good or outstanding schools**
86.9% of Kirklees schools are currently good or outstanding. This is below the national figure of 88.3% but above the Yorkshire & Humber figure of 84.7%. (Each school equates to 0.59%)

Areas of risk or concern against the targets

- **KI 012a Number of schools judged as in an Unsatisfactory Ofsted Category**
Currently, we have four schools in an Ofsted category. This is 2.5% of all schools, whereas the national figure is currently 2.0%. It was 2 schools in the previous quarter.
- **KI 494 % of Kirklees schools that are good or outstanding**
Kirklees (86.9%) are currently below the national (88.3%) and above the Yorkshire & Humber (84.7%) averages for percentage of schools that are good/outstanding.

Communities Transformation & Change

*Denotes Cumulative Figures

PI Ref	Title	Good Performance Shown by	Target Figure	Quarter	RAG
KI 190	Number of visits to museums	Increase	228,000	*194978	
KI 462	Number of apprentices within the Council workforce	Increase	120	89	
KI 480	Numbers of sports and physical activity coaches, leaders and volunteers trained	Increase	400	*631	
KI 519	Number of people engaged in work to build resilience through Community cohesion interventions	Increase	17000	*21031	
KI 520	Number of interventions delivered to build resilience through Community cohesion	Increase	700	*1064	

A Blue RAG denotes 'in year' change of Targets and Tolerances and where quarterly performance remains off-track

Positive progress against the targets

- **KI 480 Numbers of sports and physical activity coaches, leaders and volunteers trained**
167 volunteers have supported the sport and physical activity offer across Kirklees in Q4 with an average of 1,180 hrs of volunteering per month. A total of 186 local people were trained in Q4 to deliver quality activity in the community
- **KI 519 Number of people engaged in work to build resilience through Community cohesion interventions**
A total of 21,031 people engaged in cohesion and wellbeing interventions. Targets for the year were exceeded due a higher participation in both cohesion and wellbeing activities across priority areas. The School Linking programme, Bloom and Grow Together engaged more children, parents and community activists than was expected.
- **KI 520 Number of interventions delivered to build resilience through Community cohesion**
A total of 1,064 engagement opportunities were delivered for both cohesion and wellbeing and exceeded predicted targets. A greater number of health interventions have been delivered due to an increased take up e.g., project to engage people around bowel cancer screening; cohesion work has generated additional projects.

Areas of risk or concern against the targets

- KI 190 Number of visits to museums**
 A 'Blue' RAG to note that visitor figure targets were adjusted with a reduction to 194,978 to reflect the permanent closure of Dewsbury Museum in October 2016 and Red House in December 2016, together with the temporary closure of Oakwell Hall in October 2016 for essential upgrade works.
- KI 462 Number of apprentices within the Council workforce**
 The Council currently has 89 apprentices set against a target of 120, hence the Red RAG. The challenge grows next year with changes to government expectations and the apprenticeship levy.

Place

*Denotes Cumulative Figures

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 060a	Take up of paid school lunches - Primary schools (%)	Increase	71	71	
KI060b	Take up of paid school lunches - Secondary schools (%)	Increase	62	65	
KI 067	People killed or seriously injured in road traffic accidents	Decrease	144	*153(J/D)	
KI 074	Number of Homeless Acceptances	Decrease	340	*319	
KI 130	Number of affordable homes delivered	Increase	235	*149	
KI 131a	Percentage of major planning applications determined within agreed timescales	Increase	70	93	
KI 325	External investment secured (measured in £m)	Increase	3	*7.9	
KI 432	Work with Businesses to create apprenticeship opportunities	Increase	30	*45	
KI 433	We will increase the number of jobs created as a result of Council interventions	Increase	250	*341	
KI 437	Secure £4 of investment from the private sector for every £1 of business investment by the Council	Increase	10	*12.3	
KI 439	Number of unemployed young people getting a job through Headstart	Increase	20	*38	
KI 457	Increase the number of cases where homelessness has been prevented or relieved	Increase	1,971	*2101	

Positive progress against the targets

- KI 131a Percentage of major planning applications determined within agreed timescales**
 Completion within agreed timescales currently stands at 93% for this quarter. There were 40 Major planning applications processed during the course of Q4 and 96 for the year as a whole.
- KI 325 External investment secured (measured in £m)**
 A successful year, with a total of £7.81m brought into the District, exceeding the target
- KI 432 Work with Businesses to create apprenticeship opportunities**
 The Apprenticeship Hub extension has completed, with the target of 35 starts exceeded and 45 starts reported
- KI 433 We will increase the number of jobs created as a result of Council interventions**
 With 341 jobs created this year, we have exceeded target by almost 100.
- KI 437 Secure £4 of investment from the private sector for every £1 of business investment by the Council**
 At £12.3 million, we have exceed target by £2.5m

- **KI 439 Number of unemployed young people getting a job through Headstart**
This was an interim year between the close of one scheme and the opening up of a newly funded scheme. Our target was to place 20 young people and we achieved 38

Areas of risk or concern against the targets

- **KI 067 People killed or seriously injured in road traffic accidents**
The January to December 2016 figure was 153 KSIs (9%) which is above the progressive target, but lower than 2015 (159 KSIs). Children and young people figures along with Cyclist KSIs are where we have seen high numbers. The Road Safety Team is looking to address the concerns regarding children and young people and the Engineering Team is looking at cycling accidents sites of concern.
- **KI 074 Number of Homeless Acceptances**
Homelessness Acceptances are 104 for Q3 (reported a quarter lagging). The figure is down by 7% on same period last year. However, indicative figures for Q4 to date are extremely challenging, showing significant increase on the same quarter last year.
- **KI 130 Number of affordable homes delivered**
The 121 affordable homes are falling far short of the 235 target.
- **KI 457 Increase the number of cases where homelessness has been prevented or relieved**
Homelessness Prevention activity dipped in Q3 to 475, a 9% decrease on same. Reduction in preventions linked to short term staffing shortages in Housing Solutions. Preventions will increase final quarter (reported a quarter lagging)

Public Health

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 057a	Prevalence of Breastfeeding at 6 – 8 weeks	Increase	43	42.7	
KI 284	Smoking during pregnancy in Kirklees	Decrease	11	11	
KI284a	Smoking in pregnancy excluding South Asian women (%)	Decrease	14	13	
KI 298a	Drug users that left treatment successfully, not re-presenting to treatment within 6 months...	Increase	9	7.2	
KI 309	NHS Health Checks (%)	Increase	20	58	
KI 488	Successful completions as a proportion of all in alcohol treatment	Increase	48	47.1	

Positive progress against the targets

- **KI 057a Prevalence of Breastfeeding at 6 – 8 weeks**
 - Quarter 3 2016/17 data is being reported as we report this data a quarter lagging.
 - Kirklees Q3 overall actual performance = 42.7% but note that GHCCG is consistently performing better than NKCCG.

