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**Service Director – Legal, Governance and
Commissioning**

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Friday 7 June 2019

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Council Chamber - Town Hall, Huddersfield** at **10.00 am** on **Monday 17 June 2019**.

This meeting will be webcast live and will be available to view via the Council's website.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Overview and Scrutiny Management Committee members are:-

Member

Councillor Elizabeth Smaje (Chair)

Councillor Cahal Burke

Councillor Habiban Zaman

Councillor Andrew Cooper

Councillor Harpreet Uppal

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Committee

To receive apologies for absence of Members who are unable to attend the meeting.

2: Minutes of Previous Meeting

1 - 4

To approve the Minutes of the meeting of the Committee held on 15 April 2019

Contact: Penny Bunker – Governance and Democratic Engagement Manager

3: Interests

5 - 6

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Allocation of Scrutiny Co-optees 2019/20

7 - 10

To approve the proposed allocation of Scrutiny Co-optees for the 2019/20 municipal year.

Contact: Penny Bunker, Governance and Democratic Engagement Manager

6: Re establishment of Ad Hoc Scrutiny Panel 11 - 14

To consider the re-establishment of the Ad Hoc Scrutiny Panel into Elective Home Education.

Contact: Penny Bunker, Governance and Democratic Engagement Manager, 01484 221000

7: The Scrutiny Work Programme 2019/20 15 - 70

To consider information on the items that could be included in the Scrutiny Work Programme – including issues identified by Panels and the priority areas of work for the Council.

Also attached is Q3 performance information and the forward Plan of Key Decisions to inform the discussion.

(A member of the Executive Team will attend for this item)

Contact: Penny Bunker, Governance and Democratic Engagement Manager, 01484 221000

8: Draft Corporate Plan 2019/20 71 - 92

To consider and comment on the draft of the proposed Kirklees Corporate Plan for 2019/20.

Contact: Rachel Spencer Henshall , Strategic Director Corporate Strategy, Commissioning and Public Health

9: Scrutiny Communications

To discuss the approach to the communication of scrutiny work, including social media, Council meetings and press/media releases.

Contact: Penny Bunker, Governance and Democratic Engagement Manager, 01484 221000

10: Schedule of Meetings for the 2019/20 municipal year

To plan the dates of OSMC meetings during the 2019 /20 municipal year. The previous year scheduled meetings in;

- September
- November
- January
- March
- April

Contact: Penny Bunker, Governance & Democratic Engagement Manager. Tel: 01484 221000.

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Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 15th April 2019

Present: Councillor Julie Stewart-Turner (Chair)
Councillor Elizabeth Smaje

In attendance: Tom Ghee

Observers: Councillor Martyn Bolt

Apologies: Councillor Gulfam Asif
Councillor Cahal Burke
Councillor Rob Walker

58 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 4 March 2019 were agreed as a correct record.

59 Interests

No interests were declared.

60 Admission of the Public

It was agreed that all agenda items would be considered in public session.

61 Kirklees Local Flood Risk Management Strategy - Annual Review of Progress against the Action Plan

The Committee considered the annual update on progress made against the Flood Risk Management Strategy action plan. Tom Ghee, Flood Manager presented the report. It was noted that many of the initial actions identified in the 2013 – 18 strategy had been embedded and in developing a revised strategy it was proposed that the focus be on a smaller number of priority actions. The Committee considered the proposed 11 areas of focus and the new progress and implementation plan.

In commenting on the proposals, the Committee suggested it was appropriate to inform local ward councillors of progress within their wards. This helped Councillors in responding to ward enquiries. The committee also explored the progress in community engagement work and Mr Ghee explained that work in Holme Valley South and Newsome wards had led to the development of a format for community engagement, including an information leaflet. A three year plan had been developed to undertake engagement in high flood risk areas across the Kirklees district. The committee discussed the preventative measures that householders in high risk areas were advised to consider.

The committee asked about the funding opportunities for work to address surface water flood risk. Mr Ghee indicated there was the possibility to bid for funding to

Overview and Scrutiny Management Committee - 15 April 2019

address smaller scale issues and the Council was working with consultants to frame a bid which it hoped to submit during 2019.

Councillor Bolt thanked Mr Ghee and the Flood Management Team for the measures that had been put in place in recent years to help to address some flood risk concerns. He asked about proposals to address flooding in the Holme and Colne rivers. In response it was noted that the work being undertaken by the National Trust above Marsden would help to retain water at source. The long term plan was to reduce the run off from upland areas into rivers. Councillor Bolt emphasised the need to link up across boundaries to ensure that measures joined up and actions in one area did not adversely affect another area downstream. The Scrutiny Committee agreed to recommend that the Mirfield area become one of the areas of focus for the Flood Management Team work programme.

The committee asked how the Flood Risk Plan would be tested. It was noted that recent heavy rain had already tested the approach and there learning points had been identified. A meeting had been set up with Emergency Planning to review and adjust the plan.

The committee asked about the staff resources to be able to deliver the priority actions. It was noted that additional capacity had been put into the team over the summer period and a principle graduate engineer was being recruited. Mr Ghee felt that the 3 year targets were realistic.

The committee thanked Mr Ghee and his team for the progress that had been made in delivering the previous strategy within limited resources. The committee supported the priorities that had been identified within the revised strategy and action plan.

RESOLVED -

- (1) The Committee thanked Mr Ghee for attending and the support he has provided to Scrutiny work over recent years.
- (2) The Committee noted the revised reporting format and the focus on a smaller set of actions.
- (3) The Committee welcomed the ongoing work in communities and the work with local ward councillors.
- (4) That as part of work with local councillors, consideration is given to the flood risk issues in the Mirfield area.

62 Scrutiny Lead Member End of Year Reports

The committee considered the final reports for the 2018/19 municipal year from the Scrutiny Panel Lead Members.

Councillor Smaje highlighted the ongoing work of the Health and Adult Social Care Panel in respect of the Ambulatory Care Unit at Dewsbury. A joint visit to

Overview and Scrutiny Management Committee - 15 April 2019

Pinderfields hospital would take place in the new year with Wakefield Councillors, to look at the Ambulatory Care Unit and other supporting services.

In respect of highlights for the year, work on the developing Adult Care Offer was identified. In addition the Panel had explored an issue raised by a member of the public concerning support to children in Kirklees with Foetal Alcohol Syndrome and Foetal Alcohol Spectrum Disorder. The outcome was the agreement to establish a regional protocol and diagnostic pathway for this condition.

In respect of the Children's Scrutiny Panel a recent update from West Yorkshire Police, Children's Services and Licensing outlined how approaches to safeguarding had been refined to understand and respond to young people's experiences of significant harm beyond their family. Members were reassured by the progress in joint working and the Panel agreed to continue to be informed regarding CSE, safeguarding and licensing work.

Councillor Walker had highlighted the work of the Economy and Neighbourhoods Panel in looking at the development of a number of interlinked strategies, including the Economic Strategy, the Housing Strategy and the Employment and Skills Plan.

The Corporate Panel had made significant progress in the scrutiny of the Council's financial monitoring. Unfortunately an LGA workshop on commercialisation had been postponed until the new municipal year. Work in looking at strands of the People Strategy would continue in the new municipal year.

The Chair of Scrutiny reported on the outcomes of a co-optee recruitment exercise and recent discussions to try and secure diocesan representation on the Children's Scrutiny Panel in the new municipal year. Councillor Stewart Turner also highlighted the opportunity for Scrutiny to be involved in the new work stream for supporting communities.

In closing the discussion, Councillor Smaje thanked Councillor Stewart Turner for her considerable contribution to the work of Scrutiny throughout her time as a councillor. She wished Councillor Stewart Turner every success with her future plans as she stepped down from serving as a councillor.

RESOLVED -

- (1) The Committee noted the Lead Member End of Year reports.
- (2) That thanks be placed on record for the work of Cllr Julie Stewart Turner in her role as Chair of Scrutiny. Cllr Stewart Turner was also wished every success for the future as she stepped down from serving as a Councillor.

63 Date of next meeting 2019/20 municipal year

The committee noted that the first meeting of the Committee in the new municipal year had been scheduled for Monday 10 June 2019 at 10.00am.

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KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Overview & Scrutiny Management Committee			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Name of meeting: Overview and Scrutiny Management Committee

Date: 17 June 2019

Title of report: Allocation of Scrutiny Co-optees for the 2019/20 municipal year

Purpose of report: To consider the allocation of Scrutiny Co-optees within the scrutiny structure for the 2019/20 municipal year.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by Strategic Director & name	N/A
Is it also signed off by the Service Director for Finance IT and Transactional Services?	N/A
Is it also signed off by the Service Director for Governance and Commissioning Support?	N/A
Cabinet member portfolio	Not applicable

Electoral wards affected: none specific

Ward councillors consulted: Not applicable

Public or private: Public

1. Summary

1.1 At the beginning of each municipal year the Overview and Scrutiny Management Committee is required to reappoint the voluntary and statutory co-optees and allocate them to panels or the co-optee pool. Voluntary co-optees serve a maximum term of four years. Statutory co-optees are nominated by the Diocese or apply in their role as a school governor. Where a co-optee is not involved in any work for a year, then that year does not count towards their service.

2. Information required to take a decision

2.1 Set out below is a table indicating the current co-optees and proposing allocations for the 2019/20 municipal year.

For the Health and Adult Social Care Scrutiny Panel continuity is important wherever possible to carry forward the knowledge gained by co-optees in the complex area of health and social care.

In respect of the Children's Scrutiny Panel, an Ad Hoc Scrutiny Panel had previously considered some of the issues that will form part of the work of the standing panel so it suggested that the voluntary co-optee who was on the Ad Hoc Panel be placed on the Children's Scrutiny Panel.

Name of co-optee / years served	Allocation in 2017/18 municipal year	Proposed Allocation in 2018/19 municipal year
Peter Bradshaw (from Jan 2015)	Health and Social Care	Health and Adults Social Care
Linda Summers	Corporate	Statutory co-optee – Children's Scrutiny Panel
Dale O'Neill (August 2015)	Voluntary co-optee Children's Scrutiny Panel	Children's Scrutiny Panel
	Ad Hoc Scrutiny Panel – Elective Home Education	Ad Hoc Scrutiny Panel – Elective Home Education
Toni Bromley	n/a	Children's Scrutiny Panel
David Rigby (Sept 2015)	Health and Adults Social Care Scrutiny Panel	Health and Adults Social Care
David Flint	n/a	Health and Adults Social Care
Lynne Keady	Health and Adults Social Care Scrutiny Panel (part year)	Health and Adults Social Care
Andrew Bird	Economy and Neighbourhoods (part year)	Economy and Neighbourhoods
Chris Friend	n/a	Economy and Neighbourhoods

Nathan Paul	n/a	Corporate Scrutiny Panel
Philip Chaloner	Corporate Scrutiny Panel	Corporate Scrutiny Panel
Eilidh Ogden	n/a	Economy and Neighbourhoods

2.2 During the previous municipal year Fatima Shah-Khan reluctantly resigned as a statutory co-optee due to work commitments. Kimberley Stock, Mark Mercer and Sharron Taylor also stepped down from voluntary co-optee roles during 2018 /19.

The Diocese is considering a nomination for the statutory education place.

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

No specific implications

3.2 Economic Resilience (ER)

No specific implications

3.3 Improving Outcomes for Children

No specific implications

3.4 Reducing demand of services

No specific implications

3.5 Other (eg Legal/Financial or Human Resources)

Scrutiny co-optees are entitled to recover the costs of travel and parking expenses, however most do not take up this entitlement.

4. Consultees and their opinions

Not applicable

5. Next steps

Subject to the decision of OSMC, co-optees will be advised of their allocated panel and Governance support officer. Officers will continue to progress the request for diocesan nominees.

6. Officer recommendations and reasons

(1) That the Management Committee agree the allocation of co-optees for the 2019/20 municipal year

(2) That those co-optees that have stepped down this year be thanked for their commitment and contribution the work of Scrutiny.

7. **Cabinet portfolio holder's recommendations**

Not applicable

8. **Contact officer**

Penny Bunker - Governance and Democratic Engagement Manager

9. **Background Papers and History of Decisions**

Not applicable

10. **Service Director responsible**

Julie Muscroft – Services Director, Legal, Governance and Commissioning



Name of meeting: Overview and Scrutiny Management Committee

Date: 17 June 2019

Title of report: Re-establishment of Ad Hoc Scrutiny Panel - Elective Home Education

Purpose of report: For the Scrutiny Committee to formally re-establish the Ad-hoc Scrutiny Panel on Elective Home Education (EHE) to complete its work.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance IT and Transactional Services? Is it also signed off by the Service Director for Governance and Commissioning Support?	Julie Muscroft
Cabinet member portfolio	n/a

Electoral wards affected: none specific

Ward councillors consulted: Not applicable

Public or private: Public

1. Information

1.1 During 2018 /19 the Ad Hoc Scrutiny Panel - Elective Home Education continued its work to look in detail and Elective Home Education in Kirklees.

1.2 Elective Home Education (EHE) is the term used by the Department for Education (DFE) to describe parents' decisions to provide education for their children at home instead of sending them to school. This is different to home tuition provided by a Local Authority, or education provided by a Local Authority other than at a school.

1.2 Numbers of electively home educated children and young people are increasing in Kirklees, and are in line with neighbouring Local Authorities and national trends. The responsibility for a child's education rests with their parents. In England, education is compulsory, but school is not.

1.3 The terms of reference approved for the Ad Hoc Panel are set out below:

To scrutinise Elective Home Education in Kirklees, with a particular focus on;

- Developing an understanding of why some parents and carers choose to home educate, and for how long children are typically home educated for.
- Scrutinising the Local Authority's responsibilities for home educated children.
- Scrutinising how the Local Authority identifies, supports and ensures the safety and wellbeing of electively home educated children.
- Scrutinise the outcomes for electively home educated children.
-

1.4 There is a small amount of outstanding evidence gathering work to be completed before the Panel can finalise its findings. It is suggested that the progress of the Ad Hoc Scrutiny Panel be reviewed after 4 months.

1.5 Consideration will need to be given to the membership of the Ad Hoc Scrutiny Panel as one Councillor and a co-optee have since left the Council. The remaining membership is:

Cllr Cahal Burke
Cllr Lisa Holmes
Dale O'Neill - Scrutiny co-optee

2. Implications for the Council

As part of its work the EHE Ad-hoc Panel will consider work within each of the areas below.

Early Intervention and Prevention (EIP)

Kirklees has an EHE protocol in place that is understood by all schools in Kirklees. When the Education Safeguarding Team is made aware of a child that has become EHE, it offers to visit the parent to provide an offer of support if required.

Economic Resilience (ER)

No specific implications

Improving Outcomes for Children

The Children's Scrutiny Panel understands that there is no one 'correct' educational system and that all children learn in different ways and at varying rates. The Panel also understands that parents and children choose a type of education that is right for them; however there is a need to ensure that the approach chosen is feasible and legally valid to enable the children to reach their potential.

Reducing demand of services

No specific implications

Other (eg Legal/Financial or Human Resources)

No specific implications

3. Consultees and their opinions

4. Next steps

Subject to the Overview and Scrutiny Management Committee re-establishing the Ad Hoc Scrutiny Panel for Elective Home Education, officers will work with panel members to arrange meetings and plan the remaining work.

5. Officer recommendations and reasons

(1) That the Management Committee approve the re-establishment of the Elective Home Education Ad-hoc Scrutiny Panel to complete its work in the 2019 /20 municipal year.

(2) That a progress report on the work of the Ad Hoc Scrutiny Panel be considered in October 2019

(3) That consideration be given to the membership of the Ad Hoc Scrutiny Panel for the remaining work

6. Cabinet portfolio holder's recommendations

Not applicable.

7. Contact officer

Penny Bunker, Governance and Democratic Engagement Manager.

