**Calderdale MBC**

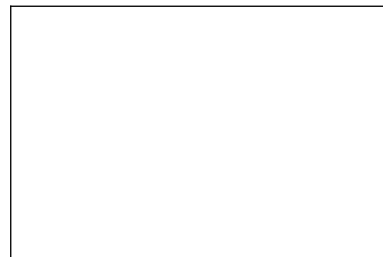**Wards Affected      ALL**

**Cabinet                11ᵗʰ December 2023**

**2023/24 Half Year Performance Review**

**Report of the Director Resources & Transformation**

1.    **Purpose of Report**

   1.1    Calderdale Council is committed to deliver our three strategic priorities to reduce inequalities, develop thriving towns and tackle the climate emergency. Our ability to deliver this change and meet current and future challenges and improve the lives of our residents, businesses, and visitors is evidenced within our corporate performance framework.

   1.2    Our performance framework underpins our work against these priorities to improving the lives of our residents and supporting progress towards Vision 2024. As we approach this, its final year, it will remain a key tool for tracking our delivery of our current and future Vision for Calderdale.

   1.3    There have been many significant challenges in recent years including continued unprecedented cost of living rises, sustained budget pressure on local authority finances nationally, with particular reference to Adult's & Children's Social Care cost of demand, and other economic/geopolitical challenges facing our residents. It is therefore important to reflect on how well we have performed as a Council in meeting these pressures in this first half of 2023/24. More importantly it serves as a baseline to inform our areas of focus for the remainder of this financial year and beyond, to address new and emerging challenges going forward and identify improvements to our approach.

2.    **Need for a decision**

   2.1    Cabinet receives a half yearly progress report which summarises the performance to date against these priorities (Appendix 1). This report updates the Council's corporate performance for the period April – September 2023 inclusive.

3.    **Recommendation**

   3.1    That Cabinet note the current performance of the Council to date this financial year and action(s) to improve performance.

## 4. Background and/or details

4.1 The Council's vision and priorities emphasise our focus on growth that is sustainable and support jobs and opportunities for our residents, with a need to reducing inequality where these exist and meeting our climate emergency commitments.

4.2 This report sets out the corporate performance management framework which reflect these priorities as measured using 21 Super Key Performance Indicators (SKPIs). The RAG rating is used to visually illustrate our quartile ranking position against the Chartered Institute of Public Finance and Accountancy (CIPFA) or other statistical neighbour group of Local Authorities.

4.3 There are also a range of over 90 other Key Performance Indicators (KPIs) which provide us with measurable evidence of how well we are performing against priority outcomes, to celebrate and learn from success, and identify where we need to improve, and these are also reported by exception where required/identified.

4.4 Our team collaborate with other public (recent example including Office for Local Government (Oflog), private and third sector organisations to draw together the respective contributions and data intelligence that each can provide. The aim being to share best practice, learning and use this data intelligence network to tackle the most complex multi-agency issues.

4.5 Evidence of our commitment to continuous improvement and refinement of the corporate performance framework, is illustrated by our revision and updating of SKPI's. This may be for a variety of reasons. For example, to reflect improved and/or no longer collected performance indicator(s) by national/benchmark bodies or a requirement to shift emphasis on current priorities or changing environmental/social factors. In the coming financial year (2024/25) i.e. From 1st April 2024, the following updates to our corporate performance framework will reflect the following changes, allowing for sufficient lead time for accurate data (performance indicator) scoping and collection/benchmarking to commence.

### 4.5.1 Skills – NVQ Level 4, aged 16 to 64

This measure is now being replaced at a national level with measurement against a Regulated Qualifications Framework (RQF) basis. As such going forward an alternative SKPI has been identified and confirmed as 'Proportion of the population aged 16-64 qualified to RQF Level 4 or above'. This will be reviewed ongoing against any further proposals for alternative indicators issued before Q1 2024/25.

### 4.5.2 Percentage achieving a good level of development in the Foundation Stage Profile

The last data release for this indicator (academic year 2022/23) is due to be released November 2023. Following this, the measure will no longer be published. No equivalent measure of school readiness has yet been confirmed at this stage by statutory bodies with rather a new assessment, Reception Baseline, being introduced nationally at the start (rather than the end of) of Reception. Data for this at present is not currently available

but we will continue to monitor and work with the service to ensure any aspect of school readiness performance continues to be appropriately tracked and available for reporting.

### 4.5.3 Housing Delivery Test – Percentage of deliverable assessed housing requirement delivery over a rolling 3-year period

The last data release for this SKPI was 2021. The Department for Levelling Up, Housing and Communities (DLUHC) are yet to confirm what publication of further data will be made around this indicator going forward, with the proposal to remove the requirement for capture and publication of this data by local planning authorities who have an approved Local Plan. We are working with the service with regards to any alternative measure(s) of housing supply/delivery for inclusion in our SKPI 2024/25 framework and any proposals for these will be shared and consulted with via Cabinet briefing in advance of 2024/25 reporting year.

