



ITEM 4



Economy and Enterprise Delivery Partnership

Date of Meeting: 22nd September 2009

Subject: Narrowing the Gap: Developing Targets and Delivery Plans

1. Reason for Report

- 1.1 To seek the views of the Partnership on the proposed next stages in developing targets and delivery plans for narrowing the gap across the indicators agreed by Calderdale Forward.

2. Key Issues

- 2.1 Calderdale Forward has adopted a number of indicators reflecting gaps across the areas of deprivation, education and skills, employment and unemployment, health, crime, and resident perceptions.
- 2.2 In drawing up this list, the intention was to avoid simply repeating an array of “symptoms” of the same underlying problems; instead, the list seeks to focus on indicators whose improvement could directly affect the future prospects of individuals, social groups and geographical areas, i.e indicators that could promote, not simply reflect, improved health and well-being.
- 2.3 The Calderdale Forward Delivery Group agreed a further report which identified the gap across a number of the indicators. In some cases measurement of the indicator has yet to be defined and sources of data finalised. A copy of the report considered by the Delivery Group is attached for information.
- 2.4 The next stage is to agree targets and prepare delivery plans to achieve these targets. In order to achieve real progress on narrowing the gap the following proposal has been developed.
- 2.5 For each of the indicators the following process is suggested:
 1. Describing and understanding the gap
 2. Mapping causes and drivers of the problem
 3. Mapping current activity
 4. Developing solution programmes
 5. Implementing solutions
 6. Evaluating the impact
- 2.6 A major contribution to the success of the process, which is called a solution-centre approach and is effective in dealing with cross-cutting issues, is the move from organisational silos to partnership-based

delivery. This is achieved by establishing a cross-partner team of about 8-10 experts on the topic, working in an externally facilitated workshop to develop a joint approach to problem solving. Peer challenge is a key component of this process.

- 2.7 In order to ensure that the most appropriate people from across partners are involved it is proposed that membership of each Solution Group is agreed on behalf of the Calderdale Forward Delivery Group by Graham Wardman as the Calderdale Forward Lead Responsible Officer for Narrowing the Gap in consultation with the appropriate Theme Lead(s).
- 2.8 A regional funding source is being approached with a view to obtaining funding for a number of external facilitators to help develop and deliver the solution programmes.
- 2.9 At the point where a target is suggested and solution programme has been drawn up, this will be shared with Theme Delivery Partnerships for comment and support for the actions set out will be sought. The tasks of ensuring implementation and monitoring performance will be undertaken by the LSP Team on the same basis as the Local Area Agreement indicators and targets with regular reporting to Theme Partnerships, the Delivery Group and Calderdale Forward Board.

3. Conclusions

- 3.1 In order to move forward on narrowing the gap a solution centre approach is being proposed and its key objectives can be summarised as follows:
 - to develop & implement new solutions to existing problems through a wide process of approaching things differently (e.g. spending time in a different environment, working across organisation silos and creating a different culture which involves different partners from different areas, markets or segments)
 - to assume collective accountability and responsibility across partners and develop a shared solution to a shared problem
- 3.2 Theme Delivery Partnerships will continue to have the overview of performance on targets and monitoring of Delivery Plans relevant to their themes. The Calderdale Forward Delivery Group will be accountable to the Board for achievement of narrowing the gap targets.

4. Recommendations

- 4.1 That the Partnership agrees to the use of the solution centre approach outlined above to achieve Calderdale Forward's objectives on narrowing the gap.

ITEM 4 – APPENDIX 1

CALDERDALE FORWARD DELIVERY GROUP

Date of Meeting: 14 July 2009

Subject: NARROWING THE GAP: PROGRESS TO DATE

1. Reason for Report

- 1.1 To update the Delivery Group on progress in developing the narrowing the gap framework
- 1.2 To ask the Delivery Group to agree the way forward on indicators, baselines and targets.

2. Key Issues

- 2.1 At the meeting on 8 April 2009 the Delivery Group agreed to prioritise a geographical focus to narrowing the gap. Further investigation on data and data sources has suggested that the geographical focus should be at ward level, in order that data remains robust and consistent.
- 2.2 The attached matrix sets out the “gap” between the three worst wards and three best wards for 6 of the 10 indicators on which Calderdale Forward has agreed to narrow the gap.
- 2.3 It is proposed that the “gaps” set out in the matrix are agreed as the baseline for these indicators and that Calderdale Forward set milestones and targets to eliminate these gaps by 2020. Milestones and targets can be set following discussion at Theme Partnerships.
- 2.4 The position with the remaining 4 indicators is as follows:
 - Crime Rates. Discussions awaited with the Police
 - Fuel Poverty. This is a national indicator (NI187). Data is currently not available at sub-district level but discussions involving the Council’s Housing service are underway with a view to undertaking additional survey work to ensure the availability of robust small area data. It is expected that there will be a cost to this and further information is expected later in July.
 - Adult Basic Skills. Data to identify the gap is not currently available and work is underway to identify proxy indicators.
 - Index of Multiple Deprivation. The aim is to have no Calderdale Lower Super Output Areas (LSOAs) in the worst 5% in the country by 2020. Data on this indicator is lagged and updates occur every three years. The next set of IMD data is due in 2010 and this will be based on 2007 data. The first opportunity to monitor progress will be when IMD data is received in 2013.
- 2.5 A further update on progress in affirming data sources, baselines and targets on crime rates, fuel poverty and adult basic skills will be presented to the next meeting of the Delivery Group.

