

Name of meeting: Cabinet

Date: 2nd June 2015

Title of report: Quarter 4, 2014/15 Corporate Performance Report

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
Is it in the Council's Forward Plan?	Not applicable
Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by David Smith, Director of Resources	19th May 2015
Is it signed off by the Director of Resources?	Yes
Is it signed off by the Assistant Director - Legal & Governance?	Not applicable
Cabinet member portfolio	Resources

Electoral [wards](#) affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

1. Purpose of report

The report provides Cabinet with an overview of the Council's performance in relation to the Corporate Plan and Service Delivery Plans for 2014/15 as at the end of Quarter 4.

2. Key points

2.1 Summary

The quarter 4 Corporate Performance report is submitted and is produced based upon the following:

- a) An overall summary of the performance information submitted from services and subject to evaluation and challenge by the Corporate Performance Team.
- b) The production of detailed draft Directorate reports highlighting (Escalations, risks and good performance) then subjected to further challenge and approval by Directorate Management Teams.
- c) Identified organisational Cross Cutting themes based on the analysis and challenge.
- d) A summary of the outcomes and achievements of our 2014-15 delivery plan actions in relation to our 2 key strategies (JHWS and KES). (See Appendix A)

3. Implications for the Council

This is the fourth quarterly performance report for 2014/15 showing progress against the Council's Corporate Plan and Service Delivery Plans for 2014-15

4. Consultees and their opinions

It has been considered in draft form by Directorate Management Teams, prior to presentation to the Executive Leadership Group.

5. Next steps

The report will be published on the Council's web site. Overview and Scrutiny Management Committee will also receive the report (date to be confirmed).

6. Officer recommendations and reasons

It is recommended that the report is noted.

7. Cabinet portfolio holder's recommendations

Portfolio Holders agreed the provision of quarterly performance reports to Cabinet.

8. Contact officer and relevant papers

Directorate Performance Lead Officers:

- Saf Bhuta (Adult Services)
- Sue Grigg, (Children's Services & Public Health)
- Nick McMillan (Place)
- Clare O'Regan (Resources & Communities and Transformational Change)

9. Assistant director responsible

Phil Deighton, covering for Assistant Director for Financial Management, Risk and Performance (vacant post) Telephone 01484 22 1027

Introduction

The quarter 4 Corporate Performance Report summarises escalations and risks and good performance. These are identified from detailed directorate performance reports which have been evaluated at Directorate Management Team. It is shared with Council Management Board. The data is gathered from performance updates for the 9 Service Delivery Plans, which comprise 141 headline action commitments and 149 performance indicators. This report in full is divided into the following sections:-

1. Report Summaries and Cross Cutting Themes (Pages 1-2)
2. Community Commitments (Pages 3-4)
3. Corporate Health (Pages 5-6)
4. Core Performance Indicators (Pages 7-11)
5. Directorate Summaries (Escalated Issues - Good Performance and Areas of Risk) (Pages 12-15)

The major highlights from each of these sections are set out below. The approach taken in this overview is to highlight those commitments which are either off track or at risk. The report in full sets out many areas where there has been significant progress and where performance targets have been exceeded. As a very high overview, 60% of performance commitments are deemed to be on track, 15% are deemed Off track and 25% rated as at risk.

Cross Cutting Themes

At quarter 4 there were 8 cross cutting themes that arose from performance analysis. These are as follows:-

Children & Adolescents Mental Health Services (CAMHS) - CAMHS services continue to be an issue mainly around timeliness of access to services for LAC and children and young people who need it. This is subject to increased senior management focus and actions with providers. A new CAMHS task force report and recommendations are in place to be implemented. [CHP009, FSP006]

Deprivation of Liberty Safeguards (DOLS) - As in other local authorities, significant pressures and/or potential risks are being experienced across the whole system in relation to Deprivation of Liberty applications processing. The increase from last year is now at 600%. A number of new actions are being taken to respond to this, but this will continue to be high risk, high pressure work for the foreseeable future, with considerable resource implications, including legal services support. There is a significant impact on service user assessments and reviews, with waiting times remaining below target. This issue was flagged in the previous Quarter. [CHP003, SCW003, KI 159, KI 206, LG001]

ICT - There are two specific issues to highlight. First, capacity issues around service technology upgrades impacting on service delivery. Second, implementation of SAP, particularly business intelligence.

During this year there have been unprecedented requirements for technological upgrades. The requirement to upgrade has had a consequential effect on service delivery which has meant downtime in some areas - e.g. system downtimes for Housing Benefits and delays, Building Services mobile technology, pressures on forward planning in Services with ICT upgrades to come in the next financial year. This has been a particular issue around SAP, with downtimes resulting from patch updates and the functionality of BI-IP. Where downtime has been identified the IT team have responded well in getting services back up and running, including the setting up of a multi-disciplinary SAP Steering Group. However, it is recognised that this is not ideal. Work continues with CGI to develop business intelligence reports with HR and Finance identifying the reports for priority. Third party supplier (external suppliers) issues have delayed progress in several areas - channel shift, contact centre software, migration to new network. IT has been addressing the quality of relationships with external suppliers to ensure effective delivery over the course of the year. [CE010, FP005, FP009, PRP006, PRP009, LS004, KI 076, KI 140a, KI 147a, KI 148, KI 449]

Service Digital Improvements - There are a number of instances of good practice in relation to electronic forms of service access and delivery. More than 90% of service users are now on Self Directed Support. 99% of new housing benefit claims are now made on line. Work with OLM and Connect to Support has progressed to the point where we will be testing the integration hub in April, which will enable and support the on line transactional functions of assessment, financial assessment, support planning and review. The first release of online housing repairs went live in Q4 and is exceeding the efficiency target set. [SCW007, CHP009, CE010]. Two performance indicators were put in place this year to measure channel shift (proportion of web transactions & payments taken at first point of contact in KD). No performance data has been reported against them. Further development is required and into early Q1 in the new financial year. [KI 471, KI 473]

Vibrant Towns (Huddersfield & Dewsbury) - Progress is being made in terms of our plans for vibrant towns. However, there are a number of issues in respect of Dewsbury. There is a mixed picture on progress in relation to Dewsbury. On the plus side, the Dewsbury Townscape Initiative is making steady progress. The first grant has been approved by the Board and is due to be considered at Cabinet in April. Feasibility work on Pioneer House is nearing completion. Dewsbury Country Park continues to progress well with work taking place on car parking and access facilities. The Project also continues to achieve well on community engagement targets and priorities. However, Dewsbury Museum remains severely hampered due to the room closures associated with the outstanding ceiling repairs since 2013. Dewsbury Town Hall's income is down on target for the year. [IR003, IR005, CE004, KI 190]

Social Value - 58% of all contracts worth over £20k awarded by the Council were subject to a social value assessment and social value guidance is being used in procurement, including in tenders, evaluations and contracts. A Social Value Action Plan is currently being developed. Actions will include the development of Social Value KPI's. We now have a Cabinet approved Social Value Policy which is being actively used by services and partners. However, there has been some slippage on social value activities due to capacity and competing priorities along with partnership working with outside bodies. [PRP001, CL009, KI 448]

Community Engagement - There are three performance indicators that measure community engagement and all three are under target for the year. Community initiatives delivered is at 900 against a target of 977. Community groups supported is at 347 against a target of 400. Number of community groups developed is at 51 against a target of 65. Overall, this is due to changes in direction of the work programme of the team, delivering more intensive work, over longer periods of time, which means the volume of delivery has been less than was predicted. [KI 380, KI 381, KI 382]

Housing Supply - The net increase of dwellings for the year stands at 1,036 dwellings and this is significantly under the target figure of 1,700 dwellings (a stretch target from the original LDF). There has also been a slowdown in the supply of affordable homes against plan, as a number of registered provider schemes will not now complete until the new financial year. We have achieved 180 affordable homes against a target of 248. [KI 129, KI 130].

Community Commitments

At the close of Quarter (4), of the 20 Community Commitment, 12 are On Track, 2 are Off Track and 6 are At Risk. In overview, in comparison to the position at the close of Quarter (3), the number of Community Commitment indicators deemed as good performance has increased from 9 to 12 indicators - movement from 'off track' to 'on track' through the course of Quarter (4). However, there has also been an increase of Community Commitment indicators that are deemed as at risk, from 3 indicators at the close of Quarter (3) to 6 indicators at Quarter (4). The 'At Risk' indicators are as follows:-

KI 444 All young people leaving council care will be in employment, education or training, (The percentage of young people who were looked after when aged 16 who were not in education, employment or training when aged 18, 19, 20 or 21).

Particularly 19 and 21-year olds experiencing additional issues in comparison to the general population in the context of overall youth employment issues

KI 433 We will increase the number of jobs created as a result of Council interventions

An issue of Leeds City Region funding coming to an end with no replacement in this financial year

KI 130 We will increase the number of new public sector and housing association properties available in the district by a total of 248 properties

A shortfall against target, the result of third party provider delays in handovers

KI 448 All contracts worth over £20k awarded by the Council will explain the positive benefits to the Kirklees economy (measured as a percentage)

A shortfall on the ambitious target, achieving 58% against a target of 100% - though, that 58% equates to £22.4m worth of Council procurement

KI 449 We will increase our spend by over 50% with businesses that have a positive impact upon the Kirklees economy (measured as a percentage)

An issue of reporting, that SAP is unable at present to bring out the data in the way in which it is needed for this particular purpose - to be addressed in 15/16

KI 455 We will increase the number of council houses that have a solar panelled system installed by 1,000 properties

Programme delivery was rescheduled in order to facilitate compliance with EU procurement for the supply of solar panels and a new target of 50 installations during 2014/15 - work has started on 3 sites with 80 properties having solar panels fitted by year-end

For full details see pages 3 & 4.

Corporate Health & Employee Commitments

There are 19 Corporate Health PIs and Employee Commitment Measures of which 11 are on track, 4 which are off track and 2 are counts rather than assessed against targets. There is one "at risk" Corporate Health PI" and one "at risk" Employee Commitment Measure.

The 4 corporate health indicators that are off track give no cause for concern. Two of them - council tax collection and business rate collection - can only report the figures up to the end of February and the comfortable prediction is that both will exceed targets when end of year data collection is completed. For another, proportion of Revenue Budget spent, the position is amber as a result of a £7.7m underspend (2.3% of the total budget). However, this can also be judged as a stable set of financial figures, no where near an overspend. The final off track indicator, staff visibly respecting the communities they serve, the figure reported is a baseline only as it is the first year of measurement. This means there is no target, hence the Amber rating.

The two at risk indicators are summarised as follows:-

KI 125a Proportion of capital budget spent - underspend/slippage. [£million]

The forecast RAG for this PI is "red" reflecting that outturn variance may be 20% higher than projections reported at Quarter 3 which implies actual variance at year end could be around 35% of the capital budget, i.e. a variance of £47m. It is noted that majority of variance relates to slippage rather than scheme underspends. As part of the capital roll over process the underspend will be analysed in order to identify any uncommitted resources that could potentially be used to reduce corporate borrowing costs.

CL009 Policies and practices that reflect our commitment to social productivity and social value

The approved Social Value Policy is being used by commissioners when they set their commissioning priorities. Procurers are using the Procurement Guide to incorporate social value into contract processes. Some slippage is reported due to capacity and competing priorities. There are a number of areas of work being carried into 2015/16.

For full details see pages 5 & 6.