### 4.5.4 Proportion of local sites (both geological and wildlife) where positive conservation management is being or has been implemented in previous 5 years.

Following discussions with the service, it is proposed to remove this local performance measure as an SKPI. Work is currently being undertaken to establish a more robust indicator that can be benchmark measured against other local authority cohorts and the Council's Statistical Neighbours.

### 4.5.5 Percentage of 65 years and over population in receipt of long-term adult health and social care support

This indicator is based on national published data from the Short and Long Term (SALT) support statutory return. SALT will be superseded by the new Client Level Data (CLD) collection but will remain a mandatory requirement going forward. We are awaiting confirmation from Department of Health & Social Care (DHSC) on the exact reporting and data collection/publication timetable going forward and will assess its feasibility to replicate the existing indicator using published data from the CLD return and confirm details in advance of the 2024/25 reporting year.

4.6 In some instances, there is a lag between published (and validated datasets with which we can accurately benchmark performance) and the time parameters for half yearly reporting. As such updated performance and benchmarking data may not yet be available to the Council, depending upon timescales and source. It should be noted however that use of performance measures in the development of Council policy will always reflect consideration of both SKPI (strategic and/or national/CIPFA benchmarked measures acting as "herd" indicators for signposting of more detailed analysis) and other KPI's which may be based on more local/operational/measures and therefore have a reduced lag in terms of their availability/publication.

4.7 It is also worth noting that indicators may be underpinned by significant investment decision(s) timeframes and/or project delivery deadlines given their size and scope, and as such it may be some period before performance change is evident/reported.

4.8    This half year-end report has the following elements:

### 4.8.1    Statistical Neighbour rankings

As is detailed and illustrated above, our performance framework is continuously reviewed and updated to ensure robustness of performance reporting and is benchmark measured against other local authority cohorts i.e., CIPFA, Council's Statistical Neighbours and Yorkshire and Humber and all England councils.  Equally, CIPFA continuously review and update their local authority comparator groups to ensure accurate benchmarking and use by all local authorities, with the latest revision in 2023. The RAG rating of our SKPI's is used to visually illustrate our quartile ranking position against the CIPFA or other statistical neighbour group of Local Authorities – Appendix1.

4.9    Based upon latest available data releases, the report aims to provide assurance that the priorities of the Council are being delivered and, where necessary, improvement will be made and an opportunity to challenge where further action is required. For example, we know that there has been a recent increase in the rate of youth unemployment across our borough, reflected both regionally and nationally. Since the pandemic our young people have been particular impacted with increased levels of unemployment amongst the 18–24-year-old group (7.6%). Whilst regional and national averages have also seen an increase recently, Calderdale remains higher than these comparator groups (5.8% and 5% respectively). Economic growth, represented by indicators such as (but not limited to) unemployment levels and average weekly pay, act as a catalyst for prosperity for all and is a priority for the Council given the obvious impact on the wellbeing and life opportunities for all our residents. Our work to tackle economic inequality at the root of this issue, including those of specific vulnerable groups such as those affected by youth unemployment, is encompassed in our Inclusive Recovery Plan and Anti-Poverty Strategy and its associated ongoing corporate oversight.

### 4.9.1    Performance reports

The following detailed performance exception reports are also included within Appendix 1

- **Referral and Assessment Timescales**

    These KPI's have been developed locally this year to ensure there is appropriate tracking of performance against our referral and assessments timescales for people requiring Adult Social Care support. There are clearly further improvements required in both, which the Council is committed to achieving. Likewise, there is also evidence of the significant work and early improvements being made as result, ranging from data cleansing, innovations using new Power BI data dashboards and process changes to bring about the required positive shift in timescale waiting times. A further example of this is the council's recent establishment of its internal Care Quality Commission (CQC) Oversight and Assurance Board, chaired by the Chief Executive. This also has membership of other

key directorate and corporate colleagues in readiness for the new governance and inspection arrangements. This is the new framework by which all local authorities will be measured against going forward for Adults Social Care quality and provision and performance metrics such as these, but not limited to, will be a key area of its focus going forward.

- **Short Term Placement Stability**

    As corporate parents, the placement stability for our Children Looked After is a key factor and our recent performance has shown a decline in this. It should also be noted however that this is set within a context where has been a noticeable rise in the number of young people with three or more placements since April 23 compared to the last two years' trend and our own historical positive performance in this area in recent years. Whilst our performance remains better (i.e., lower) than national and statistical neighbour averages, it is evidence of the challenging targets we as a council have set ourselves around life factors such as this to ensure we provide the best life opportunities and outcomes for our Children Looked After.  Also evident is the significant effort and innovation to support this work with the successful recruitment of carers and the removal of a council tax burden for any Calderdale based carers as added financial support.