- 2.6 It should be re-iterated that the aim is to improve all areas in Calderdale not just those areas of the District that are the worst affected. To help monitor the impact of ntg activity across the District, it is proposed that a further indicator on household income is monitored. See entry 3a) in the attached matrix.

3. Conclusions

- 3.1 In order to make progress and start to implement the narrowing the gap framework, the geographical focus, data source and baselines need to be agreed and communicated to Theme Partnerships.
- 3.2 Following discussions during July and August within Theme Partnerships, a report will be brought back to the Delivery Group's next meeting with Partnerships' recommendations on milestones and targets along with proposals on managing performance.
- 3.3 Further analysis of the factors that determine the gaps between areas will be necessary and use of geographic data techniques and geo-demographic tools such as Mosaic and GIS will be deployed.
- 3.4 Key to achieving a reduction in the gap between areas on different issues will be robust and realistic delivery plans and targets, involving commitment from key partners and stakeholders.

4. Actions Required

- 4.1 Discussion within Theme Partnerships on milestones and targets in the next round of Partnership meetings.
- 4.2 Further clarification on the three outstanding indicators with proposals to the next meeting of the Delivery Group.
- 4.3 Proposals for performance management and reporting progress to be submitted to the next meeting of the Delivery Group.
- 4.4 Further discussions to be held with Theme Leads on the preparation of delivery plans

5. Recommendations

- 5.1 That the Delivery Group agrees to the focus on ward data and to the approach for defining the gap ie between the worst and best three wards for the 6 indicators in the attached matrix.

- 5.2 That the gap figures in the attached matrix are agreed as the baselines for these indicators.
- 5.3 That the Theme Partnerships are asked to set milestones and targets for the indicators where gaps have been identified, with a report back to the next Delivery Group meeting.
- 5.4 That a report to the next meeting of the Delivery Group clarify the data source, baseline and gap for the remaining 3 indicators on crime, fuel poverty and basic skills and set out performance management and progress reporting proposals.

For further information on this report, contact:

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The documents used in the preparation of this report are:

Attached and previous reports to the Delivery Group

Proposed Indicator	Data from	Gap Figure	Gap Explanation - unless otherwise stated between the 3 best and 3 worst for each indicator.
1a) Life Expectancy - Male	2005 - 2007	5 years 8½ months	Difference between average figure for wards with lowest life expectancy (Ovenden, Park and Town) and those with highest (Calder, Hipperholme and Lightcliffe and Rastrick)
1b) Life Expectancy - Female	2005 - 2007	5 years 9½ months	Difference between average figure for wards with lowest life expectancy (Ovenden, Rastrick and Todmorden) and those with highest (Brighouse, Northowram & Shelf, and Warley)
2) % of pupils achieving 5 GCSE A-C	2008	27.6%	Difference between average figure for four worst wards (Ovenden, Park, Illingworth & Mixenden, Sowerby Bridge - last 2 have exactly the same %) and three best (Hipperholme & Lightcliffe, Skircoat, Northowram & Shelf)
3) Index of Multiple Deprivation 2007	2005	6	Number of Lower Level Super Output Areas in worst 5% nationally (4 in Park ward, 2 in Illingworth & Mixenden)
3a) % of households which fall below an EU household income threshold	2008	26.6%	Percentage of households which have an annual income 60% below the nation (GB) median figure of £28,700 (2008), i.e. <u>below £ 17,220</u> . 26.6% of Calderdale households fell into this category.
4) % of working age residents who are unemployed	April 2009	4.6%	Difference between average figure for wards with highest unemployment rates (Ovenden, Park and Illingworth & Mixenden) and those with lowest rates (Northowram & Shelf, Ryburn, Hipperholme & Lightcliffe)
5) % of residents satisfied with area they live in	2008 Place Survey*	21.6%	Difference between average figure for wards with lowest area satisfaction (Ovenden, Northowram & Shelf, and Sowerby Bridge) and those with highest (Elland, Luddendenfoot and Rastrick)
6a) % of residents who feel safe in their area after dark	2008 Place Survey*	25.0%	Difference between average figure for wards with lowest safety perception (Todmorden, Elland, Warley) and those with highest (Calder, Greetland & Stainland, and Luddendenfoot)
6b) % of residents who feel safe in their area during the day	2008 Place Survey*	11.9%	Difference between average figure for wards with lowest safety perception (Town, Illingworth & Mixenden and Park) and those with highest (Todmorden, Skircoat and Calder)
7) % of young people Not in Education, Employment or Training	2008	7.8%	Difference between average figure for wards with highest percentage (Ovenden, Rastrick and Illingworth & Mixenden) and wards with lowest percentage (Northowram & Shelf, Ryburn, Skircoat)

Note *2008 Place Survey data is provisional at the moment (6 July 2009)