There were a lot of positive activities delivered in promoting an increase in breastfeeding.

- Localised version of the National Infant Feeding Survey, developed to enable better understanding of issues related to the drop-off in breast feeding rates across Kirklees, Calderdale and Wakefield has been analysed. The focus ongoing will be the concept of support for new mums during the first few weeks.

- The Nurturing Parents Preparation for Parenthood courses are being very well received, having a focus on infant feeding including the importance of responsive feeding and sensitive parenting.
- Work is ongoing with Hospital Trusts and neighbouring Local Authorities around ways to address inequity in the provision of breastfeeding peer support in hospital and immediately after discharge/in the community.
- **KI 284 Smoking during pregnancy in Kirklees**
- **KI 284a Smoking in pregnancy excluding South Asian women (%)**
Please note the data provided is for Q3 as the reporting runs one quarter lagging.
There is ongoing work with CHFT and MYHT as well as both CCG's to focus on smoking in pregnancy. Stop Smoking service provision will be moving to a primary care delivered model from Q1 2017/18 so work is ongoing to make sure all partners are aware.
- **KI 309 NHS Health Checks (%)**
The data is a quarter lagging due to the deadlines for receiving claims from practices. The uptake in Q3 was 58.5%. Work is ongoing to scope how Health Checks are encompassed into the Wellness Model. It is anticipated that there will be a challenge for Health Checks in extracting additional data from GPs.
- **KI 488 Successful completions as a proportion of all in alcohol treatment**
Latest data available for this indicator is for Q3 which puts us at 47.1%. Providers have been asked to investigate if there are specific reasons for this slight drop in performance.
- **KI 298a Drug users that left treatment successfully, not re-presenting to treatment within 6 months**
The latest performance figure available from Public Health England has Kirklees at 7.2% for Q3. This is a drop from Q1 and 2 figures and the target we set ourselves at 9%. A deeper investigation by the provider in the calculation of this target highlights it counts people who may no longer be resident in Kirklees or accessing Kirklees services hence this may have skewed figures. This is a difficult target to achieve as it requires no repeat treatment to be delivered to be recorded as being successful. We have raised this with Public Health England data team and investigation is ongoing.

Areas of risk or concern against the targets

None reported this quarter.

Resources

*Denotes Cumulative Figures

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 075	Time taken to process Housing Benefit / Council Tax Benefit Change of circumstance [days]	Decrease	10	3.42	
KI 076	Time taken to process new claims for Housing Benefit/Council Tax Benefit [days]	Decrease	25	24.68	
KI 083	Proportion/amount of council tax previous years arrears Collected as at 31 March. [%]	Increase	38	*61	
KI 085	Proportion/amount of business rates previous years arrears as at 31st March collected [%]	Increase	35	*67	
KI 147a	Number of ICT standard requests completed within agreed timescales	Increase	90	71.2	
KI 363	% of FOI and Environmental Information Regulation (EIR) requests responded to within 20 working days	Increase	100	81	
KI 366	% of Data Protection information requests replied to within 40 calendar days	Increase	100	79	

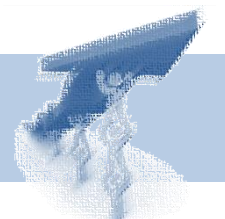
Positive progress against the targets

- **KI 075 Time taken to process Housing Benefit / Council Tax Benefit Change of circumstance [days]**
It has been a difficult year of legislative changes for the processing change of circumstances for Housing benefit / Council Tax. However, we have exceeded target for the year - 7.82 days against a target of 10
- **KI 076 Time taken to process new claims for Housing Benefit/Council Tax Benefit [days]**
The same difficulties as above, but exceeded target - 24.68 days against a target of 25 days
- **KI 083 Proportion/amount of council tax previous years arrears collected as at 31 March. [%]**
Arrears have significantly reduced this year by targeting debts that can be recovered and addressing debts that need to be written off – target achieved, 61% against the target of 40%
- **KI 085 Proportion/amount of business rates previous years arrears as at 31st March collected [%]**
Arrears are at 67% against the target of 35% - significantly exceeded

Areas of risk or concern against the targets

- **KI 147a Number of ICT standard requests completed within agreed timescales**
This stands at 71.2% against a target of 90%. Following the changes in reporting and the capturing of other types of call via the new portal; there has been a drop in actual figures - however the volume has increased by 65%.
- **KI 363 % of FOI and Environmental Information Regulation (EIR) requests responded to within 20 working days**
As has been the case for most of the year, the volume of FOI requests remains high (10% more than the same period last year) and is continuing to put pressure on services to comply with the 20 day response period. The average compliance rate over the quarter is 81% which is below the ICO's minimum compliance rate of 90% and a dip on the previous quarter.
- **KI 366 % of Data Protection information requests replied to within 40 calendar days**
The overall compliance rate for this quarter is 79% which is below the ICO's minimum expected rate (90%) and lower than performance in the previous two quarters. There were two particularly voluminous requests received during the reporting period which took up a significant resource available to deal with requests. It is also worth noting that the number of information access requests across all legislation has increased this year which adds to that pressure. Note: Proposals under the new General Data Protection Regulations, due to come into law in May 2018, recommend that the number of days in which to respond to a request for information should reduce from 40 days to 30 days. This will have an impact in the longer term and plans are in place to address this issue.

2. Corporate Health



Quarter 4 Performance status for the full suite of Corporate Health Performance Indicators (17 total)
12 On Track, 2 Off Track and 3 At Risk

Positive progress against the targets

- Collection rate for Council Tax have been exceeded (95.54% against a target of 95%). Significant automation and improved working practices have helped, as has the quicker targeting of defaulters to ensure timely recovery action has been taken. Also self-serve by the customer has freed up staff time to be more proactive in dealing with accounts.
- Business rate collection for in year collection was 96.52% (20.6% in Q4) – achieved target and excellent performance especially changes affecting business rates this year.
- At above 99%, availability of both the ICT network and servers has recovered since the outage reported at the close of Q3.
- Overall performance for processing of invoices across the year is 97.6%, slightly short of the target of 98% but encouraging in that the team was able to deliver against higher Q4 volumes within resource constraints. The total volume of invoices received increased in Q4 in comparison to Q3 by 31%.
- Both payroll accuracy and debtor days are operating above target levels – 99.9% against a target of 99% and 50 days against 53 days respectively.
- Over 90% of the revised audit plan has been delivered through the course of 16/17. 89 out of 108 audits were deemed to be at least adequate or better. Therefore, we can conclude that the overall control environment continues to be sound.
- 86 Third Stage Complaints received in 2016-17 - exactly the same number for the third year running. 19 complaints were upheld or partly upheld in comparison with 18 in the preceding two years.
- Our target for this year was 10% of employees feeling that the Council is a better place to work compared with 6 months ago (measured through the pulse survey). As the pulse survey is currently an annual survey, this was measured once this year in October 2016, with 11% agreeing - slightly above target, hence a green rating.