Tel: 01484 221000 E-mail: penny.bunker@kirklees.gov.uk

8. Background Papers and History of Decisions

n/a

9. Service Director responsible

Julie Muscroft; Assistant Director: Legal, Governance & Commissioning

HEALTH AND ADULT SOCIAL CARE SCRUTINY PANEL (DRAFT PROGRAMME)

ISSUE	APPROACH AND AREAS OF FOCUS
FULL PANEL DISCUSSION ISSUES – CARRIED FORWARD FROM 2018/19	
1. Financial position of the Kirklees Health and Adult Social Care Economy.	<p>To maintain a focus on the finances of the health and social care system in Kirklees to include:</p> <ul style="list-style-type: none"> • Reviewing any emerging transformation programmes and assessing their contribution to increasing efficiencies and impact on services. • Considering the various Cost Improvement Schemes (CIPs) and their impact on the delivery and commissioning of services.
2. Care Closer to Home	<p>To receive and consider:</p> <ul style="list-style-type: none"> • An update that provides details of how the future Locala Care Closer to Home (CC2H) contract will be developed. • A detailed explanation and supporting information that covers an assessment of the CC2H programme including how it is helping to reduce demand on Kirklees hospital's and supporting the reconfiguration of local hospital services. • To assess and review the strategic document that outlines Locala's plans for delivering the remaining two years of the CC2H contract.
3. Integration of Health and Adult Social Care	<p>Areas of focus to include:</p> <ul style="list-style-type: none"> • Evidence that the integration work being developed includes an emphasis on tackling health inequalities. • Assessing how well the integration agenda is being implemented through the Care Closer to Home Programme. • An update on the Better Care Fund (BCF) following publication of the Green paper on Adult Social Care. • The role of Community Plus and the outcomes it's delivering. • The development of GP Federations and details of their work.

4. Integrated Wellness Model	<p>To continue monitoring the development of the Wellness Model to include:</p> <ul style="list-style-type: none"> • Receiving an update on the Panel’s recommendations agreed at the March 2019 meeting. • Looking at the outcomes and lessons learned from the transition period.
5. Quality of Care in Kirklees	<p>Receive an annual presentation from CQC on the State of Care across Kirklees.</p>
6. Suicide Prevention	<p>To receive and consider:</p> <ul style="list-style-type: none"> • An update on progress of the work being done on suicide prevention through the Primary Care Networks and the development of the high risk decision support tool for primary care. • An update on work that is being done on mental health services for men in the 45-60 age group. • Progress on the level of support and information being provided to schools for young people who have been identified as self-harming.
7. Mental Health Rehabilitation and Recovery Services Transformation Project.	<p>Key areas of focus to include :</p> <ul style="list-style-type: none"> • An update on the work that is being done through the regional Integrated Care System (ICS) on a system wide Mental Health and Rehabilitation and Recovery Service and how this will impact on local services. • Details of how key messages from the local engagement process have informed the new proposed model. • The new proposed model and to consider if any elements of the model constitute a significant change to service.
8. Kirklees Safeguarding Adults Board (KSAB) 2018/19 Annual Report	<p>To receive and consider the KSAB Annual Report.</p>
9. Mid Yorkshire Hospitals NHS Trust (MYHT) Ambulatory Emergency Care (AEC) Services	<p>A joint piece of work with Wakefield Adults Services, Public Health and the NHS Overview and Scrutiny Committee that will look at the impact of the closure of the AEC unit at Dewsbury Hospital to include :</p> <ul style="list-style-type: none"> • An assessment of the services provided by the AEC unit at Pinderfields and reviewing: <ul style="list-style-type: none"> ○ The pathways for accessing AEC services at MYHT; ○ Patient numbers/flows; ○ Services and treatments provided by the Pinderfields unit; ○ Capacity of the unit; ○ Analysis of transport arrangements;

	<ul style="list-style-type: none"> ○ Staff arrangements including roles and responsibilities; ○ Future plan and timescales for reestablishing an AEC unit on the Dewsbury Site. ● Looking at other services that complement AEC services to include Frailty, hot clinics and partnership working with adult social care.
10. Foetal Alcohol Spectrum Disorder (FASD) and Foetal Alcohol Syndrome (FAS).	To monitor progress of the recommendations agreed at the Panel meeting January 2019 with a focus on the work that is being progressed regionally on developing a protocol and diagnostic pathway for children with FASD.
11. Transforming Outpatient Care at Calderdale and Huddersfield NHS Foundation Trust (CHFT)	<p>To continue to monitor the work being developed by CHFT on transforming outpatient care to include:</p> <ul style="list-style-type: none"> ● Assessing whether there is sufficient capacity in primary care to support the new models of outpatient care. ● Receiving details of the key outcomes of the new model by service area including: <ul style="list-style-type: none"> ○ Examples of how the model has improved the patients experience and outcomes. ○ Examples of how the Trust has benefited from the transformation programme. ● A panel visit to see a demonstration of the technology and meet clinicians from those service areas where the new model has been implemented.
LEAD MEMBER BRIEFING ISSUES	
ISSUE	APPROACH AND AREAS OF FOCUS
1. Wheelchair Services	Following the commencement of the new contract maintain an overview of the service and quality of provision to include looking at: waiting times; demand; repairs; and social needs of services users. Findings to be reported back in a written report to full panel.
2. Interim changes to Acute inpatient Elderly Medicine, Cardiology and Respiratory Services provision at CHFT	Arrangements to be made to visit CHFT to see changes that have taken place. Subject to panel agreement Lead Member to monitor impact of changes.

3. Kirklees Health and Wellbeing Plan to include work emerging from the West Yorkshire and Harrogate Health and Care Partnership (WY&H HCP)	To monitor progress and implementation of the Local and WY&H HCP plans to include assessing any emerging regional proposals and their impact on local services.
MONITORING ITEMS Routine follow up to previous recommendations to demonstrate Scrutiny outcomes	
ISSUE	FOCUS
1. Review of Mental Health Assessments	Lead member to check progress of the Ad Hoc action plan and report back to the Panel.
PROPOSED NEW ISSUE	FOCUS
1. Yorkshire Ambulance Service (YAS) Response Times	To consider ambulance response times across the district to include: <ul style="list-style-type: none"> • Assessing performance across the district with a focus on response times for categories 1 and 2. • Looking at the variances of performance across Kirklees. • To consider factors that may affect performance including: levels of demand; dependency on other organisations; and how these dependencies are managed.
2. Primary Care Networks (PCNs)	Key areas of focus to include: <ul style="list-style-type: none"> • Monitoring progress of the development of the Kirklees networks to include assessing the network's contribution to the integration of health and adult social care; the integrated wellness model and care closer to home. • Looking at the impact of the networks in providing greater accessibility and flexibility for patients accessing primary medical services. • Assessing the impact of the networks in reducing avoidable A&E attendances; hospital admissions; delayed discharges; and reducing avoidable outpatient visits. • Looking at the work being done by the networks to assess their local population through a targeted and personalised approach to provide support to people where it is most needed.
3. West Yorkshire and Harrogate Local Maternity Network	To consider the work that is being done to produce robust local maternity plans to provide safer maternity care and improved outcomes across the West Yorkshire and Harrogate footprint to include: <ul style="list-style-type: none"> • How it will be actioned in Kirklees by the two acute trusts. • The impact and implications of the changes to local services. • Looking at the development of the Community Hubs.

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CHILDREN'S SCRUTINY PANEL – WORK PROGRAMME 2019/20 (DRAFT)

MEMBERS: Cllr Cahal Burke (Chair), Cllr Paul White, Cllr Amanda Pinnock, Cllr Aafaq Butt, Cllr Richard Smith, Cllr Paul Davies, Linda Summers (Education Co-Optee), Dale O'Neill (Co-Optee)

SUPPORT: Helen Kilroy, Principal Governance & Democratic Engagement Officer

ISSUE	APPROACH/AREAS OF FOCUS
1. Improvement Journey - Sickness data for agency staff (Children's Services)	<p>Further to reports considered by the Panel during 2018/19 relating to the Improvement journey and to maintain a focus, the Panel agreed to consider sickness absence data for Agency staff working within the Children's Service at a future meeting.</p> <p>The Panel will consider all Improvement Board minutes to monitor progress.</p>
2. Special Educational Needs	<p>Monitor the progress of the recommendations from the Panel made to Cabinet following an investigation by the Panel into how SENDACT interacted and worked with parents and carers. The report contained the response of the Cabinet Portfolio Holders to the investigation findings which was approved by Cabinet in March 2019.</p> <p>The Panel agreed to consider progress updates during the 2019/20 municipal year.</p>
3. CSE and contextual Safeguarding	<p>The Panel previously considered a joint presentation by West Yorkshire Police and Senior Officers from Kirklees on CSE, Safeguarding and Licensing in March 2019 and agreed to be kept informed and to be able to contribute to the future work on CSE, Safeguarding and Licensing; and consider a report on the Dr Peel Review early in the new 2019/20 municipal year.</p>
4. Kirklees Safeguarding Children Board	<p>Review the improvements of the KSCB.</p> <p>The Panel will consider an update report on KSCB at a future meeting of the Panel in the 2019/20 municipal year.</p>
5. Children and Young People's Plan	<p>To consider the Plan and progress against priority areas of work</p>

ISSUE	APPROACH/AREAS OF FOCUS
6. Front Door Policy	Review progress of the Kirklees Front Door Policy to include: <ul style="list-style-type: none"> • Visiting a head teacher’s forum to obtain feedback on their experiences of the front door policy.
7. Early Support Strategy (Edge of Care)	To maintain an overview of the work done to improve the Edge of Care in Kirklees. The Panel agreed in September 2018 that a report providing data which demonstrated the success of the early support strategy, to include details of the partnership working arrangements, would be considered by the Panel during the 2019/20 municipal year.
8. Elective Home Education	The next steps from the Ad-Hoc Panel will be to gather further evidence which will be sought from:- <ul style="list-style-type: none"> • A leading elective home education expert • Other local authorities in the area, to consider their offer for elective home educators • Parents of those local authorities mentioned above to explore their experiences • Head Teachers forums (primary, secondary and special schools) •
9. Learning Outcomes and the Learning Support Strategy	The Panel agreed to consider – <ul style="list-style-type: none"> • the Draft Learning Support Strategy early in the 2019/20 municipal year; • what alternative provisions were available for children with different needs and abilities who are not able to attend mainstream education; • how isolations within secondary schools were being managed and what the planned approach was for the future; • a progress update on the educational challenges ahead, attendance and exclusions – July 2019.
10. CAMHS Transformation Plan	To maintain an overview of the work of CAMHS in Kirklees, particularly to update on the autism assessment waiting list. In January 2019, the Panel agreed to receive a summarised version of the CAMHS Local Transformation Plan when available and to consider a future report outlining what was available digitally when making a request for an assessment and also what support and help was available for families whilst awaiting an assessment.
11. Number of	A standing item for each meeting containing details of how many children are in care, and particularly how many are placed out of area.

ISSUE	APPROACH/AREAS OF FOCUS
children in care	
12. Virtual School	<p>The Panel has considered case studies of children who have been supported by the Virtual School and an update on the work of the Virtual School , including an explanation of its statutory responsibilities (February 2019.)</p> <p>In the 2019 /20 municipal year the Panel wasn't to hear the foster carers perspective and invite them to attend a Panel meeting.</p>
13. Performance Information (Children's Services)	<p>The Panel will continue to monitor the performance of the Learning Early Support Service and Child Protection & Family Support.</p>
14. Kirklees Community Hubs	<p>The Panel agreed to consider an update on engagement with ward councillors.</p>
15. Visit to Copthorne Children's Home	<p>Members of the Panel will visit Copthorne House. The date has yet to be confirmed.</p>
16. Visit to Fostering Team	<p>Members of the Panel will visit the Fostering Team and the different elements of the service.</p>
17. Visit to Duty & Advice	<p>The Panel will visit staff at Duty & Advice to seek feedback on service changes and working arrangements</p>

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CORPORATE SCRUTINY PANEL – DRAFT WORK PROGRAMME 2019/20 (WORKING DOCUMENT)

MEMBERS: Councillors Andrew Cooper (Lead Member), Mahmood Akhtar, James Homewood, Will Simpson, John Taylor, Lib vacancy + co-optees.

SUPPORT: Sheila Dykes, Principal Governance & Democratic Engagement Officer

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	
1. Financial Monitoring (To include training)	Timeline for updates: October Further review of MTFP - headline assumptions / financial resilience / budget risk November Financial Management Update - current monitoring/ budget update January Provisional financial settlement / Autumn Budget/Story so far February Links to service plans and performance March End of year summary /start of next year monitoring plan; include link to corporate plans and service plans & budgets	See separate work programme at Appendix 1 <i>Notes:</i> Request that a future report include information in respect of the management of the Capital Plan in terms of re-profiling and the availability of resources and capacity to deliver its ambitions.
2. Corporate Plan	Corporate Plan refresh Embed and implementation	<i>Notes:</i> Request that Live in Kirklees survey to be shared with the Panel before its next distribution and the Panel to incorporate a discussion on citizen engagement as part of this item;
3. Libraries Review (to include Access to Services)		<i>Notes:</i> <ul style="list-style-type: none"> • Update on progress new municipal year, including current decision making process and next steps. • Briefing in relation to work with the University of Huddersfield on the development of an archiving plan.

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	
4. Transformation Programme	<p>Work streams to include:</p> <ul style="list-style-type: none"> - Procurement - Commercialisation (pre-scrutiny – what can we learn?) - To understand the savings required as part of the transformation programme and to track whether they are being achieved. - To understand the changes being made to procurement and monitor the impacts of savings being made. - To understand the council's approach to commercialisation and identify any learning points to be considered - To contribute to the development of a Commercialisation Strategy <p><i>Training session by LGA on Commercialisation to be arranged early in new municipal year</i></p>	<p>Notes:</p> <ul style="list-style-type: none"> • Populated Procurement Measures Tracker be submitted to a future meeting of the Panel. • Update report be considered for inclusion on the Panel's Work Programme for 2019/20.
5. People Strategy	<p>To understand the rationale behind the updates being made to the People Strategy</p> <p>Work streams to include:</p> <ul style="list-style-type: none"> - Staff Wellbeing - Succession Planning - Induction - Right people in right place to enable continuity <p><i>Attraction and Retention still to do</i></p>	<p>Notes:</p> <ul style="list-style-type: none"> • Panel to regularly receive a copy of the organisation's performance dashboard; • Noted that the work strand of the Kirklees People Strategy focussing on 'Attraction and Retention' will include a review of the induction process. • Requested that future reports include information on the development and progress of the 'Workplace Wellbeing Champions' initiative; the development of work to identify and address any areas of particular pressure within the organisation; and a breakdown of the sickness figures into long term and short term absence.
OT Strategy Development	Maintain overview of Transformation Work Streams	

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	
7. Land and Property lettings policy	To consider the policy and how it applies to community groups and the consistency of approach with other council strategies.	
Organisational Communications Strategy	To examine the principles of managing internal/external communications	

LEAD MEMBER BRIEFING ISSUES		
ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
Cabinet Member – Priorities Councillors Graham Turner and Cathy Scott*	As Lead Member for Place Based Working	<i>Notes:</i> (Cllr Turner) Panel requested that the next update include some narrative to illustrate whether projects had achieved their aim, such as increased footfall or an increase in creative and digital start-up businesses, whether this was to the extent that had been anticipated and the wider impact of any achievements.