- **Primary Education Outcomes**

    Progress rates in Key Stage 2 (KS2) have improved significantly since 2019 in areas of reading, writing and mathematics. We are outperforming our statistical neighbours and have neared or exceed national indicators on several measures in recent years. This positive picture of performance will be welcome by all but most notably our young people, parents and carers of primary age children in demonstrating evidence of our commitment to their early education outcomes which shape later life chances. Our excellent engagement with schools and other stakeholders, underpins this performance and we will ensure that through this and our ongoing quality assurance that this focus on positive performance remains.

- **Child Protection (CP) Plans**

    There has been an increased rate of Child Protection Plans since the ending of lockdown with the number of children subject to a child protection plan slowly increasing toward pre covid figures. Whilst this rate is projecting an increase, we remain broadly in line with the most recent national and statistical neighbour averages. The demands on children social care teams and practitioners is well reported locally and nationally, and here at Calderdale we are committed to ensuring that we have robust multi agency decision making and risk assessment processes so that only a child at risk of significant harm is subject to CP plan. Work in this area also identifies that emotional abuse due to witnessing or living in a household with domestic abuse is a root cause, for which Calderdale is a noted outlier with higher rates than other areas nationally thereby acting as a potential feeder source to this

increase. Identifying this and tackling "upstream" with early help and intervention initiatives are a focus for practitioners working in this area and also for other partners and stakeholders for example via the Community Safety Partnership (CSP).

4.10 In line with the Government's transparency agenda, the Council publishes all performance data on its Open Data platform, Dataworks. All corporate performance data is hosted digitally and is updated in real time as data releases become available on the Council Performance Dashboard (and can be viewed [here])

## 5. Options considered

5.1 None applicable.

## 6. Financial implications

6.1 Our performance framework in 2023/24 helps guide the Financial Planning process by enabling greater scope for financial modelling of performance and its impact on the achievement of our outcomes and aspirations for residents going forward to be illustrated.

## 7. Legal Implications

7.1 There are no specific legal implications arising from this report.

## 8. Human Resources and Organisation Development Implications

8.1 None applicable.

## 9. Consultation

9.1 None applicable.

## 10. Environment, Health and Economic Implications

10.1 The Council's 3 key priorities aim to improve the outcomes for all our residents and the borough as whole with, a strong and resilient economy with a high level of business activity and jobs creation. This being underpinned by equitable life chances and a quality of health and wellbeing for all in a way that is sustainable and aligned to its climate change commitments.

10.2 Our performance framework underpins the work and priorities of the Council as evidenced in our Corporate Plan 2022-2024. This is aligned to, and supportive of the principles and aims of other key strategic policies of the council, including (but not limited to) our Anti-Poverty Strategy, Health & Wellbeing Strategy and Climate Action.

## 11. Equality and Diversity

11.1 A key principle of our corporate performance is that it aims to inform our decision making, intervention (where required) and prioritisation of resources for this period and going forward. The allocation of these resources and delivery of their projects will further contribute to an Equitable, Inclusive and Diverse Calderdale.

## 12.   Summary and Recommendations

12.1   With the recent establishment of the Office for Local Government (Oflog) and its initial publication of a small number of existing metrics covering four areas – adult social care, adult skills, waste and finance (with consultation on increasing to 20,  including focus on financial resilience/best practice sharing), it is clear that local authority performance is of key interest to local and national policy makers in additional of course to all our residents.

12.2   Our own corporate performance framework has been well developed and refined over recent years to ensure it has the same flexibility and transparency aspired to by the Oflog framework. As such, it remains a vital tool to support and monitor areas of council activity and its associated impact on the lives of our residents. It has ensured and continues to do so, that this picture of performance can be easily reported to provide valuable input and challenge to our decision-making processes.

12.3   There are clear areas where the council is performing well or improving in comparative performance with other local authorities such as our latest data regarding physical activity and primary school age education. However, there are also other areas where we are focused and committed to improve performance where our data identifies for clearer prioritisation of our limited resources to meet known current and future challenges.

12.4   Set against the context of an unprecedented period of change and challenging financial conditions for councils and residents alike, for the first 6 months of this reporting year across our 21 SKPI's nearly 60% of these indicators are ranked within the top or second quartile against other councils when measured against the CIPFA standards/benchmarking group. In this context and the challenges in this early period of 2023/24 a valid and evidence-based degree of positivity and encouragement for our efforts to date can be formed, as we meet similar challenges in the remainder of 2023/24.

Becky McIntyre
Director Resources & Transformation

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**The documents used in the preparation of this report are:**
1.      Appendix 1: 2023/24 Half Year Corporate Performance Report

**The documents are available for inspection at:** Princess Buildings, Halifax HX1 1PS

**Appendix 1**

**Calderdale** Council | *everyone different everyone matters*

**2023/24 Half Year Corporate Performance Report**

**Summary**

This report provides a performance update for Quarter 2 and Half Year 2023/24 reporting year.