Core PI Performance

Off the 80 Core Performance Indicators, 51 are on track, 10 are off track and 19 are at risk. In broad terms, the one that are off track do not give cause for concerns because 8 of the 10 off track indicators are reporting predicted improvement to on track status either when full data is available for a year end result or as the indicators is carried forward into the first quarter of the new financial year. However, the 19 at risk indicators equates to just short of 25% of the total core PI commitments. These at risk indicators are listed below:-

- KI 166 Mental Health Service Users Living Independently
- KI 206 Clients Receiving a Review:
- KI 045 Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time
- KI 069 Rate of proven re-offending by young offenders. (Number)
- KI 223 First time entrants to the Youth Justice System aged 10-17 years. (Nos. Per 10,000
- 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)
- KI 444 All young people leaving council care will be in employment, education or training
- KI 458 The percentage of Young People on an Order to the YOT who are in full-time education/training/employment at the end of their intervention
- KI 016 Reduction in the number of schools where fewer than 40% of pupils achieve 5 or more A*-C Grades at GCSE or equivalent including English and maths and below the national medians for KS2-KS4 Progress
- KI 028 Key Stage 4 attainment for black and minority ethnic groups at 5 A*-C including English and Maths - Asian/Asian British - Pakistani (APAK)
- KI 072 Number of households living in temporary
- KI 105 Deaths registered within 5 days [%] .
- KI 470 Total cases processed (KD and phones) on eforms (automated into back office systems) at first point of contact (E.g., CT, benefits and NDR etc.
- KI 471 Payments taken on Council Tax, Debtors and Business Rates at first point of
- KI 473 Total number of WEB transactions compared to phone and face to face
- KI 476 Number of enquiries through mediated and assisted self-service compared to previous year (library and Information Staff) .
- KI 366 Percentage of Data Protection information requests replied to within 40 calendar
- KI 381 Number of current community groups supported (by Community Engagement
- KI 385 Attendances at sport and physical activity opportunities .

For full details see pages 7 to 11.

Community Commitment Measures - Quarter 4 2014/15

Community Commitment Measures

Our Council will	Ref.	Definition	Q3 Figure	Q4 Figure	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	DOT	Year Target	Status Criteria	Performance Report Summary
Champion rights of vulnerable people to make it possible for everyone to reach their potential	K1 165	We will support 120 people with learning disabilities into employment, an improvement of 9% on 2013/14. (% of Adults with learning disabilities in employment)	83	88	A	AG	G	↑	10.7	On Track	Q4 performance equates to 8.8% against a target of 10.7% . Work ongoing to collate a complete set of data and information from all employment providers for year-end reporting purposes. Early data indications to this measure are positive hence confident forecast. Green rating.
	K1 444	All young people leaving council care will be in employment, education or training. (The percentage of young people who were looked after when aged 16 who were not in education, employment or training when aged 18, 19, 20 or 21).	42	51.8	G	R	R	↓	100	At Risk	It is the outcome at age 19 and particularly 21 that is affecting the overall outcome of the indicator. National economic situation has increased youth unemployment nationally. Service is being proactive in supporting its Care Leavers with each young person allocated a Personal Advisor and access to dedicated Careers Advice. This will remain a focus for the Service.
	K1 457	We will increase the number of cases where homelessness has been prevented or relieved (cumulative figure over the year)	430	444	G	G	G	NULL	1600	On Track	This indicator is a quarter lagging. Therefore, we are looking at the combined totals for Quarters (1) to (3). Cumulatively, the total stands at 1,331. The year-end target is 1,540, with a quarter yet to be reported. It is predicted that we are highly likely to exceed target when Quarter (4) figures are added.
Help businesses succeed and create jobs	K1 432	We will work with businesses to create 114 new apprenticeship opportunities for young people aged 16 - 24 in the district. (Number of Apprentice starts with new SME employer (HUB))	111	52	G	G	G	NULL	114	On Track	The Kirklees Apprenticeship Hub has achieved 230 apprenticeship starts up until Feb 14 – with a further 84 in the pipeline. In comparison, to other City Region authorities Kirklees is performing very well. The target was to achieve 114 apprenticeship starts. With this target significantly exceeded, the RAG is Green.
	K1 433	We will increase the number of jobs created as a result of Council interventions (A2F, LCR, etc)	-30	68	A	R	R	NULL	250	At Risk	At the end of Q4 we have 176 total jobs created for the year. This is significantly under the expected target of 250 additional jobs. As was highlighted at the close of Quarter (3), the LCR Business Growth Fund has been drawn to a close. Added to this, there wasn't a replacement Business Deal2, as had originally been thought.
	K1 437	We will secure £4 of investment from the private sector for every £1 of business support investment by the Council (measured as £m)	1.7	3.4	G	G	G	NULL	10	On Track	Our target is to achieve £10m of private sector match investment, set against a public sector funding of £2.5m (which is made up from Kirklees Council budget allocation and funding accessed from other public bodies). At year end we have exceeded our target, reaching a combined total of £10.8m of private sector match funding against the £2.5m public sector investment.
	K1 462	We will increase the number of apprentices within the Council workforce from 92 to 110	0	6	A	AG	AG	NULL	110	On Track	6 new apprentices started in Q4 making the total for the year to 107 against the target of 110. Apprentices leave as they move into employment outcomes and as reported in Q3, more of our apprentices have secured jobs earlier than predicted.
	K1 464	We will publish local unemployment statistics to provide context to local economic conditions [number of times a year]	4	2	G	G	G	NULL	11	On Track	Unemployment figures have been published. The unemployment total for Kirklees in February 2015 was 7,220 or 2.7% of 16-64 year old population (England 2.0%). This represents a decrease of 63 on the previous month.
Increase the number of good quality, safe and affordable homes	K1 130	We will increase the number of new public sector and housing association properties available in the district by a total of 248 properties. (Number of affordable homes delivered (gross)).	11	53	R	R	R	NULL	248	At Risk	We delivered 174 affordable new homes. This was short of the target set at 250. Site conditions and project delays have meant that some units are delayed on both the Healey estate and Denham. Q1 in 15/16 is due to deliver a further 24 properties.
	K1 446	We will increase the number of private residential units in Huddersfield and Dewsbury Town Centres	29	58	G	AG	G	NULL	125	On Track	120 of the residential units have now been delivered and those remaining are close to completion and the majority will be finished in April 15. We are expecting some final handovers before the end of April that will bring us up to the target of 125.
Promote a healthy lifestyle for everyone and help people take part in our community	K1 252b	We will reduce the number of obese children at the end of Key Stage 2 (i.e. the school year in which they reach the age of 11) from 32% to 30%.	32.5	32.5	A	A	A	↔	30	Off Track	Data for this indicator was released at Q3. A programme is outlined for 2014/15 measurements for Year 6 with letters for Head teachers issued Easter. School nurses are continuing to refer families to the Start Programme. Kirklees, FINE, Start and FLP are working in partnership to develop a Family Behaviour Programme targeting women of a child bearing age, fathers and in areas of high deprivation.
	K1 466	We will increase the number of community based organisations which the Council is engaging with	498	449	A	A	A	↓	0	Off Track	The number of organisations engaged with was slightly lower this quarter. Performance is reported a quarter in arrears so this relates to Q3 activity. The total number engaged with to date is 851.
	K1 467	We will increase the number of people aged 50 or over in council-commissioned activity programmes	4683	8304	R	G	G	↑	6890	On Track	Performance of 8,303 is good and shows the expected seasonal improvement after quarter 3.
Publish how well it is doing at providing services that we buy and provide	K1 465	We will publish annual and quarterly revenue, capital and performance monitoring reports throughout 2014/15. [number of reports a year]	6	5	G	G	G	NULL	18	On Track	The reports taken through the appropriate monitoring and governance routes were revenue and capital monitoring, corporate performance, capital plan, and the revenue budget and treasury management strategy.
Strive to buy goods and services from local businesses that provide value for money	K1 448	All contracts worth over £20k awarded by the Council will be subject to a social value assessment which will explain the positive benefits to the Kirklees economy (measured as a percentage)	48	58	A	R	R	↑	100	At Risk	We reached a figure of 58% of eligible contracts have been subject to a social value. This is a significant step forward but falls short of our target of 100%. A Social Value Action Plan is currently being developed to further roll out Social Value. Actions will include the development of Social Value KPI's and a 'Quick Guide' to implementation of Social Value.
	K1 449	We will increase our spend by over 50% with businesses that have a positive impact upon the Kirklees economy (measured as a percentage)	19.87	Not a Nil	A	R	R	NULL	50	At Risk	In effect, this is a data system issue. SAP reporting only captures spend through SAP which is only a third of Council spend. Therefore, the recorded figure is only 18%, significantly short of the 50% target. The actual figure will be much higher. Work will progress next year to resolve SAP reporting issues.
Tackle anti-social behaviour and the fear of crime	K1 188	We will reduce the percentage of residents who feel there is a problem with anti-social behaviour in their local area from 14% to 11% over 3 years	10	11	G	G	G	↓	11	On Track	This PI shows that positive outcomes are being achieved. It is on target at 11% and remains better than performance for West Yorkshire. Rural areas show the strongest performance.
	K1 468	Through our Stronger Families Programme we will identify, work with and turn around the lives of families who are causing anti-social behaviour (Measure - No. of families)	69	42	AG	AG	G	NULL	245	On Track	Performance YTD is based on 224 families (cumulative) (with ASB/Youth crime) turned around for the year which represents 91.4% of the annual target, this does not represent the full year effect since our next PBR claim covering the whole 2014/15 year will be in May hence the programme is on track to meet its commitments to this indicator.
Work with people to increase their income and reduce their cost of living	K1 455	We will increase the number of council houses that have a solar panelled system installed by 1,000 properties	0	80	R	R	R	NULL	1000	At Risk	Programme delivery was rescheduled in order to facilitate compliance with EU procurement for the supply of solar panels and a new target of 50 installations during 2014/15 was reported in Q2. Work has started on 3 sites with 80 properties having solar panels fitted by year-end.
	K1 463	We will increase the value of monetary gain to residents resulting from benefit advice and keep track of the numbers of people given advice. [£million]	5,088	Not a Nil	G	G	G	NULL	17	On Track	This exceeded the target for the year during quarter 3. Year-end data was not yet available at the time of reporting.

Overall Performance Analysis

The current Performance Status of the Community Commitment Indicators is as follows:

Number of Community Commitment Indicators with **Data Not Available** = None
 Number of Community Commitment Indicators **On Track** = 12
 Number of Community Commitment Indicators **Off Track** = 2
Total Number of Community Commitment Indicators **At Risk** = 6
 Total Number of Community Commitment Indicators = 20

At Quarter 4 there are 12 Community Commitment indicators deemed as Good Performance and 6 At Risk.

In overview, in comparison to the position at the close of Quarter (3), the number of Community Commitment indicators deemed as good performance has increased from 9 to 12 indicators - movement from 'off track' to 'on track' through the course of Quarter (4). However, there has also been an increase of Community Commitment indicators that are deemed as at risk, from 3 indicators at the close of Quarter (3) to 6 indicators at Quarter (4). This 'at risk' indicators are as follows:-

KI 444 All young people leaving council care will be in employment, education or training. (The percentage of young people who were looked after when aged 16 who were not in education, employment or training when aged 18, 19, 20 or 21).
Qtr4 Update: The breakdown of NEET status at each age point is as follows: Age 18 = 41.7%; Age 19 = 55.6%; Age 20 = 42.0%; Age 21 = 67.2%. Therefore it is the outcome at age 19 and particularly 21 which is affecting the overall outcome for this indicator. The national economic situation has increased youth unemployment nationally and this cohort of young people experiences additional issues in comparison to the general population. However, the Service is proactive in the way it supports its Care Leavers with each young person having an allocated Personal Advisor and access to various types of support. In addition to the improvements detailed in earlier commentaries, we are enhancing the support to care leavers seeking education, training and employment via a new post of Careers Advisor within the service to work alongside existing provision in this area. The service has also been successful in a bid to the Transformation Challenge Award for £400k to set up a peer mentoring service for Care Leavers, starting from early 2015/16. This will remain an area of focus for the Service.

KI 433 We will increase the number of jobs created as a result of Council interventions (Current RAG - Red , Forecast RAG - Red)

Qtr4 Update: At the end of Q4 we have 176 total jobs created for the year. This is significantly under the expected target of 250 additional jobs. As was highlighted at the close of Quarter (3), the LCR Business Growth Fund has been drawn to a close. Added to this, there wasn't a replacement Business Deal2, as had originally been thought. There are an additional 3 jobs pending for Business Growth Fund.