Areas of risk or concern against the targets

- The target set for council housing rent collection was a challenging one and as predicted the year end figure is slightly lower than it was at Q3, but an improvement on 2015/16 year end (97.26% set against a target of 97.50%). The impact of welfare reform continues to affect our tenants, making rent collection and arrears mitigation more difficult.
- The sickness absence figure for the Council at Quarter 4 is 11.73%. Performance has continued to exceed the target of 10% for the whole of 2016/17.
- There is no new data this quarter for leaders and manager's doing a good job of leading, as this indicator is measured through our annual pulse survey. Data from last quarter demonstrated that staff perceptions of how well leaders and managers are leading change, is at the same level as October 2015 – 36% set against a target of 55%, hence the Red rating.

Financials	To succeed financially, what are the key monetary processes that we must manage?
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Objective	Measure	Figure	Q4 RAG
Effective management of income to the Council	Rent collected by the Council as a proportion of rents owed	97.38%	
	Proportion of Council Tax collected	96 % (95.54%)	
	Proportion of Business Rates collected	96.5%	
	Income from sale of land and property	£1.31m	
Economic impact: Effective procurement: Welfare advice	Maximise the value of monetary gain to residents using 'Better off Kirklees' self-service system and welfare employment advice	£17.6m	

Customers	To achieve our vision, how do we demonstrate a quality customer experience?
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Objective	Measure	Figure	Q4 RAG
Responsiveness to complaints	Percentage of third stage complaints – partial and fully upheld	22.1%	
Effective access to Council services	Percentage of contact centre calls answered	85%	

Internal Business Processes	To satisfy our stakeholders and customers, what business processes must we excel at?
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Objective	Measure	Figure	Q4RAG
Effective deployment of our technology	Availability of ICT network (24 hours) (%)	99.16%	
	Availability of servers and service (24 hours) (%)	99.65%	
	Number of ICT incidents resolved within agreed timescales (%)	89.07%	
	Percentage of undisputed invoices paid within 30 days	97.4%	
	Payroll – percentage of payroll accuracy	99.9%	
Effective Council stewardship	Debtor days	50 days	
	Percentage of audits demonstrating arrangements that provide at least adequate assurance	82%	

Learning and Growth	To achieve our vision, how will we sustain our ability to change and improve?
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Objective	Measure	Figure	Q4 RAG
Effective leadership & Council management	Percentage of leaders and managers doing a good job of leading change	36%	
	Percentage of employees feeling that the Council is a better place to work compared with 6 months ago	11%	
Absence	Number of sick days lost per full time equivalent employee	11.73 days	



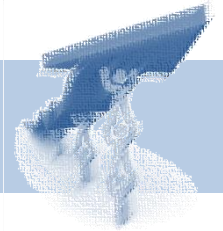
3.

Key Service Volumes

Area of Activity	Q3 Data	Q4 Data
Total of authority waste collected (all data lagging)(tonnes)	52871.45 tonnes in period	46109.29 tonnes in period
Percentage of household waste collected	82.16% (43440.91 tonnes)	83.1%
Percentage of local authority collected waste landfilled	4.38% (2318.71)	1.2%
Number of potholes reported	2872	5250 (Cumulative 17896)
Number of potholes repaired	4133	5452 (Cumulative 24708)
Number of kilometres of road substantially resurfaced	9 km 01 Oct to 31 Dec	2.3 km - 01 Jan to 31 Mar (Cumulative 15.3 km)
Number of kilometres of road surface dressed	37 km (year to date)	0 km – 01 Jan to 31 Mar (Cumulative 37 km)
Number of Kirklees Neighbourhood Housing (KNH) managed properties	22504	22504
% KNH managed properties occupied	98.73%	98.75%
Total Number of Children in Need (CiN)cases Of these:	2966	3221
No. of Looked After Children (LAC)	705	701
No. Child Protection Plans	501	440
No. of Early Help Cases	1937	1858
No. of Care Leavers	195	199
Proportion of new referrals proceeding to formal assessment in Adult Social Care	8%	8%
Effectiveness of Short Term Support in Adult Social Care	83.7%	83.9%
Care Act - number of new service user assessments complete	1711 cumulative	2733 Cumulative
Corporate Training delivered (online and class based learning) - (Numbers receiving)	2369	1841
Channel Shift - % of interactions that are self-serve	78.71%	78.87%

4.

Overview for JHWS



Outcome (1) Support prevention and early intervention – i.e. focus on stopping health and wellbeing issues from starting

Headline Action		Q1	Q2	Q3	Q4
CHP001	Legislative framework – Health & Social Care	●	●	●	●
CHP002	Stronger families – Trouble Families Programme	●	●	●	●
CTC001	EI&P – crime, anti-social behaviour and extremism	●	●	●	●
CTC002	Build resilience and identity through improving communities	●	●	●	●
CTC013	Engage communities in initiatives to build resilience to extreme ideologies	●	●	●	●
FSP001	EI&P – Child protection	●	●	●	●
LS001	Revise LA Strategy to ensure good outcomes across all learning settings in response to changing role	●	●	●	●
LS002	Review and implement Quality Assurance Programme	●	●	●	●
LS003	Further develop partnership with Kirklees Teaching School	●	●	●	●
LS004	Support Implementation of Community Hubs Programme	●	●	●	●
LS005	Access to Programmes supporting YP career choices	●	●	●	●
PL001	School catering - Best nutritional start in life	●	●	●	●
PH001	Infection of communicable/non-communicable diseases	ND	●	●	●
PH002	Every child has the best start in life	●	●	●	●
RES001	EI&P – Resources support to specific frontline programmes	●	●	●	●
SCW001	The Care Act - continue to monitor and review impact	●	●	●	●
SCW005	Safeguarding Service promoting wellbeing, safety, support	●	●	●	●