During this reporting period, there have been data releases for the following Super Key Performance Indicators (SKPIs):

- **Claimant Count** — The latest data release (September 2023) shows 5,230 people claiming unemployment related benefits which equates to 4.1% of residents (16-64) which is line with the regional average of 4%. This shows a slight decrease in claimants from the previous quarter (reduction of 65 claimants).

- **Youth Unemployment** — As at September 2023 , 8.1% (1,150) of 18-24 year olds are claiming unemployment benefits which shows as increase from June 2023 when the data reported figures of 1,090 and proportion of 7.6%. Regional and national averages have also seen an increase during the last quarter, however, Calderdale remains higher than these comparators (5.8% and 5% respectively).

- **Voluntary organisations as a rate of population (per 100,000)** — Data has recently been released for 2020/21 which shows a slight reduction in the rate from 187.6 (2019/20) to 185.19 (2020/21) which equates to a reduction of 5 voluntary organisations. Calderdale continues to have the highest rate of voluntary organisations per 100,000 population against statistical neighbours and the West Yorkshire authorities.

- **RQF level 4+, aged 16 to 64** — Following the replacement of NVQ estimates with estimates on a Regulated Qualifications Framework (RQF) basis, and discussions with the service, it is proposed to amend the previously reported 'Proportion of the population aged 16-64 qualified to NVQ Level 4 or above' to the 'Proportion of the population aged 16-64 qualified to RQF Level 4 or above'. The Employment and Skills Framework work might result in further proposals being presented regarding this SKPI next financial year. In this quarter data has been released using the RQF estimates for the January—December 2022 survey period. Calderdale data shows 40.7% of 16-64 year olds qualified to Level 4 or above, against regional and national averages of 38.9% and 45.1% respectively with a ranking of 6th out of 16 statistical neighbours.

From the wider basket of Key Performance Indicators, please note the following exception reports:
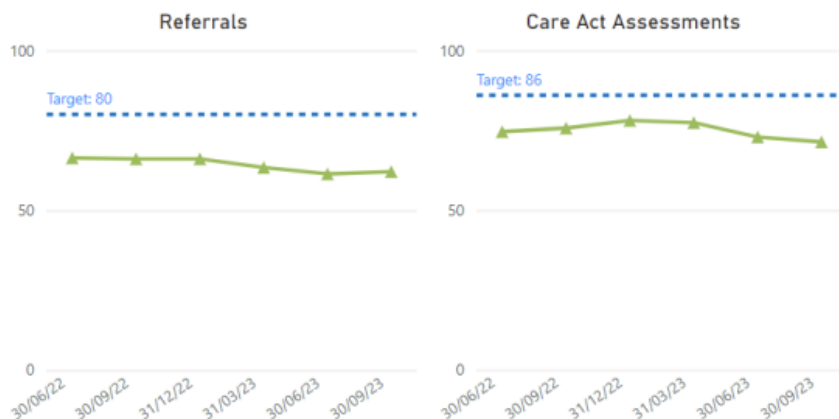
- **Referral and Assessment Timescales (Adults Social Care)**

- **Short Term Placement Stability (Children's Social Care)**

- **Primary Education Outcomes**

- **Child Protection Plans**

| | Statistical Neighbour Ranking as of 7/11/23 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Priority** | **SKPI** | **What Does Good Performance Equal** | **Latest Score** | **Period** | **Previous Score** | **Period** | **Performance Trend** | **Latest Rank In Comparator Group** | **Comparator Group** | **Top 3 Performing Statistical Neighbours** |
| Reducing Inequalities | Healthy life expectancy at birth (Males) | High | 59 | 2018-20 | 61.4 | 2017-19 | Worsening | 11/16 | CIPFA Nearest Neighbours | Stockport (65.1) Bury (63.4) Dudley (62.9) |
| | Healthy life expectancy at birth (Females) | High | 63.4 | 2018-20 | 64 | 2017-19 | Worsening | 2/16 | CIPFA Nearest Neighbours | Medway (63.6) Calderdale (63.4) Dudley (62.7) |
| | Percentage of physically active adults | High | 64.0% | November 2021/22 | 61.4% | November 2020/21 | Improving | 4/16 | CIPFA Nearest Neighbours | Kirklees (64.7%) Stockport (64.7%) Bury (64.5%) |
| | Prevalence of Healthy Weight in Reception children | High | 82.1% | 2021/22 | 76.3% | 2019/20 | Improving | 1/11 | DfE Statistical Neighbours | Calderdale (82.1%) Stockport (79.9%) Wigan (76.2%) |
| | Prevalence of Healthy Weight in Year 6 children | High | 63.0% | 2021/22 | 63.2% | 2019/20 | Worsening | 1/11 | DfE Statistical Neighbours | Calderdale (63%) North Lincolnshire (63%) Stockport (63%) |
| | Proportion of older people in receipt of long term adult social care (65+) | Low | 3.60% | 2021/22 | 3.56% | 2020/21 | Worsening | 7/16 | CIPFA Nearest Neighbours | Medway (3.1%) Doncaster (3.2%) Kirklees (3.2%) |
| | Percentage achieving a good level of development in the Foundation Stage Profile | High | 65.4% | 2022 | 70.5% | 2019 | Worsening (though improved comparative position) | 4/11 | DfE Statistical Neighbours | Stockton on Tees (68.1%) Nottinghamshire (66.8%) Darlington (66.0%) |
| | Domestic Abuse | Low | 5699 | Apr 2022 - Mar 2023 | 5356 | Apr 2021 - Mar 2022 | Worsening | | | Comparator published in November 2023, will be report in February OPF Q3 2023/24. |
| | Serious Crime | Low | 211 | Apr 2022 - Mar 2023 | 211 | Apr 2021 - Mar 2022 | Plateaued | | | Comparator published in November 2023, will be report in February OPF Q3 2023/24. |
| | Neighbourhood Crime | Low | 2490 | Apr 2022 - Mar 2023 | 2168 | Apr 2021 - Mar 2022 | Improving | | | Comparator published in November 2023, will be report in February OPF Q3 2023/24. |
| | Voluntary organisations as a rate of population (per 100,000) | No Polarity | 185.19 | 2020/21 | 187.6 | 2019/2020 | Worsening (though maintained comparative position) | 1/16 | CIPFA Nearest Neighbours | Calderdale (185.19) Bury (182.12) Kirklees (174.91) |