KI 130 We will increase the number of new public sector and housing association properties available in the district by a total of 248 properties (Current RAG - Red, Forecast RAG - Red)

Qtr4 Update: A key reason for this outturn was the delay of units being delivered on the Healey estate which is being constructed for Home group by ESH. Site conditions and project delays have meant that some units are delayed and Home group are clawing back from the contractor. 14 units have recently been taken. We also have the works progressing at Denham although these will not fully handover until later in the year. Q1 (2015-16) is heading for 42 units; 23 of which will come from Home group at Healey. A further 4 are scheduled at the end of June.

KI 448 All contracts worth over £20k awarded by the Council will be subject to a social value assessment which will explain the positive benefits to the Kirklees economy (measured as a percentage)

Qtr4 Update: A Social Value Action Plan is currently being developed to further roll out Social Value. Actions will include the development of Social Value KPI's and a 'Quick' Guide' to implementation of Social Value. By way of context, this equates to a combined total of £22.4m worth of procurement having undergone social value assessment.

KI 449 We will increase our spend by over 50% with businesses that have a positive impact upon the Kirklees economy (measured as a percentage)

Qtr4 Update: SAP reporting only captures spend through SAP which is only a third of Council spend. Work will progress next year to resolve SAP reporting issues. The Social Value case studies help demonstrate the businesses we contract with that have a positive impact on the local economy.

KI 455 We will increase the number of council houses that have a solar panelled system installed by 1,000 properties (Current RAG - Red, Forecast RAG - Red)

Qtr4 Update: As is the case for the three previous Quarters, the RAG is Red. Programme delivery was rescheduled in order to facilitate compliance with EU procurement for the supply of solar panels and a new target of 50 installations during 2014/15 was reported in Q2. A new procurement framework was approved in January 15. Following consultation with local ward members and tenants, work started on 3 sites with 80 properties having solar panels fitted by year-end. Northern Power Grid have now given approval for 1,114 properties and work will continue during 2015/16 to ensure that the 1000 target is achieved, if not exceeded.

Corporate Health Report

Corporate Health Indicators

Ref.	Definition	Q3 Figure	Q4 Figure	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Status Criteria	Corporate Health Commentary
KI140a	Sickness Absence - Number of sick days lost per full time equivalent (FTE) employee	12.18	10.56	↑	R	AG	AG	10	OnTrack	There has been a challenge extracting the data from SAP manually to use in the calculation, pending completion of BI reports from SAP. This is now reported to be resolved. The change in performance is related to improved data accuracy rather than changed rates of sickness.
KI022	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account dwellings (measured as a percentage)	97.2	97.5	↑	G	G	G	96	OnTrack	Reported figure is data to the end of February 2015 only, therefore 1 month lagging. Performance compares favourably with the same point last year (96.7%) reflecting additional staff resources recently devoted to this work.
KI082	Percentage (proportion) of Council Tax collected (cumulative % data).	26.3	23.57	Cumulative	G	RA	G	94	OffTrack	While this shows as "red/amber" at the end of Q4, this was using data to the end of February. Full year figures (95.18%) exceed the target of 94%.
KI084	Proportion of business rates collected (cumulative % data)	23.72	23.24	Cumulative	G	R	G	96.5	OffTrack	While this PI shows "red" at the end of Q4, this was using data to the end of February. Full year figures (96.65%) exceed the target of 96.5%.
KI089	% of Debt Raised collected within 60 days	81.81	86.32	↑	G	G	G	80	OnTrack	The target has been exceeded. HD-One are operating effectively and improved automation has been achieved via SAP.
KI1253	Housing benefit caseload. [number]	32152	32057	Count	AG	AG	AG	0	OnTrack	Count - Housing benefit caseload in quarter 4 was slightly lower than in quarter 3.
KI406	Council tax reduction caseload. [number]	40148	39656	Count	AG	AG	AG	0	OnTrack	Count - Caseload as at 04/03/15 was 39,856 - Household vulnerable 3,158, Pensionable 15,712, Vulnerable (e.g. those eligible for severe disability premium or enhanced disability premium) 6,300 Work age other 10,152.
KI088	Proportion of Revenue Budget spent (NB underspend unless shown otherwise in quarterly performance comment) [£million]	3.3	7.7	NULL	Not Due	A	A	0	OffTrack	At month 11 (end of February) there is a reported underlying position of a net underspend of £7.7 million, or 2.3% against the £324.1 million net controllable budget.
KI125a	Proportion of capital budget spent - underspend/slippage. [£million]	16.4	19.5	↓	Not Due	G	R	13.3	At Risk	The outturn variance may be 20% higher than projections reported at Quarter 3 which implies actual variance at year end could be around 35% of the capital budget, i.e. a variance of £47m. It is noted that majority of variance relates to slippage rather than scheme underspends.

Employee Commitment Measures

Service	Ref.	Definition	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Status Criteria	Employee Commitment Commentary
Communities and Leisure	KA14/15CL009	We will have policies and practices that reflect our commitment to social productivity and social value	↓	A	RA	RA	At Risk	The Social Value Policy is being used by commissioners when setting commissioning priorities & procurers are using the Procurement Guide to incorporate social value into contract processes. Some slippage is reported to be due to capacity and competing priorities. Some areas of work being carried into 2015/16
	KA14/15CL010	We will engage and consult our residents at least twice per year	↔	G	G	G	On Track	During 2014-15 we have consulted residents on the council's budget twice. Findings went to Council in January. Two additional service-specific consultations on libraries and school transport started during Q4. We have also continued to use our E-panel for consultation throughout 2014-15.
	KA14/15CL011	We will actively support different models of providing services	↑	A	G	G	On Track	Support continues for the Dragons Den winners and finalists in developing their ideas and for teams across the council looking at options for delivering differently. A programme of training has been commissioned and delivered over Q3 and Q4.
	KA14/15CL012	Our staff will visibly and obviously respect the communities they serve	↔	A	A	A	Off Track	An E-panel survey tested this in Q3 with results out in Q4. The overall average positive score was 56%. When responses from those that say they haven't had contact with council staff in the last 12 months are excluded, the overall average positive score was 63%. This provides a baseline figure for future surveys.
	KA14/15CL013	We will develop emotionally intelligent managers so that they actively encourage innovation and creativity	↔	G	G	G	On Track	Progress made over 2014/15 in developing emotionally intelligent managers through the launch and take-up of initiatives including Behaviours and the Ideal Manager and Leader programme.
	KA14/15SS005	We will listen and take action when our staff tell us what they think in our bi-annual Pulse surveys	↔	G	G	G	On Track	The March 2015 Pulse Survey closed on 27 March. In response to previous Pulse Survey results we have promoted successes and positive news stories so that more employees feel proud to work for Kirklees Council.
HR & Communication	KA14/15SS006	We will adapt our conversations with staff, appraisals and HR policies to support employees with the right attitudes	↑	AG	G	G	On Track	Appraisal has been launched and is starting to become embedded linked to Behaviours and Ideal Manager and Job Profiles.
	KA14/15SS007	We will value those employees who demonstrate the agreed behaviours and values	↑	AG	G	G	On Track	Behaviours have been launched across the council with value of Behaviours being shown through Appraisal. Monthly spotlights on individual Behaviours with the prize of a day's leave for the winner. Behaviours have also been embedded in the new Job Profiles.
	KA14/15SS008	We will have job descriptions that reflect our desire to be modern and flexible	↑	A	G	G	On Track	New Job Profiles have been launched. Use of the new Job Profiles is increasing across the Council and will be increasingly used with the move to online recruitment launched at the end of 2014/15 and alongside the move to New Council.
Financial Management, Risk, IT & Performance	KI469	Our spending per head of population will remain in the lowest 20% compared to other metropolitan councils.	NULL	Not Due	G	G	On Track	During Q4 the Audit Commission on-line Value For Money Profiles have been updated using budget information for 2013/14. Kirklees continues to be in the lowest 20% compared to metropolitan councils.

Corporate Health Summary

There are 19 Corporate Health PIs and Employee Commitment Measures of which 11 are on track and 2 are counts rather than assessed against targets.

Corporate Health PIs

- Number which are **counts** = 2
- Number which are **on track** = 3
- Number which are **off track** = 3
- Number **at risk** = 1

There is one “at risk” Corporate Health PI.

- KI_125a Proportion of capital budget spent - underspend/slippage. [£million]. – The forecast RAG for this PI is “red” reflecting that outturn variance may be 20% higher than projections reported at Quarter 3 which implies actual variance at year end could be around 35% of the capital budget, i.e. a variance of £47m. It is noted that majority of variance relates to slippage rather than scheme underspends. As part of the capital roll over process the underspend will be analysed in order to identify any uncommitted resources that could potentially be used to reduce corporate borrowing costs.

A change in circumstances is noted in relation to one Corporate Health PI.

KI_140a Sickness Absence – Average number of sick days lost per full time equivalent (FTE) employee - Q4 performance is 10.56, which is “amber/green” against the target of 10. The change in performance in Q4 is therefore understood to relate to improved data accuracy, which will enhance performance monitoring and comparisons in 2015/16.

The target was reset from 9 to 10 in Q2 when performance of this PI was first reported in 2014/15.

The average number of days sickness per FTE is worked out by dividing the total number of FTE sick absence days (Mon to Fri) by the average number of FTE’s. At Q4 it is noted that this PI is still ‘work in progress’ but closer to completion. The challenge has been extracting the data from SAP manually to use in the calculation, pending completion of BI reports from SAP. This has been done as follows:

- Q1 – no data during initial move from Delphi to SAP
- Q2 and Q3 - data extracted from SAP and used to manually calculate the sickness absence. This included some extrapolation of total sickness levels from partial snapshots.
- Q4 – robust manual calculation using data extracted from SAP, with no extrapolations. HR are confident in the Q4 performance figure, the data used and the manual calculation.

Note: As the calculation for this indicator is new and untested at Q4 it is advised that the data is treated with caution. Monitoring this data at Q1 and Q2 2015/16 will validate its reliability. (This indicator is a Corporate Health Indicator and a Core Performance Indicator for Communities, Transformation and Change).

Employee Commitment Measures

- Number which are **on track** = 8
- Number which are **off track** = 1
- Number **at risk** = 1

There is one “at risk” Employee Commitment Measure.