Financial Scrutiny – Work Programme

Appendix 1

Topic	Areas of focus	Actions	Anticipated Outcomes
Financial Planning	<ul style="list-style-type: none"> • MTFP • Annual Council Budget • Reserves Policy 	<ul style="list-style-type: none"> • How is the Corporate Plan informed by financial strategy • Are all of the Council’s strategies in sync? • Consider if the Annual Budget set in accordance with MTFP? • Have targets been met and how are these measured? • Outline of any overspends/underspends and how these have been considered for future budget planning • Outline of any implications arising from service plans • Is the level of reserves in line with the MTFP? 	<ul style="list-style-type: none"> • Is the impact of resource allocation, decisions and spending measured? • Are financial targets appropriate in relation to the MTFP forecast and monitored regularly? • Is Social Value of spending measured, where appropriate? • Are targets being achieved?
Financial Management	<ul style="list-style-type: none"> • Budget Monitoring 	<ul style="list-style-type: none"> • Consider revisions to current budget, including pressures and arising issues and compare to last year’s statements. • Consider Executive’s proposals for next financial year. • Consider provisional settlement and Executive’s response. • Consider final budget proposals. 	<ul style="list-style-type: none"> • Have planned service outputs been achieved? (<i>Link to performance monitoring</i>) • What has been achieved from additional resources? • Have resources been managed effectively throughout the year? • Where does this year’s outturn leave the council finances for next year?
Savings and Efficiency Plans	<ul style="list-style-type: none"> • MTFP • Council Budget 	<ul style="list-style-type: none"> • Are efficiency plans being managed with adequate resources? 	<ul style="list-style-type: none"> • Were objectives outlined and achieved? • What savings were not

Financial Scrutiny – Work Programme

Appendix 1

		<ul style="list-style-type: none"> • What variances have arisen during the year? • Are variations reviewed and linked back to original strategy? • How is the impact on services being monitored? 	achieved and how is the impact of this being managed?
Citizen Participation	<ul style="list-style-type: none"> • Public Participation 	<ul style="list-style-type: none"> • How engaged are the public with the Council's financial processes? • Do items on the forward plan reflect interests and concerns of the public (and service users)? • How is social media used to enable public participation? • How do decision makers take into account the views of the public currently? 	<ul style="list-style-type: none"> • Has there been an increase in participation of the public?

Issues discussed at Corporate Governance & Audit Committee:

Procurement Rule Compliance

A new governance and management structure has been agreed, designed to provide a more centralised focus and strengthen arrangements. It now needs to be implemented to drive improved effectiveness and compliance across the Council at an increased pace, both in terms of forward planning and management of contracting.

Increasing the capacity and skills to deal with workforce management

The People Strategy has been launched, highlighting 5 themes which provide an overall focus for the work that is needed. 8 work streams will be key to delivery of the Strategy and will feed into and support the transformation agenda. The Strategy that is supported by an action plan which is being reviewed and updated on an ongoing basis now needs to be 'owned' by the organisation, managers and staff. Corporate standards and guidance needs to be developed more quickly to enable managers to develop the necessary skills to make and lead changes that are required.

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ECONOMY AND NEIGHBOURHOODS SCRUTINY PANEL – DRAFT WORK PROGRAMME 2019/20

MEMBERS: Councillors Harpreet Uppal (Lead Member), Martyn Bolt, Richard Eastwood, Yusra Hussain, Richard Murgatroyd and John Taylor + co-optees

SUPPORT: Sheila Dykes, Principal Governance & Democratic Engagement Officer

POTENTIAL ISSUES FOR INCLUSION		
ISSUE	APPROACH/AREAS OF FOCUS	
Economic Strategy	<ul style="list-style-type: none"> • Looking at the refresh of the Kirklees Economic Strategy. • This is an overarching strategy that will help inform the development of the town centre master plans and the Panel will need to consider its approach to reviewing and helping to inform the Strategy. • The Panel may also wish to include a focus on the West Yorkshire Combined Authority Inclusive Growth Strategy as part of this area of work. 	<i>Notes:</i> requested that an update be brought back to the Panel following implementation (12 months).
Skills Strategy	<p>Work on refreshing the Kirklees Skills Strategy and Plan is progressing and will include contribution from key partners in Kirklees. Potential areas of consideration:</p> <ul style="list-style-type: none"> • Should the Council continue to develop and refine its own Skills Strategy or look to use the Leeds City Region (LCR) Strategy and focus on local delivery of this wider plan? • Reviewing the LCR Strategy and assessing how it will influence and shape local policy. • The Council’s approach to developing a local workforce that will have the right skills and qualifications to exploit planned investment across the district and neighbouring Towns and Cities. 	<i>Notes:</i> LM to discuss with Strategic Director including regional element
Towns and Communities in	<ul style="list-style-type: none"> • To consider and assess the plans being developed for 	

Kirklees	<p>Dewsbury and Huddersfield Town Centres.</p> <ul style="list-style-type: none"> • To assess the objectives of the plans to include the aspirations/vision for the towns, public realm and infrastructure. • To consider the approach being taken to developing and consulting on the master plans and looking at the role of scrutiny in this process. • Consideration may also need to be given to the wider context of other town centres and villages across Kirklees to include looking at key challenges and opportunities that could influence this agenda. 	<p>First meeting of the Panel in the new municipal year to focus on the Town Centre Masterplan.</p> <p>Focus intended to be on the engagement/consultation process particularly in respect of local stakeholders/small businesses etc</p>
Green Space	To consider the proposed approach to the draft Greenspace Strategy.	LM to clarify position with Strategic Director
Digital Strategy	To consider and provide input into the draft Digital Plan	<p>Panel agreed retain on work programme not just in terms of progress with physical infrastructure and work being undertaken re development of appropriate skills but also re promotion of advantages for the district.</p> <p>+ progress report 12 months after implementation</p>
Waste Minimisation	<p>Areas could include:</p> <ul style="list-style-type: none"> • Receiving an initial presentation to understand the current position of waste minimisation in Kirklees which would help to provide a benchmark/starting point for the Panel. • A more detailed look at the waste and recycling elements of this agenda. • Considering what is being done to change the behaviour of the local population to avoiding and reducing waste. 	<p>LM to discuss with Strategic Director including:</p> <p>Litter and fly tipping Recycling and Environmental Crime – Service redesign.</p>
Air Quality		<p>Retain on list as ongoing strategy that requires scrutiny involvement. Update/progress report after implementation.</p> <p>LM to discuss with Strategic Director</p> <p>Link in with Cycling and Walking Strategic Framework</p>
Housing	<ul style="list-style-type: none"> • Kirklees Housing Strategy 	

	<ul style="list-style-type: none"> • Consideration to be given to monitoring progress of the Strategy and the approach and time line for this work. <p>Preventing Homelessness and Rough Sleeping Strategy</p>	<p><i>Notes:</i></p> <p>Following were noted as potential issues for consideration for inclusion in the Panel’s future work programme:</p> <p>(i) Possible opportunities arising, from housing quality requirements, for development of the green economy in Kirklees by using the existing knowledge of relevant construction skills in the district; which links into both the Housing Strategy and the Economic Strategy</p> <p>(ii) How bus service provision links in with the Local Plan, the planning system, new development and air quality issues – link in with air quality.</p> <p>Progress reports 12 months after implementation</p>
<p>Review of the Hackitt Report</p>	<p>To look at and monitor the implications for the Council following the publication of the Hackitt report ‘Independent Review of Building Regulations and Fire Safety’.</p>	<p>The Panel requested an update on the progress of the Working Group, established to work through the Hackitt Report’s detailed implications. Other potential areas for future consideration included:-</p> <ul style="list-style-type: none"> • the success of the Council in involving residents in the management and monitoring of social housing stock; • the ability to provide more social housing and manage effectively; and • an examination of neighbourhood working and how the Council could manage and improve neighbourhoods and work with residents to tackle their concerns. <p>LM to discuss with Strategic Director</p>
<p>Other potential issues identified at this stage by the LM (to be discussed with Strategic Director):</p> <p>Inequality as a general issue across the various Council strategies</p> <p>Property Strategy</p> <p> Brexit Preparations – First Meeting in new Municipal Year</p> <p>Gangs Strategy/Impact on Cohesive Communities and Neighbourhoods</p>		

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OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – DRAFT WORK PROGRAMME 2019/20

MEMBERS: Councillors Liz Smaje (Chair of Scrutiny) Andrew Cooper, Cahal Burke, Habiban Zaman and Harpreet Uppal .

SUPPORT: Penny Bunker / Carol Tague, Democracy Manager (Governance & Democratic Engagement)

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<p>1. Scrutiny of Crime and Disorder</p> <p>(Statutory Requirement – at least one meeting per year)</p>	<p>Safer Communities Partnership Plan</p> <p>Community Cohesion Strategy - expected in September 2019</p> <p>It was agreed that a further update on CCTV operation in Kirklees be considered after 6 months (September 2019?)</p> <p>Follow up on previous recommendations</p>	<p>In 2018/19 the Committee focussed on the Gang Strategy, Domestic Violence and CCTV.</p>
<p>2. Corporate Plan</p>	<p>Corporate Plan refresh (and implantation)</p>	<p>Due to deadlines for the work, the Plan will initially come to OSMC on 17June 2019 for comment. Consideration should be given as to how implementation of the Plan, or identified elements within it are scrutinised.</p>
<p>3. Flood Risk Management</p>	<p>Formally a statutory requirement for Scrutiny to review the strategy on an annual basis.</p> <p>Recent approach - November – preparation for flood season</p> <p>March – Delivery against priorities in strategy and learning from the peak flooding period.</p>	<p>Scrutiny is seen as the main mechanism for the Council to maintain an overview of flood risk management. The previous OSMC was minded to continue to undertake the role despite the statutory responsibility no longer applying</p>
<p>4. Regional Working Update</p>	<p>OSMC has previously received an annual update on</p>	<p>Consideration to be given on the proposal to</p>

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
	<p>work at regional level and the outcomes for the Kirklees district. An overview of the scrutiny function in the West Yorkshire Combined Authority was also considered.</p> <p>At the meeting of OSMC in March 2019 it was proposed that Scrutiny could receive quarterly updates on regional working</p>	increase reporting and where future scrutiny of regional issues best fits moving forward.
5. Transformation Programme	<p>Previously the OSMC had maintained an overview of the overall programme, with individual work streams being considered in more detail in Scrutiny Panels.</p> <p>In March 2019 the Committee considered an update report that set out a change of approach to the targeting of transformation resources, to areas that affect the whole organisation, rather than supporting individual directorates to achieve savings. The report set out areas of focus.</p> <p>The OSMC agreed to consider a further progress report, including information on key milestones and timescales where appropriate (November 2019?)</p>	
6. Update on Youth Provision	<p>This issue was identified in the discussion with the Leader of the Council on March 2019.</p> <p>The Leader agreed to report to the Committee on youth provision arrangements following the additional budget allocation in 2019.</p>	To agree the most appropriate panel to consider the report
7. Migration and Resettlement work	This item was proposed as an area for scrutiny by the Leader of the Council at the March committee meeting	

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
8. Scrutiny of Performance information	The OSMC maintained an overview of the development a new approach to corporate performance reporting. Individual Scrutiny Panels developed tailored approaches , for example looked after children data	There is a need to clarify the role of Lead Members / Panels in monitoring performance information Identify the appropriate role for OSMC this year.
9. Inclusion and Diversity	The OSMC scrutinised the work to revise the Council's Inclusion and Diversity strategy and action plan The OSMC may wish to receive a progress report on the implementation of the action plan , including work to develop the Council's Employee Networks	
10. Supporting Communities Work stream	In April 2019, following OSMC consideration of the Council's approach to supporting the Community in accessing venues etc., a wider area of work was identified. The work would focus on ensuring that the Council's policies and approaches across services support the achievement of the Council's ambition to work with communities, voluntary and 3 rd sector, towards achieving a common aim.	
11. Recruitment of statutory co-opted	To follow up on recruitment of Diocesan co-opted / Governing bodies co-opted	One Governing body co-opted is on place this year. Further consideration needs to be given to secure co-opted as previous approaches have not been successful.
12. Lead Member Reports	Panel Lead Members report back to the Committee 3 times a year on the progress made in delivering the Panel work programme and highlights. They can also bring forward any additional work they wish to include in the work programme	It is suggested that Lead Member report are scheduled for September, January and April.

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Corporate Intelligence & Performance Analysis

Quarter (3)
October to December 2018



Executive Summary

The Council's new corporate performance arrangements aim to provide an overview of impact, improvement and risk against each of the seven Kirklees Outcomes, within the context of what is set out in the newly formatted Corporate Plan. This new approach is in development.

Key highlights for the Quarter include the following:

- Kirklees has become a National Trailblazer site for Mental Health Support teams in schools. The pilot scheme became fully operational in December 2018.
- The Community Investment Fund ('Do Something Now') has been signed off by cabinet. This provides grants for individuals, small groups or voluntary and community sector (VCS) organisations to deliver community activities that improve outcomes.
- The John Smith's Stadium in Huddersfield will host a 2021 Rugby League World Cup men's quarter-final game; contributing to the economic growth of Kirklees as well as leaving a sport legacy.
- A whole system improvement programme of work between Kirklees, Calderdale and Wakefield Councils and NHS Clinical Commissioning Groups has been put in place for older people transferring between health and social care. This is a new initiative in response to the national CQC Systems Review.
- Kirklees' performance on delayed transfers of care has improved. Out of 152 councils Kirklees are currently ranked 44th for whole system effectiveness and 64th for delays attributable to Adult Social Care. Intermediate Care Choice and Recovery beds commissioned jointly by the Council and CCG have saved 74 bed days (around £24,000) and are helping to reduce delayed transfers of care.
- The proportion of adults and older people who receive their long term care and support via a direct payment, enabling them to live independently and have control over their lives, has increased to 42%.
- 62% of Kirklees children achieved at least the expected standard at Key Stage 2 (KS2) in 2018; a 5% increase compared with 2017.
- The Council has made two successful bids to the European Social Fund to deliver the Employability Hub (including Apprenticeship type provision) and to deliver activities to reduce the number of young people 'Not in Education, Employment or Training' (NEET). The schemes will be marketed as 'Works Better 1525'
- A significant increase in the proportion of people receiving council support who have moved into work or apprenticeship.
- 132 businesses have been supported by SME Growth Managers in the year to date and this has helped to secure £7.37m investment in business growth in the district.
- £180k has been secured from the Home Office to further develop prevention and early intervention work to reduce gang related violence in Kirklees
- Kirklees saw 1,330 new housing completions for 2017/18. This is the highest delivery figure compared with the previous five years.

There are a number of risks highlighted:

- Within Thriving Kirklees (TK) the need for CAMHS continues to be high. An independent review has been completed and shared, achievable recommendations with TK will be agreed in Q4. Safeguarding capacity is also an ongoing issue and is currently being audited.
- Permanent exclusions from school continue to rise. With only one third of the school year complete, the figure is just under half of the previous year full total.
- Number of children's safeguarding contacts leading to a referral increased significantly in the quarter to 32.5% (1500 referrals from 4617 contacts) (Q2 was 18.8% 779 referrals from 4137 contacts).

- There was a spike in Channel referrals (19 in the quarter), the majority were connected with Right wing concerns. (Quarter 2 saw 9 Channel referrals.)



The Bigger Picture

The physical and emotional health and wellbeing of adults in the future is largely dependent on the health and wellbeing of children and young people now. Key indicators of children’s wellbeing therefore help us to understand the bigger picture around both Best Start and Well outcomes. For example, data from the National Childhood Measurement Programme (NCMP) and the local and national monitoring of adult weight shows us that the decline in the proportion of people of healthy weight begins in childhood and continues throughout the life course.

The health and wellbeing of 14 year olds is routinely measured via the Kirklees Young People’s Survey (YPS). Over the last decade there has been a decline in the proportion of 14-year-olds who feel in good health. In 2018 the average mental wellbeing score for 14-year olds had increased slightly from 2014. However, there are significant inequalities between boys and girls and protected characteristics groups. The YPS 2018 also gives us useful new insights into how young people cope with stress which have important prevention and early intervention implications for schools, council and mental health service providers.