## Statistical Neighbour Ranking as of 7/11/23

| | Indicator | High/Low | Value | Year | Prev Value | Prev Year | Trend | Rank | Benchmark Source | Top Neighbours |
|---|---|---|---|---|---|---|---|---|---|---|
| **Strong Thriving Towns and Places** | RQF level 4+, aged 16 to 64 | High | 40.7 | 2022 | N/A | N/A | N/A | 6/16 | CIPFA Nearest Neighbours | Stockport (53%) Bury (46.2%) Derby (44.2%) |
| | Median gross weekly pay | High | 576.9 | 2022 | 535 | 2021 | Improving | 13/16 | CIPFA Nearest Neighbours | Stockport (665.4) Dudley (615.4) Kirklees (613.4) |
| | Claimant Count (*benchmarking uses the proportion rather than number) | Low | 5230 | Sep-23 | 5295 | Jun-23 | Improving | 8/16 | CIPFA Nearest Neighbours | Stockport (3.1%) North Lincolnshire/Barnsley (3.4%) Wakefield (3.5%) |
| | Youth unemployment | Low | 8.1% | Sep-23 | 7.6% | Jun-23 | Worsening | 13/16 | CIPFA Nearest Neighbours | Medway (5.6%) Stockport (5.8%) Kirklees (6.1%) |
| | Business Survival Rates (3 years) | High | 56.4 | 2021 | 59.4 | 2020 | Worsening | 12/16 | CIPFA Nearest Neighbours | Halton (65.2) Stockport (63) Medway (61.8) |
| | Principal roads where maintenance should be considered | Low | 3 | 2021/22 | 4 | 2020/21 | Improving | 8/14 | CIPFA Nearest Neighbours | Halton (1) Kirklees/Rotherham/Medway/Doncaster/Wakefield/North Lincolnshire (2) |
| | Housing delivery test % of deliverable assessed housing requirement delivery over a rolling 3 year period – over 75% (New) | High | 55% | 2021 | 50% | 2020 | Improving | 15/16 | CIPFA Nearest Neighbours | Telford & Wrekin (233%) Doncaster (229%) Wakefield (200%) |
| | Average Progress 8 score per pupil | High | -0.19 | 2022 | 0.03 | 2019 | Worsening | 7/11 | DfE Statistical Neighbours | Leeds (0.11) Kirklees (0.01) Nottinghamshire (-0.01) |
| **Climate Action** | Local sites (both geological and wildlife) where positive conservation management is being or has been implemented in previous 5 years | High | 65 | 2021 | 67 | 2020 | Worsening | | | |
| | Per capita CO2 emissions in the area | Low | 4.2 | 2021 | 3.9 | 2020 | Worsening (though improved comparative position) | 8/16 | CIPFA Nearest Neighbours | Medway (2.9) Dudley (3.3) Wigan/Stockport (3.7) |

## Referrals for Adult Social Care dealt with in 28 days / Assessments completed in 28 days

**R**

### Referrals



Target: 80

### Care Act Assessments



Target: 86

### What are we doing to improve?

One of the main drivers for improvement has been the introduction of new Power BI dashboards focussing on our waiting lists. These provide a directorate wide view of the data, which wasn't previously available. This has contributed to much greater engagement and ownership at service and team level, which has been further enhanced by new operational data quality clinics, which meets on a weekly basis.