- CL009 – Policies and practices that reflect our commitment to social productivity and social value – The approved Social Value Policy is being used by commissioners when they set their commissioning priorities & procurers are using the Procurement Guide to incorporate social value into contract processes. . Some slippage is reported to be due to capacity and competing priorities. There are a number of areas of work being carried into 2015/16

Core PI Report - Quarter 4 2014-15

(Core Indicators for Directorates)

Adult Services

KI Ref.	Definition	Q3 Figure	Q4 Figure	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Status Criteria
KI164	Adults with learning disabilities who live in their own home or with family (in settled accommodation)(%)	82	82	↑	G	G	G	82	OnTrack
KI165	We will support 120 people with learning disabilities into employment, an improvement of 9% on 2013/14. (% of Adults with learning disabilities in employment)	83	88	↑	A	AG	G	107	OnTrack
KI166	Adults in contact with secondary mental health services living independently with or without support.(%)	70.3	70.3	→	R	R	A	86	AtRisk
KI167	Adults in contact with secondary mental health services in employment. (%)	9.9	9	↓	G	G	G	8	OnTrack
KI156	Achieving independence for older people through rehabilitation / intermediate care. (%)	87.2	88.1	↑	RA	RA	G	93	OnTrack
KI158	Social Care clients receiving Self Directed Support (%)	93	95	↑	G	G	G	93	OnTrack
KI159	Acceptable waiting times for social care assessment (all adults). (%)	90	89	↓	G	G	G	80	OnTrack
KI206	Clients receiving a review. (%)	89	86	↓	A	RA	A	73	AtRisk
KI442	Permanent Admissions to residential and nursing care homes (per 100,000 population)	71.1	106.9	↓	G	G	G	124	OnTrack

Children's Services

Core KI	Definition	Q3 Figure	Q4 Figure	DOT	Status Criteria	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year target
KI045	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time.	14.6	15.4	↓	AtRisk	RA	R	R	12
KI069	Rate of proven re-offending by young offenders. (Number)	Annual	1.29	Annual	AtRisk	NotDue	R	R	0.87
KI220	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody. (Nos. Per 1000)	0.14	0.12	Cumulative	OnTrack	G	G	G	0.75
KI223	First time entrants to the Youth Justice System aged 10-17 years. (Nos. Per 100000)	Notavail	476	Cumulative	AtRisk	RA	R	R	360
KI389	The percentage of children who ceased to be looked after who were adopted	28.2	26.4	↓	OnTrack	G	G	G	17
KI390	The percentage of children who ceased to be looked after because of a special guardianship order	25.2	26.4	↑	OnTrack	G	G	G	17
KI391	The average time between a child entering care and moving in with its adoptive family, for children who have been adopted (Days)	549.6	565	↓	OnTrack	G	AG	AG	426
KI392	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)	289.7	293.8	↓	AtRisk	AG	RA	RA	122
KI397	Percentage of assessments completed within 45 working days (as per Working Together)	68.3	67.2	↓	OnTrack	G	G	G	68
KI443	The percentage of LAC young people on an Order to the YOT who are breached	Annual	Notavail	Not Available	OnTrack	NotDue	NotDue	NotDue	40
KI444	All young people leaving council care will be in employment, education or training. (The percentage of young people who were looked after when aged 16 who were not in education, employment or training when aged 18, 19, 20 or 21).	42	51.8	↓	AtRisk	G	R	R	100
KI458	The percentage of Young People on an Order to the YOT who are in full-time education/training/employment at the end of their intervention	60	60	→	AtRisk	R	R	R	70
KI012a	Number of schools judged as in an Ofsted category.	6	5	↑	OnTrack	A	AG	AG	3
KI014	Achievement of 5 or more A-C grades at GCSE or equivalent including English and Maths. (%)	55.1	56	↑	OffTrack	R	A	A	65
KI016	Reduction in the number of schools where fewer than 40% of pupils achieve 5 or more A-C Grades at GCSE or equivalent including English and maths and below the national medians for KS2-KS4 Progress.	5	6	↓	AtRisk	RA	R	R	0
KI029	Percentage of 16-18 year olds not in employment, education or training (NEET).	5	5	→	OnTrack	AG	G	G	4.7
KI033	Looked after children achieving 5 A-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths). (%)	15	15	→	OnTrack	AG	AG	AG	18
KI369	Take up of free early education and care by 2 year olds	65	70	NULL	OnTrack	AG	AG	AG	80
KI400	Reduction in the number of schools where fewer than 65% of pupils achieve Level 4 or above in reading, writing and maths and below the national medians for KS1 - KS2 progress in reading, in writing and in maths	10	10	→	OnTrack	G	G	G	20
KI403	Achievement gap between pupils eligible for free school meals and their peers achieving at least Level 4 in reading, writing and maths at Key Stage 2	18.8	18.9	↓	OnTrack	G	G	G	18
KI423	Key Stage 2 attainment for black and minority ethnic groups in achieving at least level 4 in reading, writing and maths - Asian/Asian British - Pakistani (APKN)	74.8	72.4	↓	OnTrack	G	G	G	69
KI425	Looked after children reaching level 4 in Reading at Key Stage 2	56.25	56.25	→	OnTrack	G	G	G	40
KI430	EYFS - % achieving a good level of development (GLD)	61	61	→	OnTrack	G	G	G	57
KI445	Percentage of young people academic age 17 participating in learning or approved training	Annual	89.5	NULL	OnTrack	NotDue	AG	AG	90

Public Health

Ref.	Definition	Q3 Figure	Q4 Figure	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Status Criteria
KI057a	Prevalence of breastfeeding at 6-8 weeks from birth. (%)	44.2	42.9	↓	G	G	G	42	OnTrack
KI252b	We will reduce the number of obese children at the end of Key Stage 2 (i.e. the school year in which they reach the age of 11) from 32% to 30%.	32.5	32.5	→	A	A	A	30	OffTrack
KI284	Smoking during pregnancy in Kirklees	13	12	↑	G	G	G	19	OnTrack
KI298a	Number of drug users that left treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within six months as a proportion of the total number in treatment. (Opiate Clients) (%)	67	0	↓	A	A	G	8	OffTrack
KI298b	Number of drug users that left treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within six months as a proportion of the total number in treatment - (Non-Opiate Clients) (%)	46	0	↓	A	A	G	50	OffTrack
KI300	Proportion of people exiting alcohol treatment with a planned exit (treatment completed) (%)	0	0	→	NotDue	A	G	80	OffTrack
KI309	NHS Health Checks (%)	12	6	NULL	G	G	G	20	OnTrack
KI409	Infant Mortality (Per 1000)	0	0	→	NotDue	NotDue	NotDue	4.88	OnTrack
KI456	Transformation of food culture in schools by promotion of the Food for Life Partnership healthy eating curriculum (Number)	Notavail	3	NULL	NotDue	G	G	120	OnTrack

Core PI Report - Quarter 4 2014-15

(Core Indicators for Directorates)

Place

Core KI	Definition	Q3 Figure	Q4 Figure	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Status Criteria
KI 001	SATISFACTION – Customer Satisfaction with Responsive Repairs (measured as a percentage)	96	93.3	↓	G	G	G	91.6	On Track
KI 002	EMPTY HOMES – Average time to complete works to an Empty Home (measured in days)	11.01	11.86	↓	G	G	G	15	On Track
KI 131a	Percentage of major planning applications determined within 13 weeks.	91	100	↑	R	G	G	60	On Track
KI 131b	Percentage of minor planning applications determined within 8 weeks.	79	97	↑	AG	G	G	65	On Track
KI 325	External investment secured (measured in £m)	21	1	NULL	G	G	G	5	On Track
KI 450	Reduce office accommodation from 7 to 6 sites (and to 4 by 2018)	Not avail	0	NULL	R	R	R	1	At Risk
KI 453	Increase take up of school lunches – primary schools (measured as meals per week)	550	520	↓	G	G	G	500	On Track
KI 454	Increase take up of school lunches – secondary schools (measured as £s per week)	19600	19600	↑	G	G	G	1000	On Track
KI 022	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account dwellings (measured as a percentage)	97.2	97.5	↑	G	G	G	96	On Track
KI 072	Number of households living in temporary accommodation.	75	68	↑	R	R	RA	59	At Risk
KI 074	Number of Homeless Acceptances	69	84	NULL	G	AG	AG	265	On Track

Resources

Core KI	Definition	Q3 Figure	Q4 Figure	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Status Criteria
KI 075	Time taken to process Housing Benefit / Council Tax Benefit Change of circumstance [days]	9.55	9.55	→	G	G	G	10	On Track
KI 076	Time taken to process new claims for Housing Benefit/Council Tax Benefit [days]	25.15	23.47	↑	AG	AG	G	25	On Track
KI 082	Percentage (proportion) of Council Tax collected (cumulative % data).	25.3	23.57	NULL	G	RA	G	94	Off Track
KI 083	Proportion/amount of council tax previous years arrears collected as at 31 March [%]	12	8.97	NULL	A	G	G	38	On Track
KI 084	Proportion of business rates collected (cumulative % data)	23.72	23.24	NULL	G	R	G	96.5	Off Track
KI 085	Proportion/amount of business rates previous years arrears as at 31st March collected [%]	1	15	NULL	R	G	G	35	On Track
KI 102	Births registered within 42 days [%]	98.3	97	↓	G	A	A	98	Off Track
KI 105	Deaths registered within 5 days [%]	93.5	86.7	↓	R	R	R	95	At Risk
KI 226b	Number of Ombudsman complaints received.	19	16	NULL	G	G	G	90	On Track
KI 441	3rd stage complaints - % responded to within 20 working days	78	87.5	↑	AG	G	G	80	On Track
KI 470	Total cases processed (KD and phones) on eforms (automated into back office systems) at first point of contact (E.g., CT, benefits and NDR etc) (%)	Not avail	Not avail	NULL	Not due	R	R	50	At Risk
KI 471	Payments taken on Council Tax, Debtors and Business Rates at first point of contact. (LICS and KD) to aim for 50% of all calls.	Not avail	Not avail	NULL	R	R	R	50	At Risk
KI 473	Total number of WEB transactions compared to phone and face to face (Number)	0	Not avail	NULL	R	R	R	Not available	At Risk
KI 474	% of invoice payments that are automated (ie processed without human intervention).	16.76	18.91	↑	A	AG	G	20	On Track
KI 475	% of Calls answered in the Contact Centre (%)	87	87	→	G	G	G	Not available	On Track
KI 476	Number of enquiries through mediated and assisted self-service compared to previous year (library and Information Staff) (Number)	Not avail	Not avail	NULL	R	R	R	Not available	At Risk
KI 117	The percentage of unsatisfactory internal audit opinions (year to date).	8	12	↓	G	AG	AG	10	On Track
KI 148	Availability of key ICT services to users [%]	99.93	98.52	↓	G	G	G	95	On Track
KI 363	% of Freedom of Information (FOI) and Environmental Information Regulation (EIR) requests responded to within 20 working days	83	85	↑	A	AG	AG	100	On Track
KI 366	% of Data Protection information requests replied to within 40 calendar days	71	77	↑	R	R	RA	100	At Risk

Communities, Transformation & Change

Core KI	Definition	Q3 Figure	Q4 Figure	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Status Criteria
KI 188	We will reduce the percentage of residents who feel there is a problem with anti-social behaviour in their local area from 14% to 11% over 3 years	10	11	↓	G	G	G	11	On Track
KI 190	No of visits /usages to museums	3065	2829	NULL	G	A	AG	23000	Off Track
KI 379	Number of residents engaged in community initiatives	490	570	NULL	AG	AG	G	2300	On Track
KI 381	Number of current community groups supported (by Community Engagement)	150	47	NULL	G	R	R	600	At Risk
KI 385	Attendances at sport and physical activity opportunities [number]	12341	10449	NULL	R	R	R	54000	At Risk
KI 140a	Sickness Absence - Number of sick days lost per full time equivalent (FTE) employee	12.18	10.56	↑	RA	AG	AG	10	On Track
KI 462	We will increase the number of apprentices within the Council workforce from 92 to 110	0	6	NULL	A	AG	AG	110	On Track

Overall Performance Summary

At Quarter 4 the Performance Status of the 80 Core Performance Indicators is as follows:

Number of Core PIs with **Data Not Available** = 0
 Number of Core PIs **On Track** = 51
 Number of Core PIs **Off Track** = 10
 Number of Core PIs **At Risk** = 19
Total Number of Core PIs = 80

Breakdown of Performance by Directorate:

Adult Services:

Good Performance:

- KI 165 Learning Disabled Service Users in Employment: This is a Community Commitment measure and is reported earlier in this report.

At Risk:

- KI 166 Mental Health Service Users Living Independently: Most recent data available via SWYPFT continues to indicate that 1469 people with MH services are in settled accommodation equating to 70.3%. The SDP action covering delivery of effective support so that people are able to find employment when they want, maintain a family and social life and contribute positively to this measure and highlights the work the service is doing in line with the Mental Health Accommodation Strategy. The service is still awaiting Q4 data from SWYPFT hence the Q4 update is based on Q3 performance, nevertheless service expects to see a positive trajectory (based on historical trends and current insight in to services) an Amber forecast.
- KI 206 Clients Receiving a Review: Performance at Q4 is based on 66% of service users having received a review in the year, compared to a target of 73%. Although more service user reviews are being completed this year than 2013/14, the increase in the service user population and the capacity issues caused by the increase in Deprivation of Liberty applications is impacting on performance in this area.