Progress - Outcome 1 - Supporting prevention and early intervention:





















- The Stronger Families Programme has exceeded the engagement target for the year with 1055 families engaged. 392 families have made claims and 83 have found work.
- Further work has taken place on the Human Trafficking Action Plan. Businesses have been targeted to raise the awareness of obligations related to modern slavery and human trafficking.
- New migrants are being provided with support and information through the 'Welcome to Kirklees' information pack.
- The Kirklees Hate Crime Strategy 2017-20 has been launched.
- A series of events were held during the quarter, coinciding with International Women's Day. A conference 'Be Bold for Change' was held in North Kirklees to encourage women to appreciate the daily impact they make on their Community.
- A group of parents from Savile Town organised an event, supported by a local gym, to highlight the impact of bullying.
- In the run up to Holocaust Memorial Day 2017 a project was run with schools to help young people to gain an understanding and awareness of issues that affect refugees. This was portrayed through a performance.

- Over 1500 staff across Children’s and Adults Services have been trained to Raise Awareness of Prevent (WRAP). A ‘Tolerance & Respect’ project has been piloted in South Kirklees Primary School, engaging 300 children in focussing on fundamental British values.
- In January, Cabinet approved a new model for EIP. The detail delivery elements of the two primary areas model, Targeted Early Help and Community Plus, continue to be developed. Some elements of support are available, as part of the previous offer, will no longer be available in future.
- The Virtual School age range extension 18+ for those with SEND will bring greater rigour to the support for care leavers and will lead to improvements in NEET figures for this cohort.
- Kirklees Catering employee, Tracy Healy, will be the face of school meals across the country after winning the National School Chef of the Year Competition.
- The Service also retains the Silver ‘Food for Life’ Catermark Award following a recent robust audit.
- There have been 18 IPC audits undertaken in Kirklees Care Homes in Q3, with an average score of 95%. (Scores ranged from 53% - 99%). As a result of the audits 3 Care Homes were escalated to contracting via Notification of Concern and 1 to Safeguarding.
- This is the first quarter that Meningitis B coverage has been reported, reporting that we have achieved 95.3%
- Healthy Child Programme Contract has been awarded and is now in mobilisation stage. The Programme is on track to start 01 April 2017.
- The Library Service successfully won a bid to be one of 5 authorities to partner Mills & Boon in an initiative, ‘Romance on the road’. This targeted the most isolated elderly to deliver to their homes M&B promotion packs to celebrate Valentine’s Day.
- Work is continuing in the re-design of the On Line Pathway for both those eligible for local Authority resource and self-funders. Communication and briefing sessions are planned for May-June 2017.

Risks against Outcome 1

- In relation to safeguarding audits, implementation of the new business model is delayed while amended job descriptions and profiles are agreed as well as whole systems workshops which are underway to jointly manage implementation. This allows for adequate consultation and phased implementation. The Provider Performance and ‘Whole Service Concern’s’ has also been delayed although work is largely complete.
- Issues with the delivery of both Apprenticeship and NEET programmes are causing local partners concerns. Interserve, who provide both contracts has reassured plans to address and staff teams are in placed in the district to resolve

Outcome (2) Enable people to have control, independence and resilience		Q1	Q2	Q3	Q4
Headline Action					
CHP003	Wider safeguarding agenda	●	●	●	●
CTC003	Voluntary Community Sector schemes for active people	●	●	●	●
CTC014	Determine the future for Almondbury Sports Centre		●	●	●
FSP002	Resilience & independence for looked after children	●	●	●	●
LS006	Support for pupils with Social Emotional & Mental Health Difficulties (SEMHD)	●	●	●	●
LS007	Develop and extend Virtual School for LAC	●	●	●	●
LS008	Pupil Admissions Functions to Digital by Default	●	●	●	●
PH003	Self-care approach for people living with Long Term Conditions	●	●	●	●
PH004	Integrated Wellness Model for Kirklees	●	●	●	●
PH005	Personal resilience & emotional wellbeing for Young People	●	●	●	●

PH006	Early intervention/support for long term conditions				
PH016	Readiness and response to major incidents				
RES002	Access to services – through appropriate channels				
SCW002	Avoidable adult admissions to hospital and long term care				
SCW003	Social care – users have more choice, control and flexibility				

Progress - Outcome 2 - Enabling people to have more control and build resilience

- The Kirklees Safeguarding Adults Board has signed off a revised Performance Framework, revised audit plan and the Engagement Strategy will be signed of at the next Board meeting in June
- 167 volunteers have supported the sport and physical activity offer across Kirklees in Q4 with an average of 1,180 hrs of volunteering per month. A total of 186 local people were trained in Q4 to deliver quality activity in the community
- Peer Mentoring training sessions are taking place. It is anticipated that Peer Mentors will be allocated to Looked after Young People by the end of August 2017.
- There has been continued good work by the 'Falls Group' in preventing hospital admissions resulting from falls. 'My Health Tools' V2 has been revised and now incorporates other Long Term Conditions as Diabetes and Depression. The learning from the success of My Health Tools is being incorporated in the development of 'Everybody Active Hub', an online self-care tool.
- The scoping and design of an Integrated Wellness Model for Kirklees is on track.
- The Healthy Child Programme (HCP) Contract is awarded. The Contract is now in mobilisation stage and is on track, due to start 01 April 2017.
- Community Engagement Team continues to deliver the Public Health coordinated ACE Bowel Cancer Campaign throughout Bowel Cancer Awareness month which takes place in April 2017. The progress has been well received by Cancer Research UK who funded this programme.
- Nine sessions on Emergency Preparedness were delivered in schools and colleges.
- 'Project Griffin' training was delivered to 85 people, raising awareness of the National Campaigns and the risks that are associated with terrorism.
- Introduction of improved telephone access to other MASH and Assessment & Intervention related calls through Kirklees Direct
- Establishment of a new MASH telephone Consultation Service for professionals/partners, resulting in a significant reduction in email referrals and inappropriate referrals.
- The Pre-payment Card roll out continues and is underpinned by training to Compliance and Advice Service Officer's (CASO) and Social Workers.
- Service user trials of motion sensing technology commenced in partnership with therapists. Early successes in capturing information that demonstrates levels of service user movement around the home where there have been concerns that service users not moving enough following an operation.