The dashboards have highlighted a number of data cleansing actions impacting on waiting times. These are now being actioned via the weekly data quality clinics. The greater focus on waiting lists is also leading to discussions on process changes, which should ensure any remaining issues affecting waiting times are effectively resolved.

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

Although the charts opposite demonstrate that performance is not in line with targets, this does not reflect the significant progress made this year in reducing our waiting lists. For example, at the end of December last year, 810 referrals for assessment were awaiting a decision, of which 391 (48%) had been waiting longer than 6 months. By the end of Q2, the number of referrals for assessment awaiting a decision was down to 410, with 117 (29%) of those waiting longer than 6 months. That reflects a 49% reduction overall, and a 70% reduction in those waiting over 6 months.

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

These are both new indicators this year. The referrals measure reflects the time between a referral for assessment being received, for someone without long term services, and the decision date for the referral (regardless of the outcome), or the time since the referral if there is no decision date. This indicator measures the proportion of referrals meeting that definition within 28 days in the previous rolling 12 month period. Our target is for 80% of those referrals to be decisioned within 28 days. The chart above indicates that we have not met that target in the last 15 months, with performance declining from 66.4% in Q1 last year to 61.4% in Q1 this year. Performance improved slightly in Q2, rising to 62.1%, but remains well below target. It is important to highlight that the decreasing timeliness partly reflects increased demand, with the number of referrals meeting the indicator definition increasing from 4053 in Q2 last year to 5345 this year, an increase of nearly 32%.

The Care Act Assessments indicator reflects the time between a referral being received and an assessment being completed, for clients with no long term services. This indicator is cumulative during a year, with the Q4 figure reflecting performance over a full year. Data for last year shows that 77.4% of assessments meeting the definition were completed within 28 days. So far this year, performance is lower at 71.4%, against our target of 86%. The decrease in performance will partly reflect efforts to data cleanse our case management system. Performance in the remainder of the year may also be affected by a change in how we reflect the time required at the front door to identify the most appropriate route, prior to progressing to care act assessments. The impact of this change should be clearer in Q3. Neither of these indicators are currently benchmarked via published national data.

### What more needs to happen?

We need to ensure there is a continued focus on minimising new data quality issues. Now that we have made significant reductions in closing our oldest open referrals, we need to shift our focus to maximising the timeliness of our response for current and new referrals. To assist with this, work is underway to maximise capacity across teams to allow this focus, and reduce the number of system inefficiencies.

In readiness for our move to a new case management system, we will develop standard operating procedures to ensure that there are clear and simplified processes covering referrals and assessments. This will help to optimise practitioner time across both these target areas.
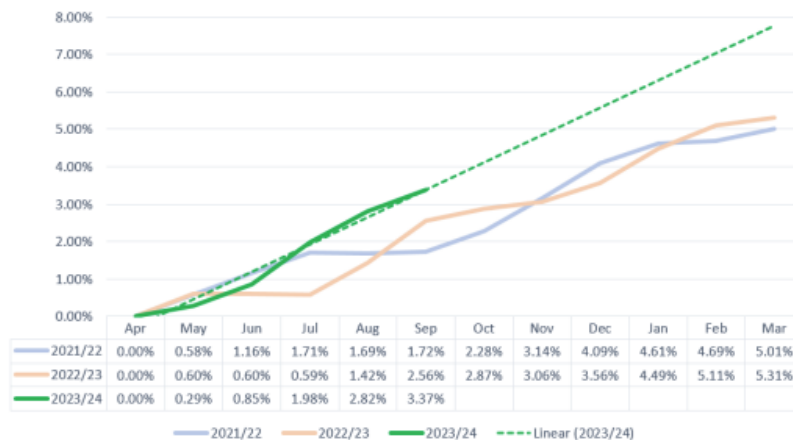
**OPF feedback:** We will ensure that sustained improvements continue be made, underpinned by practice with improved definitions of pathways/risk assessment, better utilising the resources we have and acknowledging and taking action to address our capacity challenges such that referrals and assessment are undertaken when they need to be done in a timely way. This will provide a firm basis of improvements going forward, supported by other activity such as that from required data cleansing.

**R**

## % of CLA with 3 or more placements in year

| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2021/22 | 0.00% | 0.58% | 1.16% | 1.71% | 1.69% | 1.72% | 2.28% | 3.14% | 4.09% | 4.61% | 4.69% | 5.01% |
| 2022/23 | 0.00% | 0.60% | 0.60% | 0.59% | 1.42% | 2.56% | 2.87% | 3.06% | 3.56% | 4.49% | 5.11% | 5.31% |
| 2023/24 | 0.00% | 0.29% | 0.85% | 1.98% | 2.82% | 3.37% | | | | | | |

Legend: 2021/22, 2022/23, 2023/24, Linear (2023/24)

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

Short term placement stability for Children Looked After has declined. There has been a noticeable rise in the number of young people with three or more placements since April 23 compared to the last two years' trends.