Other escalated core PIs

- KI 156 Achieving Independence for Older People (Reablement): This measure is based on the proportion of older people still living independently at home at 91 days following discharge from hospital. Service intelligence for the reablement service continues to show that the service is increasingly efficient with successful outcomes. However there has been a noticeable increase in complex hospital referrals which has led to some regression in performance and efficiency, this is corroborated by integrated intelligence and data. This measure is part of the Better Care Fund set of indicators and there is service confidence in achieving performance expectations for the year.

Children's Services:

Good Performance:

- KI 029 Percentage of 16-18 year olds not in employment, education or training (NEET). The NEET figure for this quarter and the year end is 5.0% falling just short of our stretched target of 4.7%. This puts us in the mid (third quintile) performance nationally. However, this is against a backdrop of low not knowns meaning our data is more robust. The figure for 16-18 not known for Kirklees is 2.1% (around 5% for statistical neighbours) and puts us in the top quintile nationally for not known. Overall this is pretty good performance, not known low and NEET just above a very stretching 4.7% target.
- KI 403 Achievement gap between pupils eligible for free school meals and their peers achieving at least Level 4 in reading, writing and maths at Key Stage 2. Free School Meal (FSM) pupils improved by +7 percentage points this year. This exceeds statistical neighbours' attainment. LA 63%, Statistical Neighbours 61.7%. Non FSM pupils improved by +3 percentage points hence the gap is closing.
- KI 423 Key Stage 2 attainment for black and minority ethnic groups in achieving at least level 4 in reading, writing and maths - Asian/Asian British - Pakistani (APKN) - Validated results following publication of the DfE Performance Tables. The target has been exceeded. Gap narrowed with average of 78% for all pupils.
- KI 220 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody. (Nos. Per 1000) - Good performance from Kirklees, which is slightly better than local and regional averages. It will be very difficult to improve on this level of performance over the next year.
- KI 389 The percentage of children who ceased to be looked after who were adopted. This new indicator aims to show how many children are adopted as a proportion of the overall number of children who leave care during the year. On a backward look, we have historically performed well on this indicator, however the actual number of adoptions had remained static leading to a reducing percentage as the number of care leavers increased. This year to date is showing record performance, although this is unlikely to be maintained. However, with the adoption action plan in place (including high-profile recruitment activity), we feel confident that the target will be reached this year.
- KI 390 The percentage of children who ceased to be looked after because of a special guardianship order. We continue to see a significant number of looked after children leave our care following the making of a Special Guardianship Order. The existence of the Permanence Support Team, offering long term support to children and carers assists in promoting this option to prospective carers, Children's Guardians and the Court. In Feb 2014, we were achieving 19.7%, in February this year, we were achieving 26.4%. 39 children have left care via the making of a Special Guardianship Order between the 1/4/14 and the 28/2/15.

At Risk:

- KI 045 Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time. - End of year result has missed target set at the beginning of the year. During the course of the year an audit of cases was completed and a report was sent to the safeguarding board in January 2015. The outcome of this report was that some changes to operational procedures should take place. This should impact upon the figures for the following years. To the end of February 2015, 48 out of 311 children starting a CPP were for a second or subsequent time compared to 50 out of 365 in 2013-14. Therefore it is the lower number of children starting a CPP that is affecting this indicator rather than a significantly higher number of second or subsequent CPPs. The percentage still compares well to England (15.8%) and Statistical Neighbour (16.3%) averages for 2013-14.
- KI 069 Rate of proven re-offending by young offenders. (Number) - These figures are from the cohort of young people who offended between April 12 to March 13, tracked forward for 12 months, i.e. April 13 to March 14. The figures come from PNC and are not available until the final quarter of the financial year 14-15. Kirklees has shown a significant increase in reoffending rates over this cohort. For several years previously we have been significantly better than the local and regional average. Unfortunately the performance this year has deteriorated and we are worse than the local and regional average. It is difficult to give a clear explanation as to why this has happened although we have commented in the past that this measure will fluctuate and is largely out of the control of the YOT. It should be noted that the cohort of offenders has fallen by almost 50% from 513 in 2011 - 2012, to 272 in 2012 - 2013. It is reasonable to assume that the reduced size of the cohort will include a higher proportion of the more prolific/serious offenders who are by definition more likely to reoffend. The YJB have developed a reoffending toolkit for YOTs which gives us a more detailed analysis of those young people who reoffend. We will be using this toolkit over the next year to help us determine where and how we can best use our resources.
- KI 223 First time entrants to the Youth Justice System aged 10-17 years. (Nos. Per 100000) - This indicator is a quarter lagging. Q3 figure was 476 Final year figures for 2014/2015 will be available in June 2015. Kirklees performance will have deteriorated after a series of years of excellent performance which has seen a reduction of almost 75% in first-time entrants over the past 5 years. Even with deteriorating performance this year we expect Kirklees performance to be in line with regional and national averages.
- 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 is the average time between receiving court authority to place a child for adoption and deciding on a match. At Q4 2013/14 our performance was at 323.1 days. This year, it is 293.8 days to date. Again, our performance has improved on last year but there is further work to be done. All the comments in relation to KI 392 apply to this indicator, i.e. sibling groups that have been adopted in this period, older children adopted, children with complex needs and court applications by parents to contest the making of Placement Orders.

Overall Performance Summary - Continued

- **KL 444** All young people leaving council care will be in employment, education or training. - The breakdown of NEET status at each age point is as follows: Age 18 = 41.7%; Age 19 = 55.6%; Age 20 = 42.0%; Age 21 = 67.2%. Therefore it is the outcome at age 19 and particularly 21 which is affecting the overall outcome for this indicator. The national economic situation has increased youth unemployment nationally and this cohort of young people experiences additional issues in comparison to the general population. However, the Service is proactive in the way it supports its Care Leavers with each young person having an allocated Personal Advisor and access to various types of support. In addition to the improvements detailed in earlier commentaries, we are enhancing the support to care leavers seeking education, training and employment via a new post of Careers Advisor within the service to work alongside existing provision in this area. The service has also been successful in a bid to the Transformation Challenge Award for £400k to set up a peer mentoring service for Care Leavers, starting from early 2015/16. This will remain an area of focus for the Service.
- **KL 458** The percentage of Young People on an Order to the YOT who are in full-time education/training/employment at the end of their intervention. - The figure of 60% is a provisional figure only. Due to reporting timescales we have not had the opportunity to update our case records and expect this to be done by the end of April. At this stage we are unlikely to meet our target of 70% but the indications are that our performance is improving. We expect to be getting close to the target by the year end.
- **KL 016** Reduction in the number of schools where fewer than 40% of pupils achieve 5 or more A*-C Grades at GCSE or equivalent including English and maths and below the national medians for KS2-KS4 Progress. - 6 schools are now officially below the floor standard now performance tables have been published and the national median for progress released. Of the 6, many are close to the border for the floor of 40%. Schools with higher proportions of disadvantaged pupils are more affected by the GCSE rule changes this year.
- **KL 028** Key Stage 4 attainment for black and minority ethnic groups at 5 A*-C including English and Maths - Asian/Asian British - Pakistani (APAK) - Kirklees 44%. National 51.4%. BME groups are more affected by the DfE performance table rule changes this year than their peers.

Other escalated core PIs

- None

Public Health:

Good Performance:

- **KL 309** NHS Health Checks (%) - The data is a quarter behind because of the deadlines for receiving claims from practices. In Q3 a total of 6438 were invited for health checks and 3526 took up the offer and had a health check. This is 55% uptake. The target of offering a health check to 20% of our eligible population this financial year has been exceeded. The risk for 2015/16 is that with the introduction of a new contract and new payment structure we won't get enough practices signed up to deliver health checks to maintain performance at the required levels. So far 38 practices have signed up to deliver the new contract from April.

At Risk:

- None

Other escalated core PIs

- None

Place:

Good Performance:

- **KL 131a** Percentage of major planning applications determined within 13 weeks - This year has seen a turnaround in the performance in processing both major and minor planning applications, with both significantly exceeding targets, in an environment where applications are on the increase.
- **KL 325** External investment secured (measured in £m) - We have secured £6.6m of external funding for 2015/16 (KL 325), set against a budget of £5m.

At Risk:

- **KL 072** Number of households living in temporary accommodation - The number of households in Temporary Accommodation has risen by 4.6% compared to the same Quarter last year. Although there is continued focus on moving customers through temporary accommodation, the service is dealing with an increasing number of customers with multiple complex needs.

Other escalated core PIs

- None

Resources:

Good Performance:

- **KL 082** Percentage (proportion) of Council Tax collected (cumulative % data) - While this shows as "red/amber" at the end of Q4, this was using data to the end of February. Full year figures (95.18%) exceed the target of 94%.
- **KL 083** Proportion/amount of council tax previous years arrears as at 31 March - Target exceeded. The Service needed to reduce arrears by £7.42m and had reduced it by the end of February by £10.72m, and are continuing to reduce aged debt.
- **KL 084** Proportion of business rates collected (cumulative % data) - While this PI shows "red" at the end of Q4, this was using data to the end of February. Full year figures (96.65%) exceed the target of 96.5%.
- **KL 085** Proportion/amount of business rates previous year's arrears as at 31 March collected - The target in monetary terms, was to reduce arrears by £1.6m. By the end of February the Service had reduced arrears by £1.8m, and are continuing to reduce aged debt.

At Risk:

- **KL 105** Deaths registered within 5 days [%] - This PI is below target at Q4 but it is not escalated. Performance is reported to be dependent on the public complying with the national requirement to register a death in 5 days. No customers were delayed by non-availability of appointments or registrars.
- **Six new PIs were introduced for development in 2014/15.** Two remain under development with progress being made in developing them and two have been ruled out as not viable.
- **KL 470** Total cases processed (KD and phones) on eforms (automated into back office systems) at first point of contact (E.g., CT, benefits and NDR etc.) - The IT systems used can't currently distinguish what is home based use by resident versus council provision. Work is under way to resolve this with computer IP addresses, and amended call coding on KD. Other evidence of progress on e-forms includes GovTech statistics showing new claims as 99% completed on line.
- **KL 471** Payments taken on Council Tax, Debtors and Business Rates at first point of contact - Systems can't currently be established for this without introducing manual counts by staff in Libraries and Information Centres which is not cost effective. However there has been success in establishing the culture change towards taking payments at first point of contact. Call listening evidences this at between 26% and 48%.
- **KL 473** Total number of WEB transactions compared to phone and face to face - Further work is required to establish the viability of high level channel shift PIs, although a reporting mechanism has been established to report in line with this PI from SMILE but this has not yet moved to live data. Reporting for the Customer Service Centres from Rostrum and Qnomi is in place.
- **KL 476** Number of enquiries through mediated and assisted self-service compared to previous year (library and Information Staff) - This PI is no longer under consideration. A way of recording this without introducing manual counts (which is not cost effective) has not been identified.
- **KL 366** - % of Data Protection information requests replied to within 40 calendar days - While performance at 77% is below the target of 100%, good improvement has been seen quarter on quarter during 2014/15 as follows: Q1 - 41 %; Q2 - 66 %; Q3 - 71 %; Q4 - 77 %. In December 2014 100% was achieved. Reported a month in arrears. A small number of requests are "in time" when updates are provided. Adjusted figure s figures can show higher performance.)

Other escalated core PIs

- None

Overall Performance Summary - Continued

Communities, Transformation & Change:

Good Performance:

- KI 188 Percentage of residents who feel there is a problem with anti-social behaviour in their local area suggests positive outcomes are being achieved – This PI is on target at 11% and remains better than performance for West Yorkshire. Rural areas show the strongest performance.