Risks against Outcome 2

- DfE have provided no time scales in place for a new Schools Admissions Code. If there is a new Code at all, the earliest publication date would be 2018/19.
- The service is still analysing the effectiveness of re-ablement and a more targeted approach alongside exploring opportunities to increase the capacity within the service. Current capacity issues within the Independent sector Home Care market continue to present a pressure and minimise the re-ablement services potential to support more people and maximise their independence.
- Assistive Technology Masterclasses have been delivered to colleagues across the council and from health. Work is ongoing to redesign the Adults pathway, using a Systems Thinking approach.

- Almondbury Sports Centre continues to be under review regarding ways of working and staffing level requirements. In its current configuration it remains unviable.

Outcome (3) Promote and create opportunities for improving physical and emotional health and wellbeing					
Headline Action		Q1	Q2	Q3	Q4
CTC004	Sustainable physical activities for target groups	●	●	●	●
CTC005	Improve Community health by delivery of interventions	●	●	●	●
CTC010	Culture and leisure opportunities to improve wellbeing	●	●	●	●
CTC015	District Committee influence in maximising resources and capacity		●	●	●
FSP003	Therapeutic assessment and support for LAC	●	●	●	●
LS009	Joint focus on maximising learning provision	●	●	●	●
LS010	Ensure Service provision match New Council expectations	●	●	●	●
PH007	Public health support to Council commissioning	●	●	●	●
PH008	Health safety wellbeing of council staff	●	●	●	●

Progress - Outcome 3 - Promote & create opportunities for improving physical & emotional health & wellbeing

- Q4 saw strong figures for the PALS scheme - working with 950 people to encourage active lifestyles. 29 weekly classes took place in Q4, with over 4,500 attendances. Active4Life (supporting people with Mental Health problems and/or dementia) worked with 186 people to become more active through 1-1 support/group activities. Sport 4 Life provided opportunities for 23 people with memory issues and/or dementia to be active through 1-1 support or specialist "Pick Me Up" exercise classes.
- Bowel Cancer awareness sessions have been delivered this quarter through engagement events. Kirklees and Bradford Health Watches have agreed to work with health partners to increase access to NHS Dentistry in West Yorkshire over the next 18 months.
- Kirklees Health Watch is also working with the two CCG's on engagement on the redesign of stroke services in West Yorkshire in partnership across the region
- District Committees have collectively funded 85 projects, allocating a total of £653,319 from their devolved budgets (New Homes Bonus and Revenue and Capital Activity Budget)
- At Q4 the Children & Adolescent Mental Health Services (CAMHS) Team is fully staffed, including a psychologist, psychotherapist and two Tier 2 workers.
- Improved data sharing and analysis, through the introduction of NEXUS, has increased the ability of the LA and schools to identify vulnerable learning groups.
- We continuing to work closely with the CCG's in the development and production of a Sustainability and Transformation Plan (STP) for Kirklees. The Plan was presented to joint SMT (CCG's Meeting) and Health & Wellbeing Board in March 2017.

Risks against Outcome 3:

None reported at Q4

Outcome (4) Reduce avoidable differences in health and wellbeing and prioritise according to need and impact

Headline Action		Q1	Q2	Q3	Q4
CHP004	Access to adult social care services to gain independence				
CTC006	Healthwatch Kirklees & NHS Complaints Advocacy				
FSP004	Integration of Special Educational Needs & Disability services				
FSP005	Looked After Children close to home				
FSP006	Youth offender services				
LS011	Children & Families Act Part 3 service compliance				
LS012	Cliffe House – Cost effective resource				
PL002	Access to suitable settled homes				
PH009	Integrated intelligence function across the Council				
SCW004	Personalised adult care support				

Progress - Outcome 4 – Reduce avoidable differences in health and wellbeing and prioritise according to need and impact

- Business review of Cliffe House has responded positively to embrace the wider 'Team Kirklees' approach. Structural changes offer a more cost effective, sustainable future business model.
- A draft Housing Policy has been produced whilst the proposed Housing Strategy is out for consultation. Future management and maintenance arrangements of the Council's housing stock are in place.
- A series of 'Master Classes' have been delivered in January/February 2017 to support senior managers of the Council to understand and implement 'Intelligence led commissioning for outcomes'. Also the new Kirklees Joint Strategic Assessment (KJSA) has been well received by Councillors and promotion is to be continued through a KJSA Blog.
- Year-end Community Partnership figures show invested approx. £287.5k in Q4 (cum. for 2016-17 to approx. £973.5K (final figs. by mid-April). Q4 investment will support 13 projects; totals for 2016-17 are 99 projects supported over year with estimated 13,743 beneficiaries. The total number of volunteer hours/year is 147,223 - total community contribution estimated at £2.4 million, making a 2016-17 community contribution ratio of £2.39.

Risks against Outcome 4

- The next 3 months will see dramatic change in grants/support to Third sector, emphasis from community grants to other support. The Community Partnerships team merges to form a new Community Plus service.
- Reshaping of the Fostering Service is delayed due to recruiting of the Brokerage (place finding) posts. This is having an impact on allocation of all assessments.
- Delays have been experienced in the restructure of the Restorative Justice Service within the YOT. This was originally intended to be completed by October 2016, but was actually completed March 2017
- A review of opportunities for providing 'out of hours' response by Carephone service to extra-care housing schemes. We are also working in partnership with Locala to review existing services to minimise duplication and handoffs
- Homelessness Acceptances are 104 for Q3 (reported a quarter lagging). The figure is down by 7% on same period last year. However, indicative figures for Q4 to date are extremely challenging,

showing significant increase on the same quarter last year. This has increased the use of temporary accommodation and B&B, Homelessness Prevention activity dipped in Q3 to 475, a 9% decrease.

Outcome (5) Ensure collaboration and integration across services and partnership organisations

Headline Action		Q1	Q2	Q3	Q4
CHP005	Integrated commissions to deliver care pathways				
CHP006	Demand on Social Care – Pathway & resource efficiencies				
CHP007	Meeting service user needs – staff commitment & skills				
CTC012	Strategic partnerships-Sports & Physical Activity Strategy				
CTC016	Transformation to New Council				
FSP007	Embed Single Assessment & Multi Agency Safeguarding Hub (MASH)				
LS013	Strategic use of Business Intelligence				
LS014	Infrastructure planning for schools				
PH011	Integrated approach to address Fuel Poverty				

Progress - Outcome 5 - Ensure collaboration & integration across services and partnership organisations

























- The LGA Peer Challenge which focussed on integration of commissioning, service delivery and governance is completed. Recommendation from the Challenge is being used to inform the Integration Plan, identifying priorities, with single plans developed for each area.
- The Adult and Children's Safeguarding Boards and Safer Stronger Board currently working together to: deliver a programme of briefings in relation to Forced Marriage, Female Genital Mutilation and Honour Based Violence; pilot Coercive/Controlling Behaviour briefings and a Basic Safeguarding Adults and Children's Workbook.
- 46 local sports clubs were supported with funding advice, governance support, developing volunteers and delivery. Ten clubs were funded to support delivery and to train up 15 coaches. 74 active volunteers delivering 37 health walks per month with 3,825 people in Q4.
- The MASH Team has increased and now includes: Disabled Children's Service duty worker, Housing Social Workers, CSE rep and MARAC.