The [CSE section of the KJSA](#) has recently been updated and highlights local intelligence about children ‘at risk’ of child sexual exploitation (CSE) which is relevant to the shared outcomes of ‘best start’ and ‘safe’. The number of children flagged on the police system as ‘at risk’ of CSE in Kirklees currently stands at 82 although the actual number is likely to be much higher. The proportion of children ‘at risk of CSE’ who are 'looked after' (either in foster care or a care home) has gradually increased over 2018 from 23% in January to 32% in October and an increasing proportion of CSE offences are cyber-enabled (initial contact between victim and suspect has taken place via social media).

Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following four areas:

- *Confident children ready to do well, feel well and be well at school and in life; Better outcomes for vulnerable children; Child focussed activities which support families; As many children as possible staying with their families*

Key risks/ issues

- Within **Thriving Kirklees** (TK) the need for CAMHS continues to be high. An independent review has been completed and in Q4 shared, achievable recommendations with TK will be agreed. Safeguarding capacity is also an ongoing issue and is currently being audited by Locala. A meeting is planned with commissioners to review this and assess impact. Discussions have begun with Early Support colleagues to look at closer partnership work.

Thriving Kirklees Programme

Key activities in the Quarter

- Kirklees has been successful in becoming one of the National Trailblazer sites for Mental Health Support teams in schools. Implementation has commenced and the pilot sites will be fully operational in December 2019.
- Digital innovation is key for the success of Thriving Kirklees (TK). During Q3 TK have commissioned 'Kooth' and 'Chathealth' which will go live in Q4. Kooth is an online emotional health and wellbeing platform for children and young people (CYP) aged 11-19 years (up to 25 years for those with additional needs). It is a safe, anonymous website for young people in Kirklees to access advice, support and guidance from BACP qualified counsellors, up to 10pm, 365 days a year. Chathealth is a confidential text messaging service that enables CYP, their partners and carers to contact 0-19 practitioners for advice and support.
- Safeguarding capacity is currently being audited by Locala. A meeting is planned with commissioners to review this and assess impact. In addition discussions have begun with Early Support colleagues to look at closer partnership work.
- A lead coordinator for the Breastfeeding Peer Support Programme is now in post within Locala. Recruitment of new peer supporters have taken place and training session scheduled for February 2019. A service offer is on track to launch April 2019.
- In response to Preparation for Parenthood (PfP) not being able to meet demand in Q2 a scoping paper for PfP course expansion is being developed and due in March 2019. Work continues to be developed to extend the reach of PfP to a wider parenting community which includes training the wider workforce. Pilots are being delivered through Swans (vulnerable women's (including sex workers) ante-natal service) and on a one-to-one basis.
- Nurturing Parent (NP) as a concept has begun to be applied across all partners. Meetings are being held with strategic leads to get senior level buy in. A NP Strategic Group is being set up to steer this work longer term.

Impact

- The need for CAMHS continues to be high. There are 1273 young people (a slight increase on Q2) waiting at various stages. In Q3 an updated Kirklees Local Future in Minds Transformation plan was published which provides a summary of the transformation activity being taken to address this, for example, commissioning of Kooth and the National trailblazer bid described above.
- Whilst generic waiting times for CAMHS are high, positive strides have been made in other areas. Looked After Children cases are offered consultation and assessment within 28 days (on target) and Crisis response is meeting the 4 hour target. The Autism Spectrum Condition (ASC) assessment waiting times have reduced from 3 years at the start of the TK contract to 16 months (however with the exclusion of a single outlier case the target wait of under 12 months is achieved in Q3). Further investment has been made this quarter and the ambition for Q4 is to reduce the waiting time to 6 months. An independent review has been completed and in Q4 shared, achievable recommendations with TK will be agreed.
- Case studies are available which provide valuable insight into the impact of TK on children and families. For example, Yorkshire Children's Centre delivered fire safety training to a class of children during which one child disclosed that they were sharing a bedroom with several siblings and their parents due to serious overcrowding. This prompted the officer to refer the family to housing services and as a result the family have been rehomed to an appropriately sized property. This has improved their quality of life in addition to reducing the fire safety risks.

Data development agenda

- Performance measures to demonstrate impact on customer outcomes to be agreed for 2019/20



The Bigger Picture

- Please refer to the Quarter 2 report for headline messages on Healthy Life Expectancy (HLE), emotional wellbeing and physical activity levels (nationally collected data updated annually).
- Key messages on the physical and emotional health and wellbeing of children and young people are included under the Best Start outcome. It is important to consider these alongside the information below as they have important implications for the health and wellbeing of adults and achievement of the Well outcome.
- The national context for local work on joined up health and social care described below is that the NHS Long Term Plan expects Integrated Care Systems (ICS) to be rolled out everywhere by April 2019. In Kirklees (part of the West Yorkshire and Harrogate ICS) the Integrated Commissioning Strategy Delivery Plan has identified 6 priorities: (1) new models of care; (2) building on what works well; (3) changing how we work as commissioners; (4) supporting providers to work differently; (5) changing relationships between commissioners and providers; and (6) infrastructure to support integrated commissioning. Much of the council activity described below supports this delivery plan.

Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following areas:

Access to opportunities to improve their health and wellbeing; a joined up health and care system in Kirklees; support, help and advice for people in the communities where they live; protection of the public's health through education, support and interventions

Key activities in the Quarter

The key areas of council activity aiming to make significant contributions to the Well outcome are Communities Plus, the Kirklees Wellness Service, Physical Activity programmes and the wider programme of work to support delivery of the Integrated Commissioning Strategy. (*Thriving Kirklees – is reported under the Best Start Outcome.*)

Key risks/ issues

There is an urgent need for an IT system (and some workforce development) to facilitate efficient and effective data collection, analysis and reporting for Community Plus (a similar issue is likely to impact on Local Area Coordination and the Wellness Service) to monitor performance and measure impact.

Community Plus Programme

This targets both adults at risk of social isolation and/or developing health and social care needs, together with the local groups and networks that support them

Key activities in the Quarter

- 354 new individual introductions took place in Q3 bringing the total introductions so far for 2018/19 to 964. Remedial actions are being put in place in wards where the number of introductions have declined.
- In Dewsbury and Batley & Spen, approximately a third of new introductions came from Adult Social Care (ASC) – a slight increase since Q1. The proportion was lower in Huddersfield (a fifth) and Kirklees Rural (a quarter) where the proportion has fluctuated. Introductions from Adults Front Door increased since Q1 in all areas apart from

Kirklees Rural where they remain low. In Dewsbury and Batley & Spen these represent less than half of all ASC introductions, whereas in Huddersfield they represent three quarters.

- In Batley & Spen and Rural more than 1 in 5 introductions come from 'Health' whereas in Dewsbury and Huddersfield this is only 1 in 10. Referrals from 'other' sources has increased in all areas whereas the proportion of self-referrals has decreased in all areas.
- In all areas the top three reasons for introductions were to improve health, meet new people and for social activity. This has been the case for all three quarters this year.
- In Dewsbury and Huddersfield there has been an increase in the proportion of introductions (around a third) who have other agency involvement. In Rural, this has been relative consistent and high (just under half) whereas in Batley & Spen this has fallen to just 9%.
- Numerous drop-in sessions have been provided across all areas with varying uptake. Locations and timetables of drop-in provision is being reviewed to ensure maximum reach is achieved.
- 1167 'brief contacts/ conversations' in Q3 have been undertaken across Kirklees; with an increasing number in all areas.
- Numerous events and campaigns have been supported/ promoted in all areas as part of a 'reduce, prevent and delay' approach and a range of partnerships have been established or are developing. These include the Fire Service, Community Hubs, Libraries, Councillors, Job Centres, Community Associations and Housing providers.
- There is improved partnership working with GPs and promotional activity has supported awareness raising of the service.
- The Community Investment Fund called 'Do Something Now' has been signed off by cabinet during Q3. This provides grants for individuals, small groups or voluntary and community sector (VCS) organisations to deliver community activities that improve outcomes for people by delivering early intervention and prevention action.
- Local Area Coordination (LAC) is a new approach being developed in 4 communities identified as having higher risk of loneliness and isolation for people. LAC has similar approaches to the Community Plus model but provides a more intense, focused, person-centred approach with people with more complex and challenging issues. A successful recruitment process (including a community panel) appointed three of the four LAC posts in Q3.

Impact

- Partnership building/working appears to have resulted in improved awareness and understanding of Community Plus, increased introductions and reduced duplication.
- The involvement of local people in recruiting Local Area Coordinators has continued into the induction process and enabled the Local Area Coordinators to make valuable contacts in the communities they will be working in.
- Storyboards provide supporting evidence of impact. Themes arising from storyboards to date include:
 - The importance of person centred and strengths based conversations to people achieving the changes and outcomes they want to achieve.
 - Health features highly as a presenting issue; this may be an easier conversation to have than some of the more complex underpinning challenges faced by people.
 - Many underpinning themes relate to the experience of loneliness and/or isolation. Community Plus works alongside individuals to increase confidence to connect to others, groups and resources of their own and their communities.
 - The nature of the work to support groups ranges from providing 'professional' knowledge and confidence to set up groups. The need for funding and other resources i.e. venue access also feature highly. Supporting groups to link to and network with other groups produces longer term sustainable outcomes as resources and common resources are shared.

- The approach to data collection to monitor and understand impacts is still being developed. There is an urgent need for an IT system and some workforce development to facilitate an efficient and effective data collection, analysis and reporting.
- Referrals from 'other' sources has increased in all areas. New recording categories will be needed to be created to identify these.
- Storyboards are available and it would be useful for the key insights from these over a full year to be summarised and shared to support evidence of impact and increase understanding of Community Plus activities.

The Kirklees Wellness Service

Targeting adults needing support to improve their health behaviours and wellbeing

Key activities in the Quarter

- 'Big Life Group' continue to work closely with service lead and commissioner and an operating model is being developed in preparation for implementation in April 2019. This will be a phased process, working with partners, over the next 12 months to shape subsequent phases.
- A number of staff development/engagement sessions have been delivered to Practice Active Leisure Scheme (PALS) staff and Health Trainers. Staff have been/or are in the process of being trained up to deliver Level 2 Stop Smoking Support. Staff review taking place in February where staff will undergo interviews for new roles.

Impact

- Performance measures to be agreed as part of implementation in April 2019.

Data development agenda

- Performance measures for the Wellness Service will be developed in line with the operating model and will build on previous work to identify outcomes and appropriate measures of impact including a focus on the achievement of person-centred goals and behaviour changes, self-efficacy and self-confidence. Some nationally defined performance measures will be required (e.g. smoking cessation).
- Performance measures will need to include culture change and staff development (shifting to a strength-based, person-centred and holistic way of working).
- An appropriate IT system is needed for gathering quantitative and qualitative data for performance monitoring and evaluation.

Physical Activity Programmes

This includes Practice Active Leisure Scheme (PALS), Active for Life and Steps for Life schemes which focus on people with a variety of long term conditions/health issues where physical activity can help in management and/or recovery. It also includes strategic work to ensure council assets enable individuals and communities to participate in sports and physical activity provision and work to support the voluntary and community sector to enable people to become more physically active

Practice Active Leisure Scheme (PALS)

Key activities in the Quarter

- 692 first appointments providing information, advice, motivation, support to encourage active lifestyles.
- 853 people supported through review appointments to remain active.
- 29 weekly specialist classes provided across Kirklees with 5148 attending.
- *The number of people accessing PALS has plateaued due to the service reaching capacity but the number of referrals to PALS continues to increase from GPs, Practice Nurses, Physiotherapists and Nurse Specialists.*

Impact

- 99% rated the support/motivation from their PALS Officer as either good/very good.
- For most clients there are improvements in the 7 outcome domains between 1st appointment and week 45. These are physical activity, enjoyment, confidence, motivation, physical health (e.g. reduced pain, weight, and blood pressure), self-esteem and social wellbeing. Case studies are available.
- When questioned, 96% of clients said they have become more active as a result of being on PALS.
- On completing the scheme all clients became more active and 53% fully achieved the long term goal they set. A further 43% have partially met their goal and will complete it within their chosen exit route. The recorded exit routes following the 45 week PALS intervention show that the majority of clients (93%) choose to be active in a Kirklees Active Leisure facility with 59% choosing the reduced Active Mover membership for people completing PALS; 24% use 'Pay As You Go' activities and 10% sign up to a full membership. This suggests that participation in physical activity is maintained although no longer term follow-up data is collected.

Active for Life (AfL) and Steps for Life (SfL)

Key activities in the Quarter

- In the period Oct-Dec 2018 Active for Life and Steps for life have engaged with 168 individuals experiencing dementia and/or severe mental health issues, supporting them to access physical activity opportunities.
- 956 hours of staff contact time were delivered through one to one and group work in sites throughout Kirklees. These include leisure centres and also specialist hospital settings.
- 42 referrals have been made by mental health professionals to the schemes during the quarter.
- SfL for carers has been developed and launched during Q3 and has supported 30 carers (17 new to the service).

Impact

- All AfL outcome domains showed an average score increase from the previous assessment. The largest increases were seen in the domains of physical health and mental and emotional health.
- 73% of AfL participants reported that regular physical activity has contributed to improved mental health (similar to Q2 (70%)).
- SfL Carer outcomes will be reported from Q4.

Additional activities

Nutrition based one-to-one sessions have been successfully trialled at the Stadium – 22 conducted to date. Insight from the trial reveals that customers prefer tailored one-to-one support/ advice rather than group sessions on nutrition issues. Positive outcomes include weight maintenance and reduction. Nutrition sessions are now being expanded to Dewsbury in response to demand.

Strategic/ physical assets activities

Key activities in the Quarter

- Planning for an "Everybody Active" festival across Kirklees in May half term is underway. This will be the umbrella promotion of existing activity for a range of partners, helping us to understand who accesses these sessions and what gaps may exist. It is an opportunity to attract more people who are inactive to attend the sessions as well as encouraging more people to be more active.
- The Everybody Active Board has started to explore how a 'whole systems approach' to physical activity might be delivered; to clarify key priorities; understand the roles and interdependencies of the various physical activity agencies; and develop a cohesive strategy to increase physical activity and sport across Kirklees. This will help identify appropriate measure of impact and accountability e.g. appropriateness of facilities provided by council which enable other organisations to provide activities to increase participation in sport and physical activity.

- The Everybody Active and Kirklees Active Schools steering groups both continue to be active. The latter recently considered the findings of the Kirklees Young People’s Survey 2018 and delivered a successful schools conference attended by 90 delegates (including 19 head teachers) and with high levels of satisfaction.
- The Playing Pitch Strategy is being refreshed, in part to inform a decision on whether to not to progress with the “Parklife” 3G football hubs scheme in partnership with the Football Foundation and Sport England. This decision will influence and be influenced by the Bradley Park masterplan and the Local Plan.
- The key action from the ‘Built Sport and Leisure Facilities Strategic Framework’, to replace the aging Spenborough Swimming Pool with the Spen Valley Leisure Centre, is progressing. This is dependent on close partnership working with KAL.

Impact

- The outcome of the final bid to host activity in the 2021 Rugby League World Cup is that the John Smith’s Stadium in Huddersfield will host a men’s quarter-final game. This will contribute to the economic growth of Kirklees as well as leaving a legacy which builds on the rich rugby league heritage of Huddersfield and the wider Kirklees community and celebrates the heritage of sport more widely.
- The above activities reflect the Council’s key role in the future of places and spaces for people to be physically active. Whilst the council might not be directly involved in activity provision, it plays a crucial role in enabling this to be delivered by others.
- On a quarterly basis some activities will not demonstrate clear impact as they are concerned with strategic and longer-term planning and investment opportunities.