At Risk:

- KI 381 Number of current community groups supported (by Community Engagement). New ways of working, moving to New Council, were introduced after targets were set. The team have delivered more intensive work, over longer periods of time, which means the total number of groups developed, and projects and interventions delivered have been less than was predicted. Work around asset transfer, participatory budgeting, community capacity building and health engagement particularly successful.

- KI 385 Attendances at sport and physical activity opportunities. – Cumulative performance was 44,499 against the target of 54,000. The target was based on 2013/14 figures and doesn't take into account the change in focus away from direct provision during 2014/15 to a more supportive role, enabling delivery of opportunities for physical activity by the VCS. Overall performance was also affected by reduced Q2 figures and some resource reductions.

Other escalated core PIs

- KI 190 Number of visits/usages to museums - Performance has been affected by the refurbishment programme at Oakwell Hall and Dewsbury Museum remains affected by the outstanding ceiling repairs since 2013.

Additional issues escalated by Directorate Management Teams - Quarter 4 2014-15

Adults Service

Service	Ref.	Definition	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Status Criteria	Escalation Summary
Commissioning & Health Partnerships	KA14/15(C)CHP001	Quality Standards of Care - Oversee quality standards of social care providers including the use of formal commissioning and contract management and informal cross sector relationship management	➡	G	G	G	On Track	Positive report received from the CQC on the CQC inspection carried out for Ings Grove and Mill Dale. Good Practice has been shared with other care units. There is a challenge with availability of EMI nursing care beds of suitable quality. Service working closely with CCGs to find ways of resolving this.
	KA14/15(C)CHP002	Integrated Strategic Commissioning and Planning - Continue to work with strategic partners to further integrate commissioning and planning processes to achieve successful outcomes for current and future service users	➡	G	G	G	On Track	Evidential progress with this action. At Q4 implementation of the Better Care Fund continues with a significant milestone achieved through the agreement of pooled budget arrangements with Partners governed by Section 75 Agreement.
	KA14/15(C)CHP003	Safeguarding - Promote the wider safeguarding agenda so that safeguarding is a responsibility for everyone. Support the Kirklees Safeguarding Adults Board with the overall governance of safeguarding policy, practice and implementation to achieve the vision for protecting adults from abuse or neglect	➡	G	G	G	On Track	Q4 update notes the impact of the significant increase in Deprivation of Liberty applications due to the Supreme Court Judgement (increase of almost 600% from previous year). Continuing theme is the impact on resource capacity across the social care pathway as a result of DOL applications.
Social Care & Wellbeing	KA14/15(I)CHP005	Deliver effective support so that people are able to find employment when they want, maintain a family and social life and contribute to their community, and avoid loneliness or isolation	➡	AG	AG	AG	On Track	Discussions are ongoing to ensure the new council takes a leading role in offering employment opportunities for disabled people. Service is also working with Kirklees College to develop an internship pilot to help young people furthest from employment to develop skills and gain valuable work experience to enable them to get a job.
	KA14/15(I)CHP009	Enhance service user choice and control so that People know what choices are available to them locally, what they are entitled to, and who to contact when they need help	➡	AG	AG	AG	On Track	integrated Commissioning Group is now driving forward the single Kirklees commissioning plan needed for the new CAMHS taskforce report and recommendations to be implemented.
	KA14/15(C)SCW001	Continue to deliver cost effective and integrated personalised support options to promote independence, wellbeing and self care	➡	G	G	G	On Track	Q4 update notes the Service is Care Act ready. A soft launch has been started to test the eligibility framework for adults, Care Act guidance and the refreshed Person Led Assessment.
	KA14/15(C)SCW003	Support vulnerable adults and people at risk by identifying and enabling people to meet their personalised outcomes and be free from harm and exploitation	➡	AG	AG	AG	On Track	Positive progress with strategic actions is noted at Q4. Performance against linked PI (K1206 Clients Receiving a Review) results in an amber green rating for this action.
	KA14/15(C)SCW004	Provide quality, compliant services that are value for money so that people who use social care support and their carers are satisfied with their experience of social care	➡	G	G	G	On Track	See update for CHP001.
KA14/15(I)SCW008	Ensure everybody (with Mental Health) has the opportunity to have the best health and wellbeing possible during their life and is able to access information and support to help them manage their care needs	➡	AG	AG	AG	On Track	Q2 noted challenges of the RAID Model to capacity where there seemed to be disproportionate focus on A&E. At Q3 these challenges remain. Council discussions with SWYPFT continue to ensure the new model is geared toward a Community based model as opposed to a clinically based one.	

Place

Service	Ref.	Definition	DOT	Status Criteria	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Escalation Summary
Investment and Regeneration	KA14/15(C)IR004	Increase the number of homes and improve the quality of existing homes in delivering the Housing Strategy	➡	At Risk	RA	RA	RA	Continuing to support and facilitate affordable housing delivery however as previously reported a number of Registered Provider schemes will not complete this year. The majority of the remaining schemes which will deliver homes are under the control of third parties, in particular Registered Providers.
Physical Resources and Procurement	KA129	Net additional homes provided: net increase in dwelling stock over the year.		At Risk	R	R	1700	1,035 additional homes generated against a target of 1,700 homes. As a result, the RAG rating is Red. [Note: the 1,700 target is from the original LDF based on an inflated estimate of housing need according to an historic demographic analysis.]
	KA150	Release of land bank (measured as £m)		On Track	G	G	4	We have achieved £5.9 million from the release of land bank assets in 2014/15. This exceeds the year target.
	KA151	Universal Free School Meal take up for numbers on role in KS1 (measured as a percentage of numbers on role)	➡	On Track	G	G	87	A very successful project with significant volumes of additional building works delivered on time to ensure universal free school meals for infants, maintaining an uptake of 90%. All of this has been achieved without the Council having to put in any additional resources.

Additional issues escalated by Directorate Management Teams - Quarter 4 2014-15

Communities, Transformation & Change

Ref.	Definition	DOT	Status Criteria	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Escalation Summary
KA14/15CL009	We will have policies and practices that reflect our commitment to social productivity and social value	↓	At Risk	A	RA	RA	Social Value Policy being used by commissioners & procurers using the Procurement Guide to incorporate social value into contract processes. Slippage is reported to be due to capacity and competing priorities. There are a number of areas of work being carried into 2015/16

Ref.	Definition	Q3 Figure	Q4 Figure	DOT	Status Criteria	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Escalation Summary
KI 380	Number of community initiatives and programmes delivered	194	233	Cumulative	At Risk	R	RA	RA	1200	KI 380, KI 381 and KI 382: <ul style="list-style-type: none"> New ways of working, moving to New Council, were introduced after the targets were set. The team have delivered more intensive work, over longer periods of time, which means the total number of groups developed, and projects and interventions delivered have been less than was predicted. Work around asset transfer, participatory budgeting, community capacity building and health engagement particularly successful.
KI 382	Number of new community groups developed	20	12	Cumulative	At Risk	R	R	RA	80	
KI 384	Number of sport and physical activity opportunities created	44	39	Cumulative	At Risk	R	R	RA	960	Q4 performance lower than predicted. A stretch target was set at the beginning of 2014/15, based on 2013/14 performance, and doesn't take into account the change in focus made during the year from direct provision of sport and physical activity opportunities to taking a more supportive role with the voluntary sector, enabling that sector to deliver opportunities for physical activity

Resources

Service	Ref.	Definition	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Status Criteria	Escalation Summary
Customer and Exchequer Services	KA14/15(C)CE001	Council Tax Collection - we will further develop billing, collection and recovery.	⇨	G	G	G	On Track	Good news - Success is noted on achieving collection targets and in effective implementation of channel shift through WebCapture. Data at 16/4/15 shows around 43% of work is now digital. 41,680 items received which is 65.1% of document types and 70% of COA, DD and SPD are automated.
	KA14/15(C)CE002	Business Rates - We will further develop systems and processes to improve collection.	⇨	G	G	G	On Track	Good news - Success is noted as per CEO01 above.
Financial Management, Risk, IT & Performance	KA14/15(I)FP012	CSR - Support the Council's Comprehensive Spending Review (CSR) and provide appropriate challenge, governance and support	⇨	G	G	RA	At Risk	While Finance continues to support work on the longer term MTFP by supporting the New Council Programme, it remains the case that the solution to the funding gap longer term has not yet been agreed hence the "red/amber" forecast RAG rating.
Legal, Governance and Monitoring	KA14/15(C)LG001	Ensure the provision of comprehensive legal advice and support to all council services including on: child care proceedings, adult protection, contracts, legal agreements, enforcement, litigation, property, planning and employment including the on-going defence of personal search claims.	⇩	G	AG	A	Off Track	As at Q3, escalated to highlight the potential risk of increases in Deprivation of Liberty applications although demand is currently being managed. The likely size of increase is not yet known.

Service	Ref.	Definition	Q3 Figure	Q4 Figure	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Status Criteria	Escalation Summary
Financial Management, Risk, IT & Performance	KI 147a	Number of ICT standards requests completed within agreed timescales	96	79	⇩	G	RA	AG	90	Off Track	Performance over 2014/15 as a whole was 84%. Performance has been affected by two burglaries at the IT service, and needing to run an additional tender for large number (900) devices. The situation is being managed and will improve in Q1 2015/16.

Additional issues escalated by Directorate Management Teams - Quarter 4 2014-15

Public Health

Ref.	Definition	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Status Criteria	Escalation Summary
KA14/15(C)PH004	Ensure the Council along with key partners are ready to respond and recover to/from major incidents.	→	G	G	G	On Track	Good news on collaborative working. Entered into a contract with Calderdale Council to assist them deliver their Public Health emergency planning function. Worked with partner organisations on joined up approach to planning and responding to emergencies. Promoting community resilience in schools and colleges through emergency preparedness and business continuity
KA14/15(C)PH007	Provide public health intelligence (PHI) to support the partnership commissioning cycle	↓	A	RA	RA	At Risk	New intelligence from Children & Young People survey to update JSNA. Relationship between PHI and CSU remains unclear whilst SLAs are negotiated between the CSU and CCGs. Uncertain future of the CSU has serious implications for PH data flows (e.g., hospital admissions data).
KA14/15(I)PH009	To commission an integrated model of maternity services across Kirklees.	→	G	G	G	On Track	Work is ongoing with maternity services at both Trusts, Locala and Auntie Pam's to pilot an integrated antenatal/parent education course across Kirklees. Second Auntie Pam's opened in Queensgate Market, Huddersfield in nov 2014. A number of Auntie Pam's volunteers and infant feeding volunteers trained to work across Dewsbury and Huddersfield.
KA14/15(I)PH014	To implement a self-care approach to improve the health and wellbeing of vulnerable groups and people living with long term conditions (LTCs)	↑	AG	G	G	On Track	Commitment to implementing a self care approach across Kirklees from all providers and commissioners. Part of proposals to promote self care and enable the publish to feel more in control of health and care. Delivering training to all community care teams and adult social care staff.

Ref.	Definition	Q3 Figure	Q4 Figure	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Status Criteria	Escalation Summary
KI 265	Total number of children's workforce completing under 5's Accident Prevention e-learning programme	126	152	Cumulative	G	G	G	200	On Track	Take up of the online training programme far exceeded target for the year. Anticipated that target for 2015/16 will remain around 200 as take up is likely to level off. Training programme recognised as good practice by Child Accident Prevention Trust.
KI 274	Total number of EPP delivered	4	3	↑	RA	A	A	20	Off Track	Total of 3 courses delivered in Q4 making total for year as 16. Lack of people being referred to the course was a cause. Extensive communication and marketing plan to be developed, including wider advertising and promotion of the programme.
KI 280	rate of chlamydia positive diagnoses per 100,000 population of 15-24 year olds	0	0	→	Not due	Not due	RA	1335	On Track	Data from Public Health England for Q1 (300) and Q2 (289). Data for Q3 and Q4 is not yet available. End of year estimate is below target and therefore Red Amber rated.
KI 309	NHS Health Checks (%)	12	6	Cumulative	G	G	G	20	On Track	Data is a Quarter behind. Q3 a total of 6438 were invited for health checks. 3526 took up the offer (55% uptake). This exceeds the target of offering a health check to 20% of our eligible population this financial year.