Risks against Outcome 5

- The single assessment process is in place, but likely to be reviewed as part of the implementation programme for a new IT system, Liquid Logic. Liquid Logic is to be implemented by December 2017 and progress monitored through the 'Getting to Good Board'.

Outcome (6) Involve people and communities to create and deliver solutions

Headline Action		Q1	Q2	Q3	Q4
ADJ001	Communicate Vision for Social Care				
ADJ002	Support Carers to balance Caring roles				

CHP008	Innovative Social Care improving outcomes for people				
CTC011	Community engagement – self managed arts activities				
FSP008	Early Help Offer – positive relations with partners				
LS015	Strong partnerships across education sector				
LS016	Implement Schools as Community Hubs Programme				
PH012	Community engagement in Joint Strategic Assessment				

Progress - Outcome 6 -Involve people and communities to create and deliver solutions

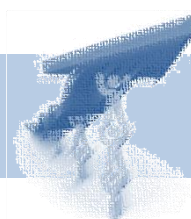
- Developments to the governance and assurance routes undertaken earlier in the year are yielding benefits in adult social care: clearer decision making; robust approach to quality, performance and resources.
- All generic domiciliary care contracts are now being tendered with a specification that encourages the development of more flexible, outcome focused packages of support for.
- We are working closely with our CCG colleagues to identify innovative ways of supporting and improving the provider sector using the Better Care Fund.
- Arts in the Neighbourhood final round of the funding stream was managed and delivered, with 11 grants awarded to community groups across the whole district. Delivery of projects takes place, for most, in 2017/18
- Progression Board continues to focus on pre and post 16 challenges and opportunities across the district, some of the key issues the Board considered include Special Educational Need & Disabilities (SEND) Inspection, Social Emotional and Mental Health & Difficulties(SEMHD) Continuum, Industrial Strategy, Skills Strategy and Strategic Needs Analysis.
- All milestones for the Schools as Community Hubs programme have been met.

Risks against Outcome 6

- Gateway to Care is benefitting from the current pathway work which will improve the service user / carer experience of accessing the self-care offer. A key aspect is the pilot / mainstreaming of the on-line Financial Assessment to be followed by an on line Needs Assessment option. This will significantly reduce hand-offs and establish the likely costs that any input / resource might incur. The current 27% fall-off rate (post the Needs Assessment)is expected to decline as customers will be clear as to what any likely costs will be. The aspiration is for 60% take up of self-service.

5.

Kirklees Economic Strategy



Outcome (1) Business... economic competitiveness and profitable business

Headline Action		Q1	Q2	Q3	Q4
CHP009	Market Oversight & Development – Social Care	●	●	●	●
CTC007	Resilient and competitive creative sector	●	●	●	●
LS017	Enterprise Culture for young peoples	●	●	●	●
PH013	A sustainable food culture to promote health	●	●	●	●
PL003	Kirklees as a manufacturing and engineering cluster	●	●	●	●
PL004	Local economic growth and social value through procurement	●	●	●	●

Business: economic competitiveness and profitable business

- Overall, the Council has worked to secure a total of £2.2m of Grant Support which has leveraged £12.5m of private sector investment. Growth Managers have intensively supported 143 businesses this year, which accessed almost £1.6m of grant support which leveraged £10.6m of private sector investment.
- The 3 EU business support projects – Adventure, Digital Business Support and Resource Efficiency - are all now in delivery and are expecting reported outputs from Q2 of next financial year.

Risks against Outcome 1:

- The tender for all the generic domiciliary care contracts have now been issued. It is hoped that the increased hourly rate and revised terms will help to increase capacity in this sector which continues to experience very real challenges

Outcome (2) People... skilled, able and healthy people/communities, supporting good employment rates and outcomes

Headline Action		Q1	Q2	Q3	Q4
CHP010	Workforce Planning Strategies – Adult Social Care	●	●	●	●
FSP009	Corporate parent - Maximise EET outcomes for LAC	●	●	●	●
LS018	Strong relations between education and businesses	●	●	●	●
PH014	Tackling Poverty Action Plan	●	●	●	●
PL005	Stimulate business and jobs growth across the district	●	●	●	●
RES003	Support benefits claimants employability	●	●	●	●

People: skilled, able and healthy people and communities, with good employment rates and incomes

- Through combined engagement, including the business centres and flood grant support, the Business Team has supported a total of 1,151 businesses this year and created a total of 343 jobs.

- Further training for Primary and Secondary Schools engaging in the Primary Engineering programme has taken place in January and March 2017. A further 13 Primary and 8 Secondary Schools are scheduled for training 2017/18.
- The Council has successfully bid to develop the Works Better programme across the district and from May 2017 will have the capacity and funding to enable people to find work and employers to recruit staff
- The Advice Kirklees Service, including BetterOff Kirklees, is working well. Overall customer satisfaction at 96%, there are no waiting times for appointments within the Advice Kirklees and the service has seen double the number of customer in the year - 46,000 on all channels.
- The introduction of the new service redesign BetterOff has saved the Council approximately £500k. There are over 9,000 unique on the “BetterOff” platform. Monetary gains are over £6m for customers of the service. There have been 20,000 unique job search page views.

Risks against Outcome 2:

- Tackling Poverty: South Yorkshire Credit Union that offers alternative provision to low cost loans for furniture and white goods is looking to operate from the Kirklees Customer Service Centres in Huddersfield and Dewsbury late April 2017.