In September 23, 3.37% of all Children Looked After had three or more placements since April 23. This compares to 2.56% in September 2022 and 1.72% in September 2021. This is a 49% increase compared to September 2022 and a 96% increase compared to September 2021 (although the full year figure for 2021/22 was similar to that for 2022/23).

Performance has been substantially better (i.e. lower) than national and Statistical Neighbour averages which were 10.0% and 9.6% respectively in 2021/22.

The Linear trajectory (green dotted line) shows the projection for the rest of the year if the same trend is followed, which suggests this indicator is currently on track for over 7% by the end 2023/24 compared to around 5% in the past two years. This would remain below (better than) the most recent national and Statistical Neighbour averages.

### What are we doing to improve?

The numbers equate to 16 children.

6 placements are for young people aged 16+ who have struggled to maintain a placement.

5 children have the P1 code, which is placement with parent. This is being used much more in Court proceedings, when the LA apply for removal and the court want us to do further work with the parents. This is not technically a change of placement but the child has become Looked After and remained in parents care.

5 children have experienced placement breakdown.

3 children were new entrants to care and it was challenging to find a placement, which resulted in temporary placements.

The pressure on placements is huge at the moment, between June 2023 and Sept 2023, 68 separate referrals for 57 children were received for placements. Some children had more than 1 referral due to bridging placements or moves i.e. from EDT bed to a different placement. 24 of these children were placed internally within our fostering service. We are continuing to prioritise recruitment of internal foster carers and we have recruited 4 new fostering households so far this financial year, with 6 more in assessment currently.

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

Our recruitment campaigns have proved successful, including removing the Council tax burden for Calderdale based carers. Whilst numbers might initially look low, the market is poor at the moment and we are on par with our regional colleagues who have a much larger pool of potential carers. We have also recruited more carers in the first half of the year, than the whole of the 22/23 financial year.

Our support for internal carers continues to improve, with the development of the CFCA (peer led support) and two level 4 carers who are paid to support other carers (like Mockingbird). This has led to previously complex placements progressing to Special Guardianship or become stable.

### What more needs to happen?

- Improved access to CAMHS support for complex children.
- Improved Joint Funding and early assessment /intervention for complex children
- Stability of staffing in the fostering service
- Increase of staffing in the fostering service to support the increase in the number of carers coming through.
- Continued recruitment of carers, including more variety such as 'supported lodgings', 'mother and baby', 'short-breaks' etc.

**OPF feedback :** Performance here can be attributed to a number of factors including the small cohort of children which we are reporting against and seen in an overall context of a level of performance that still is positive when measured against other national benchmarks/local authorities. This is a complex area of children's social care, and whilst we are committed to our own efforts locally to improve the lives of all of our children looked after, this is an area that would equally benefit from further national policy innovation and design.

G

## Progress in KS2 (Average = 0)



Legend: ■ Reading ■ Writing ■ Maths
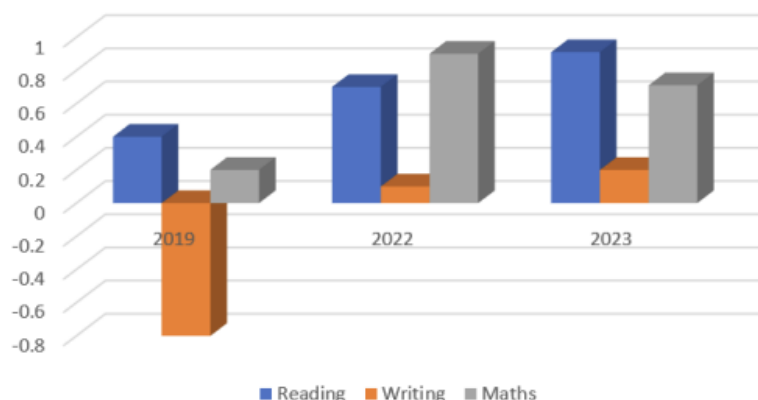
### What is the story the data is telling us?

Progress rates in KS2 have improved significantly since 2019. Reading rose from 0.4 to 0.9, writing from –0.8 (below average in 2019) to +0.2 and maths from 0.2 to 0.7 (but with a small dip from a very high 0.9 in 2022). National averages were consistently in 0.03-0.05 range. In 2022, Statistical Neighbours averaged 0.2 in reading, 0.05 in writing and 0.3 in maths, with Calderdale significantly above national averages.

In 2023 attainment in the primary phase increased at each Key Stage and remained close to national averages:
In Early Years the proportion achieving a Good Level of Development rose from 65.4% to 66.7%. The national average rose slightly more from 65.2% to 67.2%.
At Key Stage One the % achieving EXS+ rose from 65.9% to 66.9% in reading, from 55.9% to 58.4% in writing and from 67.4% to 70.4% in maths. National averages were slightly higher at 68.3%, 60.1% and 70.4% respectively.