Work to support the voluntary and community sector to enable people to become more physically active

Key activities in the Quarter

- The Third Sector team have supported the ‘Everybody Active Workplaces’ to deliver a Fit to Work conference which over 60 businesses attended. This event explored how businesses can support employee wellbeing including ‘Just a Nudge’ training for their employees to be delivered in the New Year.
- Two MAGIC (Moving and Games in Chairs) leaders have been recruited to deliver sessions at Dewsbury Fire Station and Dewsbury Sports Centre. 24 people attended training this quarter with 244 attendances in total (achieving target). Seven new sessions have been developed and nine new volunteers have been recruited, bringing the total number of people volunteering to 128. No impact measures are available.
- The ‘Try it, like it, do it’ project in Dewsbury was delivered in 2017. This involved a wide range of existing groups and networks providing a range of different active sport and recreation activities in a number of venues in the Dewsbury area. 151 citizens took part.
- An evaluation of feedback from 105 (out of 151) participants of the ‘Try it’ project showed just over a third of them were motivated to take part because they wanted to get healthier and just under a third wanted to be happier.

Impact

- Following participation in the ‘Try it’ programme 1 in 3 participants said they felt healthier, 2 in 5 had met new friends, 1 in 5 felt more confident and just under 1 in 3 felt happier. 60% of participants said that they were going to continue with the activity.
- Results from an annual survey of volunteer walk leaders in 2017 shows that 93% (n=26) said that volunteering encouraged them to be more physically active (similar to 2016 (90%, n= 37)).

Integrated Health & Social Care

Focussed on health and social care commissioners/providers across Kirklees

Key Activities in the quarter

- The Integrated Commissioning Strategy delivery plan has been further developed. It includes a range of actions/ milestones to support its six priorities. For example, **new models of care** include Primary Care Networks (PCNs); Community Hubs; Integrated Wellness for adults; End of Life; Frailty; and Intermediate Care and Reablement Services. **Building on what works well** includes Thriving Kirklees; Carers' services; SEND integration (for children and young people who have an Education, Health and Care Plan); Adult Mental Health Services; Adult Learning Disability Services; Continuing Healthcare Services; Aids to Daily Living Service; and Care Homes (Strategy and Quality).
- **Primary Care Networks (PCNs)** are also a key focus of the Integrated Provider Board. PCNs are now established and each is developing a plan. An overall plan for the PCNs is being developed and will be in place for Quarter 4. PCNs are starting to explore data/intelligence and information sharing requirements and will require support and resources to do this. Options for using monies designated for ICS Population Health Management as well as external funding opportunities are being explored which focus on supporting PCNs (and the wider ICS) to identify and utilise risk stratification and segmentation tools to enable targeted prevention and early intervention work.
- A Digital work stream (one of several enabling work streams established by the Integrated Provider Board to support the implementation of the ICS) has brought together all the IT leads across partners and identified several key areas of work.
- The Integrated Commissioning Strategy delivery plan includes a range of actions/ milestones reported on a quarterly basis into the Integrated Commissioning Board (ICB). Reporting by exception to the Health and Wellbeing Board is planned for 2019/20.

Risks/ issues

- The priority of **Changing Relationships between Commissioners and Providers** includes actions to agree and develop a different approach to how performance metrics are defined and how performance monitoring will be undertaken in the future. It will be important to ensure a consistent, outcomes based approach is used across the ICS.
- There is a potential for both duplication and omissions in reporting processes in relation to the ICS Delivery Plan, the Integrated Provider Board, the Integrated Commissioning Board and the council's corporate performance reporting process. For example, key actions and milestones for Community Hubs, Integrated Wellness and Thriving Kirklees are included in the ICS delivery plan. Community Plus, closely aligned to these 'models of care' is currently monitored only through the council process. All of the above contribute to several of the seven shared Kirklees outcomes and it is important to understand these interdependencies in performance monitoring and reporting processes.

Data Development Agenda

- Population Health Management and Digital Care Record should be seen as two sides of the same coin to enable improved understanding of both population and individual issues, risks and outcomes.
- Primary Care Networks (PCNs) are starting to explore data/intelligence and information sharing requirements and will require support and resources to do this.



The Bigger Picture

9% of adults need help or support to continue to live at home (Current Living in Kirklees survey 2016). This proportion is highest among those not in work because they are sick or disabled, those aged 75+, social tenants, people with an annual household income below £10,000 and those of a mixed ethnic background. Half of these are dependent on others for daily activities such as bathing/toilet, dressing and/or eating. In the previous survey, undertaken in 2012, 11% of adults reported the need for help or support to continue to live at home.

Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following four areas:

- *Joined up and personalised adult social care support which enables independence; A broad range of high quality options for care and support, provided with dignity and respect; Supporting people to successfully manage the changes in their lives; Providing for suitable and affordable homes in attractive places within a supportive community*

Key activities in the Quarter

Adult social care and support

- Adult Services continue to take a more collaborative approach with care providers so it can deliver more flexible, people centred care and support, and make it easier for people to transfer from one form of care to another. A central aim is to streamline a citizen's health and care journey and enable the system to operate more effectively and efficiently. We continue to work with partners to ensure a safe and effective flow of people through care settings, ensuring this reduces readmissions/avoidable admissions and a system which remains sustainable.
- Following the Care Quality Commission local authority profiles of older people transferring between health and social care we have initiated a whole system improvement programme of work jointly with Calderdale and Wakefield Councils and NHS Clinical Commissioning Groups. The local system benefits of this have been discussed and agreed at the Integrated Commissioning Board. The collaboration between our 3 councils will focus on learning what each area does well and sharing challenges. Identifying our key areas of strength/improvement, together with co-ordinating transformation and improvement plans within the health and care economy, will provide key lines of enquiry for discussions ahead of a 3 way peer review event being planned for May.
- The Joint Intermediate Care Project between the Council, Locala and the CCGs continues to move forward and is progressing well. Agreement has been reached to start to model a phased implementation of the Kirklees Independent Living Team (KILT) with a number of partnership work streams scoped out to lead the change program from January 2019. There has been an agreement between Kirklees Council and Locala that a joint post will take on a strategic lead to help progress the project, together with a KILT Board set up to manage quality, rigor and governance. Some project testing is already taking place in South Kirklees in adopting a multi-disciplinary approach to intermediate care referrals.
- A Demand and Capacity Modelling project is well underway following staff engagement via a number of 'Shaping the Future' events, led by the Adults Senior Leadership Team. Whilst a key driver behind this work is to realise efficiencies, there is a clear strategic message that this is also about staff wellbeing and ensuring we have the right people, with the right skills, doing the right work, to deliver the best outcomes for people in the district. The project is progressing as planned and subsequent analysis yielding new and helpful insights into demand, capacity and complexity of work. With approx. 200 social work staff participating the service is beginning to better understand demand profile, size and complexity of caseloads, with comparisons to the make-up and profile of social work teams. Kirklees were invited to present at the national Kings Fund conference, London on the topic of Demand Management and successes seen through applying a systems thinking approach to the front door.

Meeting the housing needs of people in the most vulnerable groups

- As reported previously the Council has successfully implemented all requirements of the Homelessness Reduction Act. All people who are either homeless or threatened with homelessness are provided with a Personal Housing Plan and supported to secure a suitable and affordable home.
- Further work is taking place to embed the restorative practice approach with referral mechanisms now in place to receive referrals from the prescribed organisations covered by the Act. A programme of working with partners to help them understand what threatened with homelessness looks like is underway, to ensure early intervention and prevention work is embedded. A commissioning brief is also being progressed for single homeless with low support needs to access private rented sector housing.
- The "Duty to Refer" is now in force. There are a number of mechanisms in place to make it easy for agencies to refer, including an online form. We are receiving and acting on referrals from some of the prescribed public sector bodies and continuing to identify and work with others to make them aware of the duty to increase appropriate referrals for example from Probation, Children's and Adult Services.

Impact

Hospital discharge into adult social care and support

- Delayed transfers of care is an area in which, despite the pressures, Kirklees performs favourably in comparison with other councils. Kirklees' performance improved during Q3 with November all delayed days per 100k population at 6.3 bed days, (4.2 NHS and 1.7 Adult Social Care), a 29% decrease on the previous month and 33% under the NHS England target. From 152 councils Kirklees are currently ranked 44th for the whole system effectiveness and 64th for those delays attributable to Adult Social Care. This improvement in outcomes for the people in Kirklees is down to a number of factors. In November there was a strong push on discharging super stranded patients with partners working proactively to prevent others exceeding the 21 day mark, reducing the length of stay in the hospital. The hospital social work teams have also been reviewing how they work with individual hospital wards, picking up cases at a much earlier stage, rather than waiting for notifications for assessment.
- One of the main reasons for people experiencing delays between hospital and social care in Kirklees has been patient and family choice, accounting for 24% of delays. During Q3 Adult Services jointly with the CCG commissioned a number of intermediate care Choice and Recovery beds, now embedded in the current pathway for those people requiring longer term residential care. Despite a slow start the beds have so far saved 74 bed days (around £24,000) and are helping minimise delayed transfers of care.

Experience and outcomes of people receiving long term adult social care and support

- Where people are receiving longer term adult social care support we want them to be able to manage their own support as much as they wish, so they are in control of what, how and when support is delivered to match their need. In 2017-18 74.7% of people told us they had *as much / adequate control over their daily life as they would like*, a 1.4% improvement on the previous year, but still below the 78.2% regional average.
- We don't want people to feel lonely or socially isolated but to remain connected to their communities and develop and maintain connections to their friends and family. In 2017-18 47.9% of people receiving longer term adult social care told us they had *as much social contact as they want*, an 8% improvement on 2016-17 and above both the regional and national average outcome. Kirklees are ranked 49th from 152 councils. The responses from people with poor outcomes in this area have been shared with Community Plus to share information on community groups.
- In 2017-18 in Kirklees approximately 39% of adults and older people receive their long term care and support via a direct payment, enabling more people to live independently and have control over their lives. In the region this was the 2nd highest and we ranked 23rd of 152 councils nationally. At the end of quarter 3 this had increased further to 42% and we will continue to monitor uptake following the new Direct Payments Policy being implemented through our Care Offer Transformation project.

Homelessness

- Now in the 3rd quarter of implementing the Homelessness Reduction Act, there has been a large % increase in the number of homeless acceptances this quarter. This is expected because we have a 56 day duty to prevent and/or relieve homelessness, meaning we are not accepting a main homelessness duty under these earlier stages. We are now seeing the impact of this time lag, as the Act was introduced on 3 April 2018. It needs to be noted that with 102 year to date this is significantly less than under the old legislation, where at the end of quarter 3 in 2016/17 we had accepted 393 of homeless households. This indicates that the work to prevent or relieve homelessness is being effective. National statistics are not yet available to compare with other councils, when published these will not be classed as official due to the change in reporting requirements.



Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following four areas:

- *Access to the highest quality inclusive learning and education provision; Learning provision responds to the needs of people; Children making good educational progress and achieving the best outcome; A highly skilled population able to secure good jobs*

In 2018/19, the Council is focussed on the following five key areas of activity, in contribution to the above longer term aims.

(1) Securing high quality learning places

The annual school place planning document, providing the 2018 evidence base to inform future decisions about school places, is completed in draft format and expected to be published early in the spring term. Also, an application has been made to the Department for Education to host an Alternative Provision Free School to help meet the growing demand for children with Social, Emotional and Mental Health Difficulties (SEMH)

(2) Ambitious educational attainment

83% of schools are rated good or outstanding, compared to 87.8% nationally and 83.6% across Yorkshire and Humber.

62% of Kirklees children achieved at least the expected standard at Key Stage 2 (KS2) in 2018; the same as Yorkshire and Humber and lower than national (65%). This is a 5% increase compared with the previous year whereas the national and regional increases were both 4%. Therefore, the gap has narrowed. However, the gap has increased when looking at just maths alone. All KS2 measures have moved up the national ranking system, whilst still in quartile D. There was a huge improvement in reading (up 8 positions) and writing (up 9 positions). However, it should be noted that reading continues to be the lowest ranked subject area at the expected level.

42% of Kirklees children in receipt of free school meals achieved at least the expected standard at Key Stage 2 (KS2) compared with 46% nationally and 43% across Yorkshire and Humber. This is a 3% increase compared with the previous year. The national increase was also 3% and the increase for Yorkshire & Humber was 4%.

The attainment score across Kirklees at Key Stage 4 for all pupils is 45.2. This compares nationally with 44.3 and 45.4 across Yorkshire and Humber. Girls continue to outperform boys by 7 points – almost 1 grade per subject. Early indications show that Kirklees will move one position up the national ranking system to 90 out of 152, maintaining its relative position in Band C.

Permanent exclusions is a current concern as figures show a continued rise. During the autumn term there have been 11 primary and 32 secondary permanent exclusions. In context, there were a total of 91 exclusions across all schools in the previous academic year. This means that with only one third of the school year complete, the figure is just under half of the previous year full total.

The focus of the work of the Education and Learning Partnership Board in Q3 has been;

- Further analysis of Key Stage Outcomes, and alignment of priorities alongside further development of the Learning Strategy.
- Development of a new Business Solutions systems which will modernise the digital interface between the Council and Schools when purchasing services as well as harnessing communication.
- Discussions about opportunities to develop data and intelligence to inform planning and inspection preparation, future opportunities for recycling in schools, travel planning and ways of harnessing the Apprenticeship Levy have taken place.

(3) Special education needs and disability (SEND)

18% of children in Kirklees with SEN support reach the expected standard at KS2 compared with 24% nationally and 22% across Yorkshire and Humber. Kirklees has seen a 5% improvement in the proportion of SEN support children achieving at least the expected standard. Regionally, there was also 5% increase and nationally the increase was 3%.

Further activity during the Quarter includes the following:-

- Funding models have been further developed and linked to the Graduated Approach and the Council is engaged in discussions with all special school funding. There is further work to be done in order to clarify the specialist offer.
- SLA's are in place for current specialist provision. However, Early Years SEND funding is still to be agreed.
- In preparing pupils for adulthood, a transition framework has been developed, now to be embedded with relevant services. A pilot specialist commission is planned for early 2019 to create additional post 16 capacity.

(4) A joined up skills system for employment and higher income

The Council has been successful in two bids it has made to the European Social Fund to strengthen the offer to young people across the District. The first will deliver the Employability Hub (which includes Apprenticeship type provision) and the second will deliver activities to reduce the number of young people 'Not in Education, Employment or Training' (NEET). The schemes will be marketed as 'Works Better 1525'. Calderdale & Kirklees Careers are carrying out a significant proportion of the delivery with specialist providers being procured.

A potential bid which would extend the current Works Better provision is being explored. (Works Better helps people who want to get into work overcome the barriers that are stopping them, and supports employers with suitable vacancies to access committed future employees.) The Job Centre Plus project, to develop support for the hardest to reach, is currently stalled due to issues with European limitation in consideration of state aid rules. It is hoped that this can be resolved in early 2019.

(5) Support into employment

Currently, 2.7% of Year12/Year13 aged young people are not in employment, education or training (NEET). The NEET percentage continues to reduce – it was 3.0% at Q3 in the previous year. The ‘not known estimate’ is also low at 1.9%. Although the 3.3% year-end figures is challenging, the target does look as though it might be achievable. There are currently 392 cases, which is 61 fewer than in the previous quarter.

The Council’s employment support programmes are presenting some strong data. 2,585 people have been supported through council employment and skills provision, year to date. The target is to reach 3,000 by year end. The two successful European Social Fund projects will provide additional capacity and it is expected that the target will be exceeded.

In Q3, 166 people moved into work or apprenticeship, from a total of 705 people receiving council support – a conversion rate of 23.5%. This is a significant increase compared with the previous two quarters. Overall, year to date, the conversion rate stand at 9.8% - 253 people moving into work or apprenticeship from 2,585 people in total.



Where the Council makes a contribution

Over the longer term, the Council is aiming to achieve progress and impact in the following three areas:

- *More and better quality jobs; Create and environment for regeneration and inward investment; People experiencing vibrant town centres and an appealing cultural offer*

And in 2018/19, the Council is focussed on the following five key areas of activity, in contribution to the above longer term aims.