Children's Service

Ref.	Definition	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Status Criteria	Escalation Summary
KA14/15(I)S006	To strategically plan a sufficient number of high-quality learning places by building relationships and working with existing and new providers. Developing local solutions for any new/additional provision required to meet the demographic basic need for learning places	→	RA	RA	A	At Risk	Although progress made in either securing additional places and/or beginning a process for securing the place (e.g., Hudds South West), there are no firm proposals yet for other areas, e.g., Hudds North. In addition, decision made by Schools Adjudicator (re Reinwood), now urgent to create physical space for September 2015.
KA14/15(I)S007	As champions of children and parents ensuring fair access for all, particularly the most vulnerable, to learning places by preparing for channel shift to electronic applications for coordinated admissions. To deliver an effective and efficient process for families supporting timely access to learning places.	→	A	A	A	Off Track	Some risks associated with IT (Tribal and capacity of IT support) could mean that the project is not ready to go live in September 2015. Important to highlight this risk. IT issues pose risk to KA14/15(C)LS004 Providing Strategic Leadership for the education system, supporting robust and resilient partnerships with schools, settings and external partners to further develop sustainable school improvement system.

Service	Ref.	Definition	Q3 Figure	Q4 Figure	DOT	Q3 Current RAG	Q4 Current RAG	Q4 Forecast RAG	Year Target	Status Criteria	Escalation Summary
Learning & Skills	KI024	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2.	88	88	→	G	G	G	87	On Track	Validated results following publication of the DfE Performance Tables. The target has been exceeded. Gap narrowed with average 78% for all pupils.
	KI028	Key Stage 4 attainment for black and minority ethnic groups at 5 A-C including English and Maths - Asian/Asian British - Pakistani (APAK)	46	44	↓	Not Due	R	R	58	At Risk	Kirklees 44%. National 51.4%. BME groups are more affected by the DfE performance table rule changes this year than their peers.
Family Support & Child Protection	KI034	The Special Educational Needs (SEN) / non-SEN gap - achieving 5 A-C GCSEs including English and Maths.	39	39	→	G	G	G	41	On Track	Validated results now received following publication of the DfE Performance Tables in January 2015. The gap has exceeded the target and has also narrowed on last year's results.
	Service Dashboard Indicator	Percentage of Looked After Children (LAC) at 31 March placed outside LA boundary and more than 20 miles from home	188	18.4	↑	R	R	R	11	At Risk	Currently showing 18.4% against a 2013/14 outturn of 15%. Service looked at placements affecting performance on this indicator, although results poor, reasons for specific placements are valid. Note: a process is in place for evaluating the suitability of each placement and each one needs to be approved by the Head of Service.

Overall Performance Summary

Note: Many Headline Actions and Performance Indicators have already been escalated either as Community Commitments (Pages 3 & 4) or as Core Performance Indicators (pages 7 to 11). This section represents the Headline Indicators and Performance Indicators that have been escalated, either as good news or areas of concern, in addition to what has already been reported in the previous two sections.

Adult Services

In the main the additional items are good news, with progress being cited in relation to Quality Care Commission inspections, in terms of progress made towards implementation of the Better Care Fund and having become Care Act ready. However, as has been reported in the Core PI summary, the increase in Deprivation of Liberty applications has put pressure on other areas of service delivery - in this case delivery of timely reviews for service users

Place

The additional escalations re-affirm the mixed bag of performance reporting that has already been reported in other areas of the Corporate Performance Report. The overall picture on Housing supply is behind against targets both in terms of overall additional housing provided and in reference to the building of affordable housing. However, there have been some big successes including achievement of target on the release of landbank and the delivery of the Universal Free Infant School Meals project.

Communities & Transformational Change

The main theme coming through from escalation is the non-achievement of targets in three key areas of community group support and opportunities provided for community interaction. This is the result of a change of emphasis through the course of the year from a direct delivery model to a facilitator of delivery by others model. This will be reflected in targets going forward into the new year.

Resources

There has been good news in relation to maintaining income levels into the Council with both Council Tax and Business Rate collection achieving targets. SAP implementation continues to raise issues and pressures in the delivery of key financial support services.

Public Health

Progress in a range of collaborative activities is the main theme to arise from the additional escalations for this Directorate. However, as has been the case during the course of the year, there are issues around some elements of data collection with NHS England.

Children's Services

Access to high quality learning places is a key issue in the additional escalations, mainly the result of capacity issues within ICT to support the implementation of new systems and channel shift technologies. Key Stage 1 and 2 progression in maths is above target, as is SEN children achieving 5 A-C GCSE's including Maths and English. However, Key Stage 4 attainment in BME groups is below target and at risk. Also, the percentage of Looked After Children living outside of the LA boundary and more than 20 miles from home is below target and at Risk

Joint Health and Wellbeing Strategy (JHWS) – Quarter 4 Performance Summary

Outcomes to Achieve

People in Kirklees are as well as possible, for as long as possible, both physically and psychologically.

Focus, Progress and Achievement

- The Multi-Agency Safeguarding Hub (MASH) will be operational from 1 April 2015. This will facilitate more rigorous analysis of Child in Need (CiN) cases and ensure that the most appropriate services are provided in a timely manner. We now have Early Intervention & Targeted Support (EITS) and Stronger Families consultants strongly integrated within Duty & Assessment. This ensures that CiN cases that do not meet the threshold for Children's Social Care still receive a service, to reduce levels of needs, from an appropriate source.
- We provide accessible, timely information and advice as part of our early help offer. Our interventions are targeted at; Children in Need, Looked After Children, Vulnerable groups and Older people. Our emphasis is on early intervention, enablement and maintaining independence.
- Social care assessments help us to differentiate effectively between levels of need and risk.
- This year 3,832 individual children have accessed at least one type of Early Intervention, Targeted Support service. Number of registrants (0 to 19 years old) is 57,081) introduction of the new early help assessment has increased the number of Early Help Assessments to 822 this year. Through the assessment process the number of cases de-escalated from social care went from 253 last year to 361 this year, 45 cases were escalated up to social care.
- Over 1400 young people have received a Targeted Youth Support Service and over 13000 accesses the wider Integrated Youth Support Service (IYSS). We are developing a new 'Local offer' for disabled Children, young people and their families. This will be delivered through a new service delivery model of Family and Community Hubs with the co-location of statutory and VCS services to Children and Adults.
- Since 2012 The Stronger Families Programme has supported 1115 families who have children with poor school attendance; are involved with crime and anti-social behaviour and where adults are out of work. 977 (88%) families have been turned around, which means that school attendance has significantly improved and there has been no youth crime or anti-social behaviour in the past 6 months. 109 families are better off through getting a job or making positive progress to find work. Because of Kirklees' strong performance, we were invited to join the expanded Troubled Families Programme 5 months early. This means that since January, more families are able to get the help they need at an earlier stage.

- Outcomes for EYFS highlight that Kirklees children achieve slightly above the national average and this indicates their readiness to engage in the next stage of learning. Internally assessed and moderated outcomes for Key Stage 1 children show that an improving picture has continued to be maintained and outcomes improving at least as fast as nationally and in several cases faster than national improvements. At KS2 improvements had been seen in all areas reported on for end of KS2 outcomes and that we have improved on 2013 outcomes. Kirklees outcomes in 2014 are just below national average for outcomes in Reading, Writing and mathematics. Nationally improvements have also been seen. Mathematics has improved at a faster rate in Kirklees than nationally. Rates of progression across the primary phase continue to be a challenge in Kirklees. 2014 outcomes for KS4 place Kirklees at the national average in a particularly volatile year nationally for results. There is difficulty in comparing last year's results with this year's results due to significant changes in the reporting process. At 5 GCSEs at A*-C we are above the national average. A level and vocational outcomes post 16 are again very positive for 2014 placing Kirklees in the upper quartile for outcomes nationally. Greenhead College is The Sunday Times 6th Form College of the year. Whitcliffe Mount and All Saints Catholic College were regional winners in the DfE Pupil Premium Awards.
- Internally assessed and moderated outcomes for Key Stage 1 children show that an improving picture has continued to be maintained and outcomes improving at least as fast as nationally and in several cases faster than national improvements. At KS2 improvements had been seen in all areas reported on for end of KS2 outcomes and that we have improved on 2013 outcomes. Kirklees outcomes in 2014 are just below national average for outcomes in Reading, Writing and mathematics. Nationally improvements have also been seen. Mathematics has improved at a faster rate in Kirklees than nationally. Rates of progression across the primary phase continue to be a challenge in Kirklees. 2014 outcomes for KS4 place Kirklees at the national average in a particularly volatile year nationally for results. There is difficulty in comparing last year's results with this year's results due to significant changes in the reporting process. At 5 GCSEs at A*-C we are above the national average. A level and vocational outcomes post 16 are again very positive for 2014 placing Kirklees in the upper quartile for outcomes nationally. Greenhead College is The Sunday Times 6th Form College of the year. Whitcliffe Mount and All Saints Catholic College were regional winners in the DfE Pupil Premium Awards.
- We have commissioned an integrated model of maternity services, this focuses on interdependencies between outcomes, prevention and earlier intervention. Healthy pregnancy and early weeks and months (Healthy Child Programme 0-5) is a key priority due to the evidence of impact on longer term outcomes; also under development is an integrated approach to commissioning of the Healthy Child programme 0 to 19 in readiness for the transfer of Health Visiting Services to Kirklees Council, which also incorporate the School Nursing resource.
- We continue to grow our Self Directed Support offer to enable people to manage their own support as much as they wish, so they are in control of their care. Performance data year to date shows that almost 95% of

existing community based social care service users are accessing services in a self-directed manner.

- We are developing our self-care approach to improve the health and wellbeing of vulnerable groups and people who are living with Long Term Conditions. Current focus is on the development of a self-care Hub. A working prototype is in place and a phase of piloting the prototype with the public via the Health Trainer service has started in January.
- We are in the process of commissioning an Integrated Sexual Health Service that has been designed to be more focussed on prevention and working with communities. It will emphasise on improving emotional wellbeing and resilience in order to improve sexual health.
- Public Health and Place have mapped areas of joint work that support the JHWS and KES, identified opportunities for joint working and developed links across KC Directorates and local partners to:
 - Influence the development of the Kirklees Local Plan to ensure that the healthy choice is the easy choice for Kirklees residents, including opportunities to be physically active; a reduction in the number of fast food takeaways; opportunities to grow fruit and vegetables.
 - Mitigate the effects of poor air quality by working with Environmental Health.
 - Improve road safety for vulnerable road users to increase the numbers of people travelling actively by working in partnership with the Kirklees Road Safety Partnership
- Our food strategy is promoting Healthy Eating, physical activity, food growing and cooking skills to develop a sustainable local food culture that promotes healthy choices and early interventions. Weight Management Services have been reviewed and we are now getting better outcomes for less money. A community focussed model is under development for both food growing, obesity and physical activity to ensure the best uses of community assets and build community capacity. The Food for Life Programme in partnership with Kirklees Council Catering Service and Public Health, has successfully transformed food culture in schools. Over 500 local businesses now have the Healthy Choice Award. A Community Shop Social Supermarket is under development and this will target people on low incomes and provide training, support and access to employment in order to increase understanding and change attitudes to food.

Local people can control and manage life challenges

Focus, Progress and Achievement

- We have a well-developed partnership approach to Safeguarding for the most vulnerable in our communities across all age ranges. Work is ongoing to ensure that existing partnership arrangements and strategic planning in relation to Child Sexual Exploitation take into account the findings and recommendations of national publications.