At KS2 the proportion achieving the expected standard on the combined reading, writing and maths result rose from 58.7% to 59.9%, slightly above the national average of 59.5%.
All 2023 data is provisional.

### What are we doing to improve?
- We continue to work with all schools via schools clusters on the improvement areas identified
- We risk assess all our schools and are funded by Schools Forum and base funding (up to March 2024) to work with our primary maintained schools causing concern.
- We also received funding to allow a day per maintained green schools with a 1/2 day school visit
- We meet with COE/Catholic/DFE/OFSTED/ other stakeholders to keep up to date on the improvements being made in our schools

### What evidence is there that actions are having an impact?
- Progress and attainment outcomes 2023, largely above national
- Successful engagement of 97% of our schools working with English hub
- Successful engagement of 95% of our schools working with Maths hub
- 40 Schools involved in EEF Literacy project with our research school showing improved performance in 2023
- Successful engagement of 90% of our schools with Subject Leaders Development programmes
- Significant numbers of teachers undertaking new NPQs programmes and passing the course requirements
- Increase in Good and Outstanding schools in Calderdale 83% compared to national at 88%
- Increased number of schools who are good and outstanding to 83% compared to national at 88%

### What more needs to happen?
- Continued high level of school's engagement with curriculum hubs/NPQs/SL development programmes
- Continued monitoring of our maintained schools causing concern to reduce their numbers by the end of the academic year
- Quality assurance undertaken by Partnership Board members of school cluster plans 2023/2024
- Continue to reduce the number of maintained Moderation Handbook 2023/24 schools causing concern.

**OPF feedback :** We welcome the positive performance in this area of our children's education, development and learning, and in particular our performance when measured against other national average performance in these areas.

R

## Rate of CPP per 10,000 children aged 0-17

SNs — Eng — LA
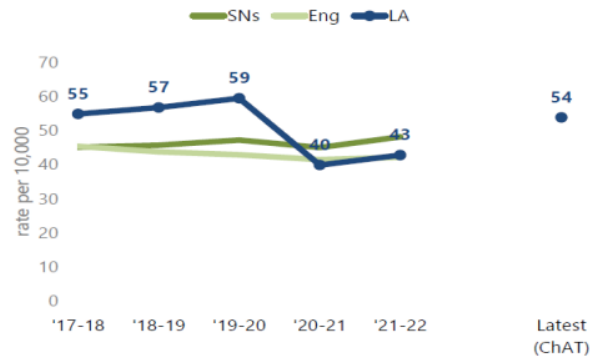


**What is the story the data is telling us?**

The rate of Child Protection Plans decreased within the period of Covid lockdown and since the ending of lockdown the number of children subject to a child protection plan has slowly increased toward pre covid figures.

The rate of child protection plans has increased from 43 per 10,000 0-18 year olds in 2021/22 to 54 at Q2. The unpublished outcome for 2022/23 was 50, suggesting an overall rising trend since 2021/22.

The increase has brought the rate of CPPs to above the most recent national and Statistical Neighbour averages of 42 and 48, respectively, from 2021/22.

Early regional data (as yet unvalidated/unpublished) is also suggesting an increase in CPP rates, but to a slightly lesser extent (from 48 to 52 over the same time period).

**What are we doing to improve?**

Robust multi-agency decision-making is important to ensure that only children at risk of significant harm are subject to a CP plan. This assurance is provided through representation at strategy meetings and conferences led by the IRO to ensure that CP plans do not drift and a child only remains on a CP plan while there are agreed risks of significant harm. Reflection to the ChaT identifies that in the last 6 months, only 2 children have ended CP plans over 2 years with the majority ending between 12 and 18 months. The overwhelming majority of children who are subject to a CP plan are under the category of emotional abuse due to witnessing or living in a household with domestic abuse.

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

Ofsted carried out a focused visit on this area of practice in May 2023. They found most children subject to child protection planning are receiving an effective service. This is ensuring that children's identified needs are met, and children are better protected. Ofsted told us that families are receiving services at the right level of intervention. When needs or risks increase, children and families receive the most appropriate service. There are some children subject to child protection and CIN planning who have had repeat interventions This is also in the context of the national impact upon families of Covid lockdown and the current cost of living crisis which places increased pressure upon adults within families.

**What more needs to happen?**

Evidence of sustainable change when decisions are made to end involvement with families or step-down from child protection to child in need. Given that domestic abuse is a key risk that results in increased CP plans, the approach to address this must be partnership-wide to tackle root causes such as poverty and gender issues.

**OPF feedback:** The impact of the pandemic and lockdown (reduced rate) appears now to have been eliminated from the system with the rate of children on a child protection plan now increasing back to pre covid levels. Our Ofsted focused visit (May 2023) of children in need and child protection services, assures us that our process of case file audit and the 'senior management oversight of practice' is ensuring that those children who have the active involvement of children's services are having the appropriate intervention.