(i) Huddersfield and Dewsbury town centre regeneration

As reported in the Quarter (2) report, progress on the delivery of the Southgate mixed use site (replacing the footprint of the former Huddersfield Sports Centre) is currently paused. It is an important strategic site in the town centre and further consideration is being given to next steps.

Three other Huddersfield Town Centre public realm projects are making progress. Plans for the re-vitalisation of Queensgate have now been submitted to West Yorkshire Combined Authority for approval. Consultation is to begin in February 2019 on development plans for Cross Church Street and developments on New Street are now underway. Together with some additional general maintenance works, the combined total of this current phase of investment adds up to £6.5m.

Work is progressing well in Dewsbury. Additional structural and drainage works in the area that will link Pioneer House in Dewsbury and adjacent social housing are underway and will be fully completed in April 2019. College fit-out works in Pioneer House are due to begin in June, and the project remains on track to be open for students in September 2020.

(2) Joined up business growth support system

132 businesses have been supported by SME Growth Managers year to date, exceeding expectations for business contacts made at this point in the financial year. Business Hub (free online service for companies based in Kirklees to connect with free advice, funding opportunities and with each other) take-up and engagement continue to rise with 1,414 businesses now signed up. The Council delivered the third successful Business Hub Live event during the quarter, in partnership with the University of Huddersfield, Kirklees College and the Chamber of Commerce.

(3) Vibrant town centres and a sense of cultural identity

The Streets of Colour project continues through the first phase of work with artist, Peter O Toole, in partnership with Huddersfield Town and the University of Huddersfield. The initial commission will focus on music, providing creative assets for music promotion, as well as demonstrating the process of commissioning an artist. Work has begun to explore installing a design onto the surface of Wood Street following its resurfacing in 2019/2020.

Creative Kirklees is a free guide to arts and creative events, news and opportunities in Kirklees. Artists, arts organisations, arts group and creative businesses can register on the site, share events and latest news, add opportunities and showcase their creative work. Visitors can find out what's going on, where to go and who's working creatively in Kirklees. There are currently 515 creative artists/organisations registered on the Creative Kirklees Directory, rising from 498 at the start of the year.

The Kirklees Concert Season is underway. However, attendances are down, with a corresponding negative impact to the income for our partner, Opera North. Adverse impacts with the introduction of GDPR (loss of some mailing data and delays in resolving mail out issues) were an added complication.

(4) External investment for priority projects

The support SME Growth Managers have provided to businesses, in making the links to regional and national funding streams, has helped to secure £7.37m investment in business growth in the district. It is anticipated this will lead to 283 additional jobs.

(5) Promotion of Kirklees as a place to invest

The 'Invest in Kirklees, a place to make it in West Yorkshire' has been updated, detailing a full range of developments, collectively amounting to £195m of public sector commitments in town and major infrastructure across the District.

Artistic and cultural projects taking place in Huddersfield are attracting both national and internal media attention, promoting cultural strengths in the town. For example the Huddersfield Contemporary Music Festival was described in a New York Times article and the Huddersfield Art Gallery programme continues to be high profile.



The Bigger Picture

In 2016, 53% of adults in Kirklees felt that “people from different backgrounds get on well together” (Current Living in Kirklees (CLiK) survey 2016), a significant improvement from 43% in 2011 (reported in the ‘Your Place, Your Say’ survey (2011)). The CLiK Survey also shows that 88% of adults felt very safe or fairly safe in their local area; a slight improvement on 86% previously reported.

Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following three areas:

- *More people active in their communities and engaged in local democracy; A thriving voluntary and community sector; High quality, joined up and accessible services which safeguard children and adults from harm*

Key activities in the Quarter

Crime, Anti-Social Behaviour and Perceptions

- Safer Bonfire Partnership Action Plan co-ordinated a range of joint interventions to tackle nuisance fires and anti-social behaviour. There was a 26% reduction in ASB incidents over the target period.
- Multi-agency interventions in Huddersfield Town Centre relating to the Night Time Economy such as deploying Street Marshalls during the evenings to provide reassurance and tackling disorder and violence at earliest opportunity.
- £180k has been secured from the Home Office to further develop prevention and early intervention work to reduce gang related violence in Kirklees. The Early Intervention and Youth Fund will be used to develop a monitoring scheme supporting vulnerable young people, raise awareness and build resilience within primary schools and to help build the capacity of the voluntary and community sector in tackling this issue.

Extremism and radicalisation

- There was a spike in Channel referrals (19 in the quarter), the majority of these were connected with Right wing concerns.
- 6 Community Groups were successful in gaining PREVENT funding to deliver community projects around counter narrative, internet safety and developing diversionary activities.
- An audit of schools to ascertain their confidence with implementing the PREVENT duty showed that around 90% said they were either fairly or very confident.

Cohesion and faith based work

- Review Cohesion Framework to develop set of principles and outcomes – activities in the quarter included the inter-cultural cities launched and “Up to you funding” with 89 projects funded delivering outcomes which contribute towards enhanced connectedness.
- Strengthening the faith sector including establishing the inter-faith network in North Kirklees.
- Community Investment Fund “Do Something Now” has been developed, finalised and signed off by cabinet during Q3.

Democracy and inclusion

- The Citizen Engagement Framework has been launched. This aims to better involve residents in the democratic process.
- A focus on voter engagement – there was particular focus on young people with input provided to schools – to ensure involvement in the democracy is something that becomes a lifelong habit.
- Networked Councillors programme work took place to enhance use of social media as engagement tool, making meetings more welcoming and accessible.

Impact

Crime, Anti-Social Behaviour and Perceptions

- Modern Day Slavery Network for Kirklees has been launched to improve scrutiny, ensure best practice and support the delivery of the Modern Day Slavery Strategy and action plan. Three monthly partnership training sessions have been held around modern slavery in the last quarter, 90 people have attended.
- Second round of Domestic Abuse awareness training took place in North Kirklees as part of GP Practice Protected sessions. Identifying and responding to domestic abuse with older victims and children where the signs can often be more hidden.

- Kirklees and the other four West Yorkshire Local Authorities successfully bid to the Ministry of Housing, Communities and Local Government and secured £499,223 until March 2020. This money will be primarily spent on working with those accessing refuge who also have multiple, complex needs and ensuring better consistency at regional level with key areas of work.

Children's safeguarding

- The Safeguarding Children's Board held a focused session looking at the recommendations of the Wood Report to make Safeguarding Children Boards more efficient.
- Number of contacts leading to a referral increased to 32.5% (1500 referrals from 4617 contacts). Q2 performance was 18.8% (779 referrals from 4137 contacts (in part connected with the launch of Liquid logic in September).
- Focused actions by the Service, alongside the introduction of Liquid logic has helped with the efficient supervision and tracking of cases – E.g. the number of child protection conferences that took place within the 15 day timescale improved to 83.6% at December 2018 (from 34% at the start of the year).
- The number of Children on Protection Plans has increased but is still significantly below that of the benchmarking comparison group (Kirklees 33.8%, comparator group 52.1%).
- The number of 'missing' interviews has increased significantly in the period (from 31% to 51%, based on 263 interviews from 519 episodes).

Adult's safeguarding

- A Practitioner Forum has been established to better understand performance exceptions and enhance connectivity between the strategic work of the Board and operational safeguarding.
- The Board commissioned an external peer challenge to assess current approaches of safeguarding practice – initial findings are positive with further exploration required.
- Two Safeguarding Adult Reviews commenced (one focussing on Self Neglect, the other based on an individual with learning disabilities). System wide learning from the reviews will be shared through a multi-agency Network event.

A stronger Third Sector

- The quarter saw a successful bid to extend Community Transport in Kirklees –enhancing provision and connectivity across the district.
- 47 people placed in volunteering opportunities through links with businesses, 50 mentors recruited to provide support (including multi-lingual communication) to families and funding roadshows to support individuals and groups better access external funds available.
- Work to establish Third Sector Strategy Group, including business and statutory providers to oversee delivery of the Strategy to 2020.

Migration and Refugee Resettlement

- Quarter 3 saw the development of the first Joint Strategic Assessment for Asylum Seekers and Refugee, this highlights the assets but also the needs of this community in Kirklees. The Asylum and Refugee delivery Plan has also been drafted and will underpin the delivery of the programme over the next few years.
- Plan (along with implementation group) in place to manage dispersal of families in North Kirklees. The implementation group has representation from a variety of partners including those from 3rd Sector organisations to manage the transition from arrival to settling in communities.
- Joint work is underway with Children's Services around the wider support needs of Unaccompanied Asylum Seeker Children (UASC) to help them to settle and integrate into the Kirklees.
- A report was approved by Council Executive team in Q3 which outlined an approach to raising awareness of EU citizens currently residing in Kirklees whose residency status may be at risk due to the outcome of Brexit.



Clean and green

Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following three areas:

- Well planned places and sustainable communities; Better infrastructure for our communities; People have access to greenspaces including appropriate sports and leisure opportunities.

(1) Spatial planning – for sustainable communities

Awaiting formal letter of approval of the Local Plan for Kirklees from the Government Planning Inspector, expected January 2019. Once received, officers will be able to move to formal adoption before the end of the financial year.

Work with site promoters/landowners in the development and delivery of employment sites is ongoing with various strategic sites subject to pre-application discussions and current planning applications. Good progress is being made at Moor View Enterprise Zone with a planning decision expected in the New Year.

(2) Infrastructure across Kirklees for greater connectivity

Initial thermal mapping of major highways across Kirklees is adding insight into current route planning for winter gritting and has implications for future provision. The financial impact of this is to be investigated.

Significant highway maintenance capacity issues remain, with additional workload including the Highways England trans-Pennine upgrade, increased utilities activity and highways impacts from adoption of the Local Plan. Transformation work across the Highways Service is underway to meet these challenges.

The regional full fibre digital connectivity bid to DCMS was unsuccessful. However, Kirklees and the West Yorkshire Combined Authority have commenced discussions with the European Social Investment Fund who are interested in funding it. The next step requires a regional view and with a costed proposal. Government has also withdrawn funding from the Superfast Contract 3; an investigation into what broadband coverage would look like with just DEFRA and ESIF funding is underway.

(3) High quality environmental management

Bin collection rounds were substantially re-designed in 2015. Initial APSE health checks on their respective achievability in 2018 have identified concerns in just 10% of those rounds. Proposals for operational changes to maintain achievability are being shared with both Unions and affected crews. The Council is working with DEFRA's waste infrastructure delivery programme (WIDP) to bring together the Waste Strategy development process at the same time to ensure a whole system approach.

Over the second half of the calendar year, bin collections per month have been consistently improving; an improvement on the first half of the year. The Council collected 233,600 bins during the month of December and missed 1,174 bins.

The government National Waste Strategy is due for publication soon. National and local recycling figures have dropped through 17/18 and are continuing to drop further in 18/19. It is highly likely that Food Waste will be a

mandatory element within the National Waste Strategy, to meet EU and National targets. Short term options to improve recycling provision, including education programmes and a subscription garden waste service, have been developed.

Kirklees Direct have taken significantly more calls related to environment and greenspaces in the second half of the calendar year compared to the first half of the year. The highest call volumes during the quarter were in the areas of missed grey/green bins (30.29%), bulky waste collection (23.74%) and grey/green bin requests (17.27%).

7,000 calls relating to Highways issues were made to Kirklees Direct, similar to the previous quarter. The volume of Highways-related calls were highest for street lighting (20%), roads (11%) and potholes (9%).

Fatal casualty numbers compared to the same period in 2017 have increased by 6, which follows a West Yorkshire wide trend. The majority of these collisions have resulted from poor driver behaviour or decisions, and one occurred on the motorway. Serious casualties have reduced by 16 leading to an overall reduction of KSIs compared to the same 2017 period (total reduction of 10). Compared to 2017 the 2018 figures are showing an increase in casualties for pedestrians (+8) and 'other' (+5 – the majority of these are HGVs). Work is taking place to ascertain the reason behind the increase in pedestrian accidents and the monitoring of all accidents is continuing to identify and address clusters and patterns.

(4) High quality environmental protection

The West Yorkshire procurement process for a company to install electric charging points has been completed and meetings to finalise locations are taking place.

290 incidents of fly-tipping were reported during December 2018. Numbers have fluctuated from a high of 500 incidents in July to a low of 280 in September 2018.

There have been 11,006 penalty charge notices issued in the three month period for illegally parked vehicles; an increase on the previous number 600. Of these, 69% have been paid, 9% have been subject to challenge and 8% were cancelled as a result of a successful challenge.

The proportion of property inspections which have highlighted issues increased from 6.67% in Q1 to 15.9% in Q2. 84% of all properties inspected are satisfactory, good or very good.

(5) An ambitious new homes delivery plan

The Council is committed to delivering 10,000 new homes by 2023, including delivering 1,000 ourselves on Council owned land. Kirklees saw 1,330 new housing completions for 2017/18. This is the highest delivery figure compared with the previous five years. The council expects to adopt a new Local Plan for Kirklees which provides for a significant amount of development land and this is likely to lead to increased completions over the coming years.



Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following five areas:

- Skilled, motivated and healthy staff; Strong political leadership and an intelligence led Council; robust systems, processes and governance; collaborative, partnership working across public, private and voluntary sectors; transforming our organisation so that it is fit for purpose now and in the future

Key activities in the Quarter

The People Strategy

Work continues on the three key strands of the People Strategy.

Highlights for Q3 include;

- the delivery of a number of successful staff engagement and wellbeing sessions, including sessions on menopause, forced marriage and a number of wellbeing events across schools;
- a podiatry pilot in Cleansing which has had a significant impact on the wellbeing of the workforce and will be rolled out across further areas;
- the take-up of self-referral for counselling, physiotherapy and HEAL has increased;
- A wellbeing offer for Councillors has been developed to ensure that wellbeing is embedded at every level in the organisation.
- Our coaching offer is now reaching front line service areas of the organisation that have not previously been engaged and plans are to extend the offer to school leaders.

In terms of talent attraction, a specific focus for this quarter has been on the development of a community outreach programme showcasing the breadth of roles within the council and what apprenticeship opportunities are available. A talent bank has been created where potential applicants that aren't quite "job ready" can be signposted to other opportunities such as the Council's Works Better project. This approach supports a key priority from the Inclusion and Diversity Action to have targeted and creative recruitment methods to reach and engage under-represented groups.

The service has also reviewed and streamlined all our recruitment and grading processes, with a pilot on grading commencing in January 2019.

The level of sickness absence has reduced by 0.5 days per FTE since the previous quarter. This is a key performance indicator reflecting the success of work on the People Strategy.

Inclusion and Diversity

The Year 2 Inclusion and Diversity action plan with internal/external focussed work streams was received and approved by full council.

The internal focus of the plan includes making the workforce more representative of the community (with a particular focus on recruitment and staff development to recruit a more representative workforce and to ensure this translates in senior posts (e.g. Grade 13 and above)); training for Cabinet and Managers across the Council on unconscious bias and to address any issues of bullying, harassment and "banter"; developing Employee networks to ensure they are working effectively.

Impact

Sickness Absence

- The level of sickness absence has reduced this quarter and is now at 11.6 days per FTE, showing an improved trajectory of 0.5 days lost per FTE since the previous quarter (12.1 days). As work continues to improve the

wellbeing of the workforce as part of the People Strategy, it is anticipated that we will continue to see levels of absence fall. There have been very small improvements across all service directorates except corporate services which has seen a very small downward turn.

- The top 5 jobs with the most sickness absence in December 2018 were
 - Support Workers 425 FTE days (414.71 FTE days - November)
 - Cleaners 279 FTE days (193.77 FTE days - November)
 - Social Workers/ Senior Practitioners 306 FTE days (172.22 FTE days - November)
 - Business Support Officer – Grade 5 210 FTE days
 - Catering Assistant 174 FTE Days (167.51 FTE days - November)
- Mental health related absences continue to be the main reason for absence equating to 1281 FTE days lost in December 2018. This cost the organisation approximately £122,700 in this month.