- We are delivering services with partners that support Early Intervention for children, individuals, families and for older people who want to retain their Independence. For example, our offer of reablement supports people earlier in life when they need help to relearn daily living skills and to regain abilities and confidence in their own home. Almost 60% of referrals in to reablement are from hospital and at Q4 2014/15, 88.1% of older people discharged from hospital were still at home three months after their discharge.
- Enabling people to choose their own packages of care to remain independent for as long as is possible empowers people to make their own choices. With self-directed support people can get their own personal budget and can choose to take some or all of this as cash (direct payment) to arrange their own services. People can spend their direct payment on anything that will meet their needs, and many are moving away from traditional care services. Performance on the take up of direct payments continues to improve, with almost 34% of people using self-directed support in the form of a Direct Payment.
- Our targeted support is also enabling people to take up employment opportunities which help to maintain family and social lives therefore avoiding social isolation.
- We increased the value of monetary gain to residents resulting from benefits advice by £18,9m, exceeding our target of £17m during quarter 3.
- The Learning service provides mainstream and targeted support to enable all children and young people to achieve their potential including SEN and Disabled children. Our future plans are developed to meet future demand for school places in response to changing demographics. We work in partnership with schools to ensure we stay focussed on maintaining and improving our schools to increase the achievement and attainment of our children and young adults.
- Building personal resilience helps to equip managers, staff and their service users to deal with life challenges, move on and learn for future events so our commissioned approach to Health and wellbeing aims to maintain and improve the resilience of people living in Kirklees (this includes personal, community and organisational resilience). Courses and toolkits are now available for staff. We are developing wider partnerships across the system to embed resilience within organisational objectives, including the provision of training for managers and staff.
- We deliver and support programmes and initiatives which connect communities to promote cohesion and a sense of belonging. Through community engagement work 902 community initiatives and programmes have been supported by work that includes asset transfer, health and wellbeing, and community mobilisation, 23907 residents have been engaged. Further initiatives also saw over 240 children undertake activities to build school links, and over 2,500 students in schools and faith centres taking part in an E-safety session. Residents surveyed who feel there is a problem with anti-social behaviour in their local area has reduced to the 11% target figure.
- We are encouraging growth in the local economy by engaging and promoting business and funding opportunities (locally and regionally). The projection is to have achieved 175 jobs created against a target of 250. The position with apprenticeships is positive, with 230 apprentices having started their apprenticeship (exceeding the 14/15 target) with a further 84 in the pipeline.

People have a safe, warm, affordable home in a decent physical environment within a supportive community

Focus, Progress and Achievement

- Our aim to increase the number of affordable quality homes has been negatively affected by the delay to the LDF and economic challenges.
- The LCR "Better Homes" Green Deal contract for securing energy efficiency measures for 1400 domestic properties in Kirklees was awarded in December 2014 and is worth £2m. There has been strong progress across all fronts; however some of the funding has yet to be secured.
- Progress is being made on a project to tackle the negative health impacts caused by living in a cold home. Discussions are ongoing with CCGs to commission Energy on Prescription

People take up opportunities that have a positive impact on their health and wellbeing

Focus, Progress and Achievement

- Support is provided to those with developing care needs that promotes independence and choice. We have committed almost a million pounds of investment in 121 VCO organisations supporting some 29600 beneficiaries and leveraging almost £2.5m of community contribution. Community Investment and Third Sector Development: at year end we expect to have invested £1.48m in 145 projects.
- Via the Health Protection Board we ensure the Health protection Function and agenda is prioritised across Kirklees and Wakefield.
- Through the school improvement service we provide monitoring, challenge, intervention and support to ensure educational provision is of a high quality enabling increasing successful outcomes for all children and young people.
- We will continue to reduce the numbers of young people who are not in Education, Employment or Training (NEET) and develop pathways for young people which provides opportunities for them to gain work and skills in key sectors of the economy.
- Community Hub projects are being developed strengthening partnerships between schools, community groups and children's centres, to develop bespoke models of community provision for local people.
- Delivering programmes and initiatives that support growth and resilience of organisations in the voluntary, community, creative and social enterprise sectors are helping us to create strong communities with a range of opportunities for residents. 146 VCS organisations have worked with us, 101 are new organisations. The number of active volunteers in Sport & Physical activity = 149 with 1066 hours given.

- We continue to support and develop a range of sustainable physical activity and sports opportunities to encourage more people to become active to benefit their health and wellbeing and to reduce inequalities in participation for a range of priority communities and priority populations.
This quarter over 30, 000 attendances at sport and physical activity opportunities targeted at people with a range of physical and mental health needs and at different age groups.
- Good quality attractive recreational open spaces designed to meet local needs, including sports, play and recreational facilities, residential landscapes, allotments, trees and woodland continue to be well utilised by residents and visitors.
- Delivering environmental improvements to improve the quality of place in Kirklees. At a local level, environmental business grants totalling £348k have been awarded to 86 businesses.
- The LCR "Better Homes" Green Deal contract for securing energy efficiency measures for 1400 domestic properties in Kirklees was awarded in December 2014 and is worth £2m.
- Influencing the development of the Kirklees Local Plan to ensure that the healthy choice is the easy choice for Kirklees residents, including opportunities to be physically active; a reduction in the number of fast food takeaways; opportunities to grow fruit and vegetables.

Kirklees Economic Strategy (KES) – Quarter 4 Performance Summary

Outcomes to Achieve

Priority two: innovation and enterprising businesses - championing creativity, entrepreneurship and resilience

Focus, Progress and Achievement

- We continue to work with the private sector to deliver the 'Business Deal' for Kirklees. Our target is to achieve £10m of private sector match investment (set against a public sector funding of £2.5m). At the close of the year we have achieved private sector match funding of £10.8m.
- Low carbon solutions and resource efficiency are integral to our business support offer. The Environment Grant has picked up this quarter, with 71 businesses having been awarded funding, and the Access to Finance grant has secured higher than expected leverage.
- The Council works with public sector partners to ensure that procurement includes local labour clauses, wherever possible and maximises contract opportunities. As part of Council procurement, 'Quick Quotes' automatically select local suppliers where they exist. 86 quick quotes were issued in the second half of 2015/16.
- The Council is working with partners to enhance the enterprise offer across the district bringing a significant focus to the existing strengths and assets around enterprise including: Kirklees Youth Enterprise Centre; Peter Jones Academy; Duke of York Young Entrepreneur Centre; and the Enterprise Adviser Programme operating with our Schools.

Priority three: workforce, skills and employment - extending opportunity and powering business success

Focus, Progress and Achievement

- The latest unemployment total for Kirklees was 7,220 or 2.7% of 16-64 year old population (England 2.1%). This represents a decrease of -63 on the previous month and a decrease of -2,840 claimants on the same time last year. [Caveat: An average of 570 decisions to apply an adverse JSA sanction is typically taken by Kirklees Job Centres.]
- There is a need to break out of the 'low skills/low wages' equilibrium' in areas where it both limits incomes and deters employers with higher skilled, value adding vacancies from moving in. Access to the LCR Growth Fund has helped with this. However, it is noted that there has been a slowdown in the number of jobs created as a result of Council intervention using the LCR Business Growth Fund is coming to an end. The actual number of jobs created at year end reaches 174.

- The Better Health at Work service is supporting Kirklees businesses to commit to the Workplace Charter which aims to improve management systems improving the health & wellbeing of staff. 17 new companies have been engaged and 3 have been awarded the Charter status. Over 200 Health MOT's and over 500 emotional wellbeing/CBT sessions have been provided.
- We are committed to raising the awareness and quality of apprenticeships and to making them easy and attractive to take up, with effective routes into good jobs. The position on the Apprenticeship Hub is positive, with 230 apprentices having started their apprenticeship (exceeding this year's annual target) with a further 84 in the pipeline.
- From the Stronger Families programme year to date 109 families are better off through getting a job or making positive progress to find work.
- It is vital that the Council and partners work with businesses to access the £14m Local Enterprise Partnership (LEP) Skills Fund available to all small businesses in the district. The fund provides businesses with the opportunity to secure a 50% contribution to workforce skills training focussed upon business growth.
- We are beginning to explore the introduction of sustainability and social value within the health and social care sector.

Priority four: infrastructure - Making it easier for businesses to succeed and for people to access work

Focus, Progress and Achievement

- Our emphasis on next generation digital connectivity will focus on transforming the digital landscape in Kirklees to create excellent infrastructure that support innovation and economic growth. The Broadband Delivery UK contract, to build much improved digital connectivity across Kirklees, has been signed the implementation plan is making progress.
- We have recruited consultants to review the West Yorkshire Highways Asset Management Plan and we are utilising the recently secured monies to repair pot holes and to undertake minor road improvements across the district.
- We invest in public transport and physical improvements that facilitate the movement of goods and connect people in all our communities to economic growth. Our Ainley Top Junction Improvement Scheme was recently awarded a Certificate of Excellence in the Institute Chartered Engineers - Yorkshire and Humberside Award (spring 2015 competition).
- The maintenance element of the Highways Capital Plan is estimated to achieve 90% of its planned spend by year end.
- Also, joint work is progressing on the Leeds Road 'resource smart corridor', including Cooper Bridge, the Green Streets project and Environment Agency flood protection. Through this, and other resource smart corridors, we will maximise scope to attract business and investment, deliver a high quality urban landscape, make best use of external funding streams and find efficiency savings.

Priority five: quality places - Locations of choice for people, business and investment

Focus, Progress and Achievement

- Our aim is to urban vitality and a distinctive profile for Huddersfield Town Centre. The new Huddersfield Leisure Centre is ahead of schedule for completion and will open in May 2015. The tender process is underway for the new bus lane enforcement infrastructure as part of the Huddersfield Public Realm project. Also, there has been a new approach to event programming to stimulate Huddersfield as a centre for culture, in conjunction with the Autumn Huddersfield Contemporary Music Festival.
- We are committed to the transformation of Dewsbury, building on its strategic location and driven by integrated housing and economic development. Feasibility work on Pioneer House is ongoing. The Dewsbury Townscape Heritage Initiative (THI) scheme continues to progress well. The first planning permission for a priority property (flagged as key to the Dewsbury THI regeneration) has been received, and discussions are in progress with several of the owners/tenants of priority properties in the Northgate area of Dewsbury.
- All of the Empty Clusters schemes are on site or completed (85 units in Huddersfield and 40 units in Dewsbury), 120 units have been delivered through the course of the year. Feasibility work on Pioneer House is nearing completion. The Dewsbury Town Heritage Initiative scheme continues to progress well. The first grant has been approved by the Board and is due to be considered at Cabinet in April. In relation to the Huddersfield Public Realm project, in contribution to the stimulation of town centres as vibrant places to both work and live.
- The Affordable Housing programme has delivered a total of 174 units over the course of the full financial year.
- The focus on preventing crime and ASB has targeted work in hot spot areas to engage communities in preventing and addressing ASB (particularly environmental) in their area. Throughout 2014/15 “KI 188 - reduce the percentage of residents who feel there is a problem with ASB in their local area” has achieved or exceeded the target of 11% evidencing success. Performance is better than for West Yorkshire as a whole. Kirklees’ rural areas show the strongest performance.
- The yearly figure for net increase of dwellings stands at 1,036 additional dwellings. It is also noted that there has been a slowdown in the supply of affordable homes against plan, as a number of registered provider schemes will now complete in the new financial year.
- The additional DfT pothole grant and other sources underspend on Council winter maintenance have funded repairs to 84 roads and over 2,700 potholes.
- Arts & creative impacts have been in relation to effective partnerships & good levels of funding £84K Arts Council funding for ROTOR programme (on-going exhibitions, public events and talks); £350K for Sustainable Collections programme to increase engagement.
- Team events & concerts have attracted over 107K people in to our towns & community events have so far attracted 112,615 people. Targeted support to the local economy has been focused on creative & VCS businesses. Business

development support provided to approximately 290 creative & VCS businesses. CreativeKirklees.com which has exceeded registered profiles, social media targets & followers; supporting Huddersfield Carnival to remodel its business; Arts Starter (pilot community arts development programme in Clayton West) has over 50 residents & businesses involved.