Outcome (3) Place... high quality places / environments and infrastructure that support business, health & life		Q1	Q2	Q3	Q4
Headline Action					
CTC008	District heritage and culture	●	●	●	●
CTC009	Partnership working across galleries and museums	●	●	●	●
FSP010	Affordable accommodation for Care Leavers	●	●	●	●
LS019	Sufficient quality learning places	●	●	●	●
PH015	Continue to embed the JHWS and KES shared outcomes	●	●	●	●
PL006	Stimulate local economy growth	●	●	●	●
PL007	Improve connectivity – jobs, housing, communities	●	●	●	●
PL008	Housing Strategy – increase/improve quality of homes	●	●	●	●
PL009	Vibrant town centres through regeneration initiatives	●	●	●	●
PL010	Supply of good quality Social Housing	●	●	●	●
RES004	Infrastructure for digital connectivity across Kirklees	●	●	●	●

Place: high quality places, environments and infrastructure that support business health and quality of life

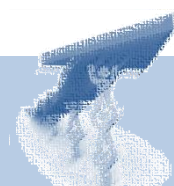
- Pioneer House & Dewsbury Learning Village: Cabinet has approved the funding envelope, with additional funding secured from Heritage Lottery Fund. Heritage Building Conservation (the principal contractor) has commenced on site undertaking the landlord’s stabilisation work. The College’s Listed Building application for Pioneer House has been approved. College will commence fit-out in October 2017. Kirklees College has also commenced the main contract at Springfield (Bradford Road), with site enabling work complete and building steel work being erected. The target opening is in 2017/18.
- Completion of major planning applications within agreed timescales currently stands at 93% against a target of 70%. There were 40 major planning applications processed during the course of Q4 and 96 for the year as a whole.

- Creative Kirklees continues to grow. From a sample month (14th April to 14th March) we had 3,927 sessions, with 14,102 page views. The Site itself has 594 Creative Members and there are 825 members signed up to the weekly newsletter.
- The preferred developer has been selected for the 3 large housing sites. These will deliver 180 homes, a 50 unit Extra Care scheme and 17 other affordable homes.

Risks against Outcome 3:

- The number of homes built in 2015/16 was 1,142 against a target for net completions of 1,730 dwellings.
- At the close of 2016/17, 121 affordable homes were completed, falling far short of the 235 target.

6. Significant Service Issues



This section highlights the significant issues and pressures in service delivery escalated at Directorate Management Teams.

Commissioning & Health Partnerships and Social Care & Wellbeing

- The tender for all the generic domiciliary care contracts have now been issued. It is hoped that the increased hourly rate and revised terms will help to increase capacity in this sector which continues to experience very real challenges

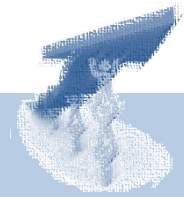
Family Support & Child Protection

- Under the guidance of the Service Director an exercise of remodelling the Service will be undertaken to ensure 'best outcomes' for children.
- This will include a realignment of MASH to strengthen the front door.
- Service structure and team remits will be revisited.
- There has been the introduction of daily briefings across all teams to establish the service and team priorities for the coming week.
- Compliance Clinics have been redesigned to focus on data analysis, the effectiveness of service provision and to identify mitigating actions, to generate improving performance.

Learning and Skills

- Approximately £1m growth in High Needs funding for 2017/18. However this will not fully cover the anticipated 17/18 gap between expenditure and funding received. Figures in the recent funding consultation documentation indicates continued growth in funding to 2020
- Cessation of the Education Services Grant (ESG) in 17/18, which was to support the LA statutory and regulatory duties for schools (£4.7m). Transfer of approximately £1m into the Dedicated School Grant (DSG), for those statutory and regulatory duties that apply to all local pupils no matter what type of school they are taught in; but funding totally withdrawn relating to additional LA duties for pupils taught in schools which the Council maintains. ESG did not relate directly to the provision of learning activities, but covered in broad terms, for example, the costs of strategic management activities including, schools organisation, planning and admissions, psychology etc. and also funded statutory and regulatory duties for schools such as HR, financial reporting and asset management. These duties will still have to be provided. Currently working through opportunities that may exist in partnership with all schools.

- National Funding Formula. Illustrative funding allocations issued and consultation launched, with closure date of 22nd March 2017. This has a significant implication but await outcomes to be understood.
- Changes to National Policy with regards to the proposals to promote Grammar Schools and increase the development of Free Schools.



7. Key Corporate Risks

An internal review has suggested that there are some deficiencies in the current arrangements for dealing with risk management. A new approach is currently being drafted and debated, and will be launched shortly. This will address culture and risk appetite, as well as process. The new risk approach will however look particularly at identifying a more proactive approach to mitigations. Current risks areas identified, along with mitigations and management actions are:

1. The risks associated with “New Council”, and the need to deliver budget savings required by the Medium Term Financial Plan.

2. Growth in volumes of activity, particularly in relation to children in care and adult care.

- There is continued high demand in DoL’s Assessments, Home Care and Re-ablement (Adults)
- Approximately £1m growth in High Needs funding for 2017/18. This will not fully cover the anticipated 2017/18 gap between expenditure and funding received. Figures in the recent funding consultation documentation indicate continued growth in funding to 2020. (Learning & Skills)
- National Funding Formula review: Illustrative funding allocations issued and consultation launched. This has a significant implication; we await outcomes for full impact. (Learning & Skills)

3. The funding impacts of the new “living wage” from direct employees, and contractors, and impacts from other legislative changes.

4. Funding impacts in partner agencies, such as the NHS.

5. Workforce issues (including recruitment difficulties, and those associated with reorganisation)

- Adult Services have been focussing activity on the delivery of a Workforce Summit in April 2017. The aim is to respond to the key challenges facing the Health and Social Care workforce.
- There have been a series of recruitment concerns in Family Support & Child Protection Service. Delays experienced in recruiting exercises across the various Sections are having a ‘knock on’ effect in Service delivery. (Brokerage – Fostering Service; Restorative Justice Service; CAHMS)
- There has been a high dependency on Agency Workers across Children’s Service in 2016/17.

6. Impacts from environmental events (such as flooding).

- The Public Health Service has undertaken work with Highways colleagues to finalise and test the Kirklees Flood Policy and Operational Plan. This is with a view to minimising the impact and cost associated with such events.

7. Compliance with data protection and information management, health and safety and other legislation.

- Throughout 2016/17 we have received high volume of request for information under the Freedom of Information Act and Data Protection. At Q4, the level of response to Data Protection requests fell to a low of 79% against a 100% target. There is concern that new Data Protection Legislation introduced in May 2018, reducing the time for compliance from 40 calendar days to a month, may be difficult to achieve. Our Information Governance Team is working with Services to review processes for dealing with requests to meet our obligation.

8. Risks associated with property ownership and management

- The Capital Receipts for the year to date are £1.31m, against a target of £4m for 2016/17. The receipts at Quarter 4 comprised of £0.4m from assets valued at £10k+ and £13k assets valued at less than £10K. The next Auction of property is planned for April 2017 where receipts of approx., £2.25m are anticipated. An additional auction is planned for September 2017, subject to the delivery and approval of assets being received for sale.