Employee Resourcing

- In December 2018, the Council had 5,289 FTE's, with a headcount of 6,881 employees. The percentage turnover was 10.6% (on a rolling 12 month basis). Turnover is slightly higher than the average within the Children & Families services [13.6%].
- At the end of Q3 agency spend has continued to fall, following the pattern that we have seen throughout the year. In Q1, spend was at £1.98m, this reduced to £1.72m in Q2 and for Q3 spend has further reduced to £1.65m. Whilst there is a definite downward trend in spend, we are still seeing spend continuing in areas such as Adults and Cleansing; this is primarily due to cover for a number of critical vacancies as these are recruited to and the provision of additional capacity, pending a service review. There continues to be an overall reduction in agency spend within Children's Services due to the further stabilisation of the workforce and recruitment to permanent posts, particularly in social care. It is anticipated that this trend will continue over the coming months. HR staff will be doing further analysis with each Directorate in order to challenge agency spend.

Progress

In Quarter 2, it was reported that there was work to be done to identify and establish a wider set of data to evidence impact against efficiency and effectiveness of the Council. A considerable amount of work has been progressed within the HR and Employee Healthcare services in particular.

A three tier reporting structure is being adopted;

1. High level Key Headline indicators aiming to describe what the situation is
2. Interpretative/Story telling indicators aiming to describe why it might be like it is & inform intervention
3. Impact Evaluative indicators aiming to describe the impact of any intervention that aims to improve 1. & 2.

The services are in the final stages of finalising the detail in the above three tiers.

Some business re-design has also started. This is enabling the services to understand the current delivery model from a customer perspective and re-design the service accordingly. Service standards may be designed around newly identified service delivery models which will help measure the effectiveness & competency of the process. This modelling is also supporting the review of current software to manage case files more productively and in a more co-ordinated way to provide good solid business intelligence. A key driver is to connect SAP with the Employee Healthcare system to establish the better handling and interrogation of employee data. Business re-design is also leading to the identification of gaps in knowledge about the service especially around customer insight to inform both future interventions & the evaluation of the service.

Work is also progressing with the procurement service. A set of reporting indicators has been identified and priority contextual information is currently being agreed by the service. In order to create a robust picture of some of these identified indicators, both a detailed data mapping exercise & a system connectivity exercise needs to take place. In addition to SAP there are approximately 10 financial requisitioning systems within the organisation. This needs to happen alongside understanding the integrity of the data & tackling weaknesses in data sources. When doing this,

the service are open minded to the possible need to change what they measure depending on what is extracted from all the systems.

Early conversations have also taken place with the complaints team. At present Stage 2 complaints are not collected and there is no indication from customers to understand whether the complaints system is working for them. There is also limited understanding around any commonalities within the content of the complaints as they are dealt with in isolation by respective services.

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KIRKLEES COUNCIL

FORWARD PLAN OF KEY DECISIONS AND PRIVATE REPORTS

1 JUNE 2019 - 31 OCTOBER 2019

2
NOTICE –FORWARD PLAN OF KEY DECISIONS AND PRIVATE REPORTS

The Forward Plan contains key decisions that the Council expects to make over the next four months and also includes those decisions including decisions to be taken in private. The Forward Plan details key decisions to be taken by the Council and the Cabinet and by Officers, where appropriate, under delegated powers.

Key decisions are executive decisions which are likely to:

- result in the Authority incurring expenditure or making savings over £250,000 per annum, or
- have a significant effect on communities living or working in an area comprising one or more wards

A decision notice for each decision made by the Cabinet is published within 3 working days of it having been made. This is open for public inspection on the Council's website and at Civic Centre 3, Market Street, Huddersfield.

Copies of the Plan are available on the Council's website www.kirklees.gov.uk. A copy of the Plan is also available for public inspection at Civic Centre 3, Market Street, Huddersfield during normal office hours.

If you have any questions about the Forward Plan, please contact the Governance and Democratic Engagement Manager, telephone 01484 221000, e-mail: scrutiny.governance@kirklees.gov.uk.

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Cabinet Comprises:

Leader of the Council and holder of the Leaders Cabinet Portfolio
 Deputy Leader of the Council and holder of the Deputy Leaders Cabinet Portfolio
 Economy
 Learning and Aspiration
 Housing and Democracy
 Health and Social Care
 Children
 Communities and Environment
 Corporate

Councillor Shabir Pandor
 Councillor David Sheard
 Councillor Peter McBride
 Councillor Masood Ahmed
 Councillor Cathy Scott
 Councillor Musarrat Khan
 Councillor Viv Kendrick
 Councillor Naheed Mather
 Councillor Graham Turner

Full **Council** comprises all 69 Members of the Council as follows:

Ahmed, M	Holmes L	McGuin B	Smaje E
Akhtar M	Holroyd-Doveton E	Munro A	Smith R
Allison K	Homewood J	Murgatroyd R	Sokhal M
B Armer	Hughes J	O'Donovan D	Stewart-Turner J
Bellamy D	Hussain M	O'Neill M	Taylor J
Bolt M	Iredale C	Pandor S	Taylor K
Burke C	Kane P	Patrick N	Thompson M
Cooper A	Kendrick V	Pervaiz M	Turner G
Dad N	Khan M	Pinnock A	Ullah S
Eastwood R	Kaushik M	Pinnock A	Uppal H
Firth D	Lawson J	Pinnock K	Walker R
Firth E	Lees-Hamilton V	Pattison C	Watson M
Grainger-Mead M	Light R	Richards H	Wilson G
Greaves C	Loonat F	Sarwar M	Zaman H
Griffiths N	Lowe G	Scott C	
Hall D	Lyons T	Sheard D	
Hill E	Mather N	Simpson W	
Hall S	McBride P	Sims K	

Key Decision/Private Report and Brief Description	Decision Taker and Expected Date of Decision	Contact Officer	Date First included in the Plan
<p>2019/20 to 2023/24 Council Capital Plan - Proposed allocation of capital funding from the Directorate for Children's Learning & Early Support baseline sections of the Capital Plan</p> <p>This report will identify potential Special Educational Needs and Disability (SEND) projects at Honley and Newsome High Schools and Ravenshall School and also allocate Basic Need funding to individual scheme level, for Member approval, to be funded from the Learning and Early Support Special Provision and Basic Need EFSA grants.</p>	Cabinet 18 June 2019	Mandy Cameron, Head of Education, Inclusion & Safeguarding mandy.cameron@kirklees.gov.uk, David Martin, Head of Capital Delivery and FM david.martin@kirklees.gov.uk	
<p>Ashbrow Housing Site</p> <p>Update on the Ashbrow housing scheme</p>	Cabinet 18 June 2019	Liz Jefferson liz.jefferson@kirklees.gov.uk	
<p>Corporate Plan 2018-20 (2019 Refresh)</p> <p>The Corporate Plan 2018-20 (www.kirklees.gov.uk/corporateplan) is being refreshed to update our progress on: (1) changing the way we work so we work with people (not doing to them), work more and better with partners, and work in a place-based way; and (2) update on the progress in the key activities under each outcome.</p>	Cabinet 18 June 2019	Christina Andrew, Partnerships Officer	
<p>Extra Care Housing - Care Model</p>	Cabinet 18 June 2019	Emma Hanley	February 2019

Cabinet to be asked to approve the procurement of a proposed enhanced model of care and support to be delivered in the Council's extra care schemes		emma.hanley@kirklees.gov.uk	
Financial Outturn Report for 2018-19 to include the Revenue, Capital and Housing Revenue Account Outturn Position & Annual Report on Treasury Management To consider and note the financial outturn reports in relation to revenue, capital & treasury management. Make decisions as appropriate based on the finalised financial position	Cabinet 18 June 2019	Eamonn Croston, Service Director for Finance and Section 151 Officer eamonn.croston@kirklees.gov.uk	May 2018
Future Management Options for 6 Friendly Street, Huddersfield Cabinet to consider proposals for future management arrangements of 6 Friendly Street, Huddersfield.	Cabinet 18 June 2019	Yvonne Walsh, Senior Business Centre Manager yvonne.walsh@kirklees.gov.uk	September 2015
Huddersfield Business Improvement District (BID) Approval is sought to waive charges for the collection of the BID levy and to consider the potential financial impact to the Council if there is a Yes vote following the BID ballot on the 11 July 2019.	Cabinet 18 June 2019	Carol Carr, Housing Growth Manager carol.carr@kirklees.gov.uk	
Kirklees Communities Partnership Plan	Cabinet 18 June 2019	Carol Gilchrist, Head of Communities	January 2019

<p>The item will provide Cabinet with a delivery update on the Communities Partnership Plan for Kirklees. This will include an overview of the key priorities and progress since the publication of the Plan in 2018. It will review the implications for the Council in delivering a safer and more cohesive Kirklees at both strategic and operational level.</p>		<p>carol.gilchrist@kirklees.gov.uk</p>	
<p>Accelerated Construction Programme - Land off Soothill Lane</p> <p>A report that seeks authority for the Council to enter into a grant funding agreement with Homes England for the residential development of the land off Soothill Lane Batley</p>	<p>Service Director for Finance 27 June 2019</p>	<p>Alison Bruton, Housing Growth Manager alison.bruton@kirklees.gov.uk</p>	
<p>Accelerated Construction Programme - The Waterfront</p> <p>A report that seeks authority for the Council to enter into a grant funding agreement with Homes England for the residential development of the Waterfront Site</p>	<p>Service Director for Finance 27 June 2019</p>	<p>Alison Bruton, Housing Growth Manager alison.bruton@kirklees.gov.uk</p>	
<p>Disposal of Land at Kenmore Drive, Cleckheaton</p> <p>Approval is sought to dispose of council land at 'less than best consideration to a registered provider for an affordable, older people's extra care scheme. This links directly to the Kirklees Housing Strategy 2018-2023 priority of enabling housing growth and specialist accommodation.</p>	<p>Cabinet 13 August 2019</p>	<p>Julie Bullen j.bullen@kirklees.gov.uk</p>	<p>April 2019</p>

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Corporate Plan
2018-20 (2019 refresh)

Draft
Cabinet version

DRAFT

Introduction

Cllr Shabir Pandor, Leader of the Council

Kirklees is a great place in which to live, work and invest, but we can always be more ambitious. During my first 12 months as Leader, I've shared with officers, community groups and other partners the importance I place upon ambition. Now is the time to move with both pace and passion to deliver real improvements for people.

A strong and vibrant economy and society should benefit all local people, but we know that some people are less likely to benefit from economic growth and feel less involved in their communities. The twin pillars of inclusivity and productivity in our new Kirklees Economic Strategy 2019-25 reflect my own personal commitment and that of colleagues to put inclusion at the heart of this council's agenda. We are committed to reducing inequalities in health, education, skills and employment opportunities. Through the Kirklees Inclusive Growth Group I've been working with the leaders and key stakeholders in local organisations to champion inclusion and generate ideas and action that we can make progress on individually and together.

Last year we said it is only through working in partnership that we can create the long-lasting change we need. That very much remains the case. We have an important role in enabling action and working closely with people to ensure everyone in Kirklees benefits. This approach is important in all our services, and especially our vital adult social care, children's services, libraries, highways, and waste services that provide the basics for people to get on with life as well as crucial safeguarding services for those who need our help to stay safe.

We are tackling some of the key issues of our time. We are developing an action plan around our declaration earlier this year of a climate emergency. And we're starting work on a new cohesion strategy to help us build stronger communities, celebrate diversity and build common ground and good relations.

Finally, we're making big efforts to be a more inclusive organisation. The unanimous approval of our Inclusion and Diversity Year 2 Action Plan at Full Council shows the importance of inclusion for this council, and is creating the conditions for all council staff to be able to make a difference, progress and thrive.

Creating a more inclusive local economy and society, and a more inclusive organisation: that's my ambition for this council, that's my ambition for Kirklees.

Jacqui Gedman, Chief Executive of the Council

I'm incredibly proud of the people who work here. The passion of our colleagues for the difference we can make, their confidence about our abilities to get things done, and their flexibility in meeting challenges are among our greatest assets as a council. Every day I meet colleagues who display the kind of behaviours that help us become more passionate, confident, and flexible.

I firmly believe that we are now well into the next phase of our ambitious journey. Through 'We're Kirklees' we can deliver our shared outcomes by working with people (rather than doing to them or for them), working in partnership (rather than trying to do things alone), and working in a place-based way (recognising that the biggest and most sustainable changes come from the grassroots up).

The purpose of this plan is to set out our priorities so that these are understood by all staff and key partners, to track the progress we are making in meeting the ambitions we have set ourselves and to make sure that our values, ethos and ways of working inform everything that we do. Each and every one of us can make a huge difference to local communities by focusing on delivering our outcomes. We have much to do and we'll continue to work hard to ensure the organisation and its people have the tools they need to deliver.

We're Kirklees

We're Kirklees is about our pride in Kirklees and our ambition for the future. We're ambitious for the place and our people and we want to celebrate all that makes Kirklees special.

We're Kirklees is also the journey we're on to keep improving to become the best organisation we can be. It is about a focus on delivering the best for all those who live, work, visit and invest in the area, working together with our communities and partners in ways that benefit all the towns and villages within Kirklees.

And We're Kirklees is a journey we are committed to continuing: we will maintain our focus on People, Partners and Places, and we want all our staff to do the same.

Working with people, not doing to them

Our focus is on engaging people, building relationships based on trust, working with people and communities to solve problems and make the most of opportunities in order to give them better control of their lives. This means providing the appropriate level of challenge and support to empower citizens and communities to feel able and encouraged to do more for themselves and become more independent. The focus on restorative practice that started in our Children's Services teams and strengths-based practice in Adult Social Care is cascading across the organisation. Supporting councillors in their community leadership roles is also critical to this approach.

We are determined that those in contact with the council have the power, opportunity and support to help shape services – whether they are residents, key partner organisations or local businesses. Working collaboratively informs everything we do.

The council has a unique role to play in supporting vulnerable people. We are developing different ways to help people live independent lives for as long as possible, especially by helping people stay fit and healthy. This includes giving young people the best start in life through support for expectant and new families, and means that as people get older, they can look after themselves using more of the support already available in their community. An important part of our work is preventing problems before they happen and helping people get back to living the way they want after a period of illness or injury.

We are continuing to modernise our approach to inclusion and diversity. Our [Inclusion and Diversity Statement](#) and our [Year 2 Action Plan 2017-21](#) are significant steps to both tackling inequalities and embracing inclusion and diversity as a real asset. We are incorporating this positive approach by effectively and routinely respecting diversity, valuing different perspectives and supporting inclusion.

Delivering change: restorative practice

We've been developing our skills in restorative practice over the last year, enhancing staff behaviours, interactions and approaches to help build and maintain positive, healthy relationships, resolve difficulties and repair harm where there has been conflict. When we work with and alongside people, and focus on removing barriers, promoting a sense of community, social responsibility and shared accountability, there is strong evidence that outcomes are improved. We have delivered training to over 500 staff, with over 75% reporting that they have found it very or extremely useful in their roles. One participant said:

"My approach has always been reflective and relationship based, this training has given me the language to use and a framework to practice in an evidence based way – leading to my increased confidence and being able to encourage this approach in my team"

Working with partners

Many of the issues and opportunities we face are complex and we need to use the broadest range of knowledge, experience and resources to get the best results. Our partners in Kirklees bring a vast amount of positive insight, skills, and understanding to the table, from grassroots community engagement in the voluntary and community sector, to local businesses driving productivity and innovation, and other public sector organisations. Working together with a shared sense of purpose, and using the expertise held across these sectors, makes our work towards our shared outcomes more effective and impactful.

We're committed to making the time and space to build trust and understanding with our partners to find shared solutions. Effective partnership working means having both strategic discussions and agreement among the leadership of our organisations, and day-to-day, flexible and informal collaboration between staff teams, allowing people to make the most of their skills and resources. And so our partnership working takes many forms, from the statutory Health and Wellbeing Board to focused work on joining up systems and delivery via the Integrated Commissioning Board to action focused networks around issues like gangs and hate crime. We also work closely with our sub regional partners because we can make a difference in Kirklees and beyond when we work at this scale.

Delivering change: Kirklees youth summit

Our partnership working is focused on achieving real change. Together with partners from both the Communities and Children's partnership boards, we held a Youth Summit in May 2019 to improve our knowledge and understanding of serious violence and gangs, and child criminal exploitation. With a national spotlight on these crimes and data showing they are on the rise, we are working with partners on an approach that stops activities and crimes happening in the first place, and when they do happen, equips us to spot them early and intervene to support the victims and their families.

The event helped us to bring together the people with the knowledge, skills and connections to design just this approach, and allowed us to listen carefully to the feedback we are getting from frontline workers and young people who experience these issues first hand.

Place-based working

Place-based working starts with an intelligence-led recognition of the diversity and strengths to be found across Kirklees. We recognise that one size doesn't fit all. To be relevant to the diverse range of our citizens and communities, we need to work with people to design, develop and deliver support and services.

Our approach is based on developing local connections and networks with citizens, community groups, businesses, the third sector, our statutory partners – anyone with a stake in the future of Kirklees. Working this way taps into the huge pride that the people of Kirklees have for the places in which they live, work and play, and valuable skills, strengths and local knowledge. It also allows us to deliver our shared outcomes and make a real difference within our varied communities.

Delivering change: Community Plus

We're starting to work differently in different parts of Kirklees. Our Community Plus team of place-based Community Coordinators connects individuals and groups in their areas. In 2018/19 they worked with over 1,300 people of all ages for 4 – 6 weeks. The team are piloting ideas, trialling ways of working and exploring opportunities based on people's bespoke needs. They have worked with users of GP services to identify where people may benefit from an alternative or complementary activity in addition to their medical requirements. Our community investment fund, called 'Do Something Now' has provided funding for small grassroots activities across Kirklees, with 16 community led activities funded in the first quarter of 2019, to deliver outcomes including connecting lonely and isolated people, increasing confidence through volunteering and supporting families on low incomes to live a better life.

Our Vision and shared outcomes

Our Vision

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our shared outcomes



Best start

Children have the best start in life



Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



Well

People in Kirklees are as well as possible for as long as possible



Safe and cohesive

People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm



Independent

People in Kirklees live independently and have control over their lives



Clean and green

People in Kirklees experience a high quality, clean, sustainable and green environment



Aspire and achieve

People in Kirklees have aspiration to achieve their ambitions through education, training employment and lifelong learning

PLUS



Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.



Best start

Children have the best start in life

The first few years of every child's life help shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed and to ensure every child in the district starts school healthy, happy and ready to learn.

Children's journey through school and into adult life shapes the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

Over the last year we have ...

1. Reduced the number of children per children's home and reduced the number of children living in residential care by, among other things, increasing the number of fostering and family-setting placements, while at the same time reducing the number of children placed more than 20 miles outside Kirklees.
2. Improved the percentage of decisions made on children's social care referrals within 24 hours from 53% in April 2018 to 98% in September 2018.
3. Developed ADHD, autism spectrum conditions and learning disability pathways, enabling early identification and screening to ensure children's needs are identified at the initial point of contact and the correct pathway is followed to meet those needs.
4. Established an enhanced mental health crisis and home treatment team, and implemented ChatHealth and Kooth. The ChatHealth app offers instant messaging for 11-19 year olds and the parents of 0-19 year olds, to address any health related issues that children, young people and their parents have. Kooth is an online counselling service available to 11-19 year olds which allows the user to remain anonymous and is available up to 10pm, every day of the year.

We'll continue to ...

1. Support parents to access high quality learning and childcare provision, including access to 30 hours funded provision, and supporting providers to develop sustainable business models.
2. Supporting children to get a good start with reading and other skills by increasing the number of volunteering programmes and peer support roles.
3. Deliver the Kirklees Integrated Healthy Child Programme (through the 'Thriving Kirklees' partnership) including expanding antenatal education, launching an early years parenting course and integrating data across Thriving Kirklees partners.
4. Expand Fit and Fed – a programme that is reducing the number of children who are hungry in the school holidays.
5. Work closely with communities and partners to ensure local support for families that builds on their strengths and brings back and keeps our children living in Kirklees.
6. Develop great family homes and neighbourhoods that nurture children.

With further emphasis on

1. Integrating the commissioning and provision of services and activity to improve outcomes for children and young people from conception to age 19 (age 25 for children, young people and families with additional needs).
2. Reducing waiting times for face to face interventions.
3. Further developing our inclusive practice and special educational needs and disabilities (SEND) offer.
4. Re-launching and re-shaping the Children and Young People's Partnership in 2019, working with partners across sectors.
5. Developing a shared Children and Young People's Plan, concentrating on the actions and priorities that make the most difference to give Kirklees children the best start in life.

What we're aiming to achieve

- Confident children ready to do well at school and in life
- Better outcomes for vulnerable children
- Child focused activities which support families
- As many children as possible staying with their families

Measuring our impact

- School readiness: good level of development at the end of reception
- Placement stability for our looked after children

I'm Kirklees

Sean Hurry – Stronger Families Consultant

"I currently work with eleven schools in the Colne Valley area, embedding a whole family approach. Much of my role involves providing advice and information and coaching staff to think about the factors often associated with poor and challenging behaviours in school, which can lead to detentions, isolation and fixed term exclusions.

I truly believe everyone in society should have an equal opportunity to live, grow and feel safe in a culturally enriching environment such as Kirklees, where children and families have a sense of wellbeing, respect, and pride in the community where they live. I believe developing strategies based on the lived experiences of children and families leads to a sense of ownership and sustainable outcomes, not just for families, but the whole community.

I have worked hard to promote prevention and early intervention strategies in schools, advising staff to look at their resources, and how they can adapt their own strategies to support pupils and families at the earliest opportunity. This is helping us to move away from an over reliance on social care and family support throughout the schools in the Colne Valley area."

Well

People in Kirklees are as well as possible for as long as possible

No matter where they live, we want people in Kirklees to be able to live their lives confidently, in better health and for longer. Preventing problems and supporting people early will help people choose healthy lifestyles and increase physical and mental health and wellbeing.

Over the last year we have ...

1. Launched the new Care Offer for Adult Social Care in Kirklees, embedding the approach to meeting needs through promoting independence and supporting people by connecting them to local support through the involvement of Community Plus and Care Navigators.
2. Established an Integrated Commissioning Board with the two local CCGs and with healthcare providers to join up how health and care is planned and delivered.
3. Developed physical activity programmes for target groups of people, encouraging walking and cycling, and commissioned Kirklees Active Leisure (KAL) to manage and improve facilities which provide choices for everyone to be physically active.
4. Worked with over 400 people in communities who received training and support to enable them to lead fun, safe sessions that benefit people's health and wellbeing through physical activities.
5. Delivered 80 bibliotherapy sessions in libraries, care homes, memory cafes and community venues, aimed at adults living with dementia and those with low level mental health issues.
6. Produced a local Health Impact Assessment for new housing developments to encourage developers to consider ways they can maximise the health opportunities for communities living in and around new developments.

We'll continue to ...

1. Support people to remain healthy and physically active, by working with individuals to help themselves and make the changes that matter to them, and supporting groups that empower people to manage common long term conditions.
2. Fully implement our model of working with communities to help and support people and families who might be struggling to lead a better life by connecting them with local resources, groups and individuals.
3. Deliver family group conferencing where appropriate to empower families to identify solutions and make decisions about their children and young people.

With further emphasis on

1. Embedding the Care Offer in Adult Social Care as an enabler of more efficient ways of working by empowering people to take more control of their care.
2. Launching a further drop-in support centre for care leavers in Dewsbury (by September 2019).
3. Working to implement an integrated approach to health improvement (Integrated Wellness Service) that will provide more holistic and person-centred support that helps keep people well.
4. Coordinating our approach to helping people to achieve and maintain healthy weight across Kirklees, with commitment from partner organisations.
5. Developing our plans and readiness for the CQC system reviews, using collaborative opportunities to see, learn and act on what works well across Kirklees, Wakefield and Calderdale.

What we're aiming to achieve

- People have access to opportunities to improve their health and wellbeing
- A joined up health and care system in Kirklees
- Support, help and advice for people in the communities where they live
- Protection of the public's health through education, support, and interventions

Measuring our impact

- Healthy life expectancy

I'm Kirklees

Lucy Wearmouth – Public Health Manager

"I work in Public Health, part of the Corporate Strategy, Commissioning & Public Health directorate. I'm a Public Health Manager and I'm passionate about reducing inequalities through meaningful systems change. My goal is communities living in environments which enable them to enjoy good health, social and financial wellbeing.

I manage the 'wider factors' theme. As little as 10% of a population's health and wellbeing is down to access to health care. A broad range of other factors influence our ability to live happy and healthy lives – things like housing, our local environment, access to education, access to transport, family and community networks and our financial stability.

It's my job to try and connect public health with colleagues from across the council and with other external organisations in order to influence policy and decision making. I've worked with colleagues from planning, housing, policy, licensing, environmental health, parks and open spaces as well as partners from health organisations. I really enjoy working with lots of different people and adding value to work which is already happening as well as influencing ways of working and decision making. Over the past few years I feel that the role and importance of Public Health in the council has really grown. I feel really proud to have been a part of that."

Independent

People in Kirklees live independently and have control over their lives

We want people in Kirklees to live their lives confidently, independently and with dignity. The right advice, help and support at the right time will empower people to take control of their own health and wellbeing, and connect people with caring and supportive communities.

Over the last year we have ...

1. Created an integrated team with the two local CCGs, to deliver the quality of care offer to care homes across Kirklees, using a preventative approach to quality improvement.
2. Continued to support the homecare market in Kirklees through regular and positive provider forums that help us collectively shape both the future of the market and the interface between the council and providers.
3. Been ranked the 7th best value for money council for adult social care, retaining a place in the top 10 in the country.
4. Agreed a new 5 year Housing Strategy, which aims to see Kirklees offering a range of good quality mixed tenure housing, where people live in suitable, warm, safe and affordable homes in attractive and prosperous places throughout their lives, including the development of more specialist housing for people with disabilities and for older people.
5. Through Community Plus and Kirklees Libraries, promoted the 'Looking out for our neighbours' social marketing campaign, to prevent loneliness and its associated health risks by encouraging communities to look out for vulnerable people.
6. Lent 873,160 physical books, 48,143 e-books and e-audiobooks and 35,052 e-magazines and newspapers.
7. Held our fourth Vision Connect event, where over 300 people visited to find out more about the technology, equipment and services available for blind and partially sighted people of all ages.

We'll continue to ...

1. Make sure everyone has access to the advice and information they need to make informed choices and the best use of the support that exists in local communities.
2. Put people in control of their own care, and develop individual and community capacity to be able to take positive action to make long term improvements.
3. Take a more collaborative approach with care providers so they deliver more flexible, person-centred care and support, and it is easier for people to transfer from one form of care to another.
4. Develop a range of housing that meets the needs of vulnerable people, and enables people to live as independently as possible, as well as providing information and advice and a Personal Housing Plan to all people threatened with or who are homeless.
5. Make best use of technology, equipment and adaptations where appropriate, to enable people to live as independently as possible in their own homes.

With further emphasis on

1. Working with providers and service users to focus our commissioning on the needs of the person receiving services, bringing more flexibility and emphasis on the provider working with the person to improve their lives.
2. Developing the Kirklees Independent Living Team (KILT) model in collaboration with NHS partners to enable people to better regain their independence after an accident or illness.
3. Working with the personal advisors of our care leavers not in employment, education, or training to support them in accessing their chosen pathways.
4. Meeting the housing needs of our most vulnerable people including a focus on people sleeping rough, young people struggling to access the private rented sector and older people leaving hospital who need somewhere to stay before they can move into a suitable home of their own.

5. Developing specialist day support buildings for people living with dementia or with complex disabilities.

What we're aiming to achieve

- Joined up and personalised support which enables independence, helps people to live as close to home as possible, draws on support from their communities and prevents or delays inappropriate admission to hospital or long term care.
- If people need it they can choose between a broad range of high quality options for care and support and are always treated with dignity and respect.
- People can successfully manage the changes in their lives.
- People live in suitable and affordable homes in attractive places within a supportive community.

Measuring our impact

- Percentage of people who need help or support to continue to live in their own home.

I'm Kirklees

John Kipling – Housing Solutions Officer

"I'm a housing solutions officer in the Private Sector Compliance Team at Kirklees Council. I contribute to Kirklees shared outcomes, particularly keeping people well and independent. I look at hazards in single family dwellings as well as houses of multiple occupation, so we look at things like is a property damp or mouldy, is it excessively cold, is there an increased risk of fire, electrical hazards, gas safety issues, or risk of falling on the stairs? If we do identify something which is particularly hazardous then we may have legal powers to force a landlord to deal with the hazards in the property and keep people safe and well.

We also deal with tenancy relations issues – landlord tenant relationships where those relationships may have broken down, where the tenant might be at risk of eviction, we can look at the legality of the notices they've been served, if they have been served a notice – we try to prevent illegal evictions and sustain the tenancy wherever we can. If we identify that the tenant has financial difficulties we can refer them to the right agencies for support.

I'm proud to help the people of Kirklees to live independently and have control of their lives."

Aspire and achieve

People in Kirklees have aspiration to achieve their ambitions through education, training employment and lifelong learning

We want children to achieve well and leave school ready for life and work. We want people to enjoy and value learning throughout their lives and businesses to support a skilled workforce. The council has a role in making sure that education and learning is accessible and relevant to needs and opportunities now and in the future.

Over the last year we have ...

1. Supported Kirklees College to open the new Springfield Sixth Form College in Dewsbury.
2. Doubled the hourly pay of apprentices working for the council.
3. Developed English for Speakers of Other Languages (ESOL) courses which have been accessed by 175 adults and 50 children to help them overcome language barriers and improve access to learning and development opportunities.
4. Recruited and trained 15 mentors from local businesses and communities to work with vulnerable young people to raise aspirations and engage in positive activities.

We'll continue to ...

1. Secure enough high quality learning places.
2. Progress our educational attainment strategy that helps children do better at reading and maths and reduces the gap between how well boys and girls do in their first years in education.
3. Work with the Education and Learning Partnership Board to speed up the progress of pupils with Special Educational Needs and Disability (SEND).
4. Work on our joined-up skills system which helps people improve their skills, and improves their prospects for employment and higher incomes, including via active community hubs close to where people live and work.
5. Deliver our 'Works Better' scheme which provides a personalised and joined-up service to help people aged over 25 enter the labour market, and support apprentices within the council.

With further emphasis on ...

1. Setting out our long-term ambitions and plans for local sufficiency of placements, education and training, and health and wellbeing support services for our children in care, and care leavers.
2. Supporting adult education and retraining to ensure a flexible workforce that can meet the future needs of the local and regional economy, and building findings from our 12 month career learning pilot into national government policy.
3. Developing employment opportunities in the adult social care workforce. Having supported more than 400 individuals into local social care jobs in the last 12 months, we will explore a range of activities and incentives to encourage those who want to work into the market.
4. Promoting our apprenticeships scheme, with 22 new apprentices to start in Operational Services, following 12 apprentices gaining employment and development in the service over the last year.
5. Supporting young people to travel to and from school in a safe and sustainable way, by developing a sustainable travel to school policy and developing child centred solutions to school travel.

What we're aiming to achieve

- People in Kirklees have access to the highest quality, inclusive learning and education provision.
- Learning provision responds to the needs of people throughout their lives.
- Children making good progress and achieving the best outcome, and improved life