9. Safeguarding risks and those linked with the impacts of Serious Case Reviews.

10. Risk associated with external inspections.

- There is ongoing improvement work taking place in Family Support & Child Protection Service following the Ofsted Inspection and judgement of inadequate. A Government Inspector has been working with the Authority to determine a future plan for Children's Services. There continues to be risks, if we continue to provide unsatisfactory provision and also (Commercial) risk, if certain forms of alternative provision are implemented.

11. The impact of welfare reforms

- Managing the number of homeless acceptances remains a challenge. Whilst there has been a slight improvement at Q3, overall there is a 7% decrease on the same period last year. This compares favourably when compared to National Data where the decrease is 0.4%. However, early indication of Quarter 4 data shows there is a significant increase, confirming an extremely challenging quarter.

12. Concerns related to community tensions and violent extremism

Mitigating Actions:

- Over 1,500 staff in Children & Adults has trained in Raise Awareness of Prevent (WRAP) in 16/17.
- A series of activities with a focus on engaging with Young People: Choices Project – a mobile exhibition to explore values and decision making (12 sessions and 420 YP attending); Tolerance & Respect Project – Focussing on 'British Values' piloted in primary school; Global Acts of Unity – Educating YP to choose unity and friendship over anger and violence.

8.

Financial Overview



Please note: This is a high level extract from the more detailed Financial Outturn & rollover Report provided to Cabinet on 30 May 2017 & Full Council on 7 July 2017.

Overview

REVENUE

The Council's net controllable revenue budget for 2016/17 was set at £310.8m. There was a net transfer of funding from reserves during the year, of £0.9m. Total revenue resources available were £311.7m.

Outturn revenue spend was £314.4m, with an overspend of £2.7m (0.8% against total resources available). There will be no revenue rollover this year.

There was a net Directorate overspend of £6.5m; equivalent to 2.4% against a net budget of £266.6m.

Headline pressures include:

- Additional investment of £6m in measures to support improvements in Children's Services – Family & Safeguarding
- Demand led pressures for Children & Young People relating to looked after children ; £6.7m
- Directorate demand led pressures for Adults Service for vulnerable adults £5.4m.
- Schools Transport budget pressures £1.0m.
- Exceptional "one-off" costs relating to environmental work required at the Hunter's tip site (where the Council is Freeholder).

Mitigating underspends – key highlights:

- Place Directorate; including driver Training Contract at (£0.9m), schools facilities management at (£1.5m), Corporate Landlord at (£1.4m);
- Cost offsets in Resources Directorate ; including Library & Information Centres at (£1.1m) and IT at (£0.5m)
- Cross-Directorate themes; Early Intervention & Prevention (£3.7m) – mainly reflecting early implementation of savings required 2017/18. Economic Resilience (£3.4m) – reflecting timing issue on full implementation of redesigned service model.
- Central budgets (£4.0m); includes treasury management (£1.9m) ; Contingency inflation not required (£1.0m)
- District Committee activity underspend (£0.6m); timing issues on scheme approvals and actual spend

General Fund Reserves and Balances

- General fund corporate reserves (excluding statutory schools reserves) reduced from £93m April 2016 to £78.2m at April 2017 (33% reduction over the year).
- Further drawdown of £11.1m in 17-18 to support budget plans, plus £5m minimum general reserves
- Leaves £31.8m set aside or 'earmarked reserves' at the start of 17-18 and
- Financial Resilience Reserves of £30.3m at the start of 17-18
- Financial Resilience Reserves £10.1m higher than would otherwise have been due to early measures approved as part of early closedown review report to Cabinet on 2 May 2017

- Statutory schools reserves reduction from £19.9m April 16 to £11.9m April 2017

Collection Fund

- In-year surplus of (£2.2m) on Council Tax; equivalent to (1.5%) against budgeted income of £149m; mainly due to income collection performance exceeding target.
- In-year deficit of £0.5m against business rates income of £52m; equivalent to 0.1%; due to in-year reduced rates income as a result of successful appeals and a review of outstanding backdated appeals currently with the Valuation Office
- In-year trends largely factored into approved budget plans 17-18

CAPITAL (General Fund)

- 2016-17 Capital budget of £91.0m. Capital outturn of £53.1m. Underspend of (£38.0m); equivalent to (41.7%).
- Capital rollover proposals total £36.8m; rollover reflects slippage on committed expenditure.
- Updated 5 year capital plan 2017-22 totalling £257.1m. Incorporates rollover proposals, plus review of external funding and adjusted re-profiling of scheme budgets across years as appropriate

HRA

- Target revenue surplus of (£2.9m) on annual turnover of £94.5m. Actual surplus (£9.2m); favourable variance of (£6.4m); in-part relates to slippage on capital plan by (£3.3m) with corresponding reduction in revenue funding requirement in-year;
- HRA Capital budget of £19.5m; Outturn of £16.2m; underspend of (£3.3m), or (16.95); capital rollover proposals of £2.4m; slippage on committed expenditure.
- Updated 5 year capital plan 2017-22 totalling £105.9m. Incorporates rollover proposals, plus review of external funding and adjusted re-profiling of scheme budgets across years as appropriate
- HRA reserves at April 2017 of (£52.0m); an increase of (£9.2m) on the previous year; mainly committed for longer term HRA business plan investment needs (Decent Homes sustainability)

MTFP Implications

- Outturn general fund revenue variances across Council activity largely captured in-year through Quarterly monitoring reporting cycle to Cabinet, & factored into approved revenue budget plans 2017-21.
- The Council continues to face significant financial challenges and must ensure it can achieve a sustainable balanced budget over medium term and beyond.
- Challenging budget saving requirement in 2017-18 at £54m; a further £50m over the following 3 years; £104m in total.
- Existing general fund Reserves in part supporting 17-18 budget plans; £11.1m. Continued reliance on reserves to help balance the budget is not sustainable going forward.
- Strengthened corporate governance arrangements for monitoring and review of 2017-18 savings deliverability with support from the Council's Business Transformation Partner.
- Early measures implemented as part of 16-17 final accounts process to release revenue resources into financial resilience reserves
- Further actions anticipated through 2017/18 to ensure the Council continues to manage its budgets within its means; will include further early review of corporate reserves requirements

HRA business plan to be re-freshed through 17-18 to reflect updated resourcing assumptions/ ensure its longer term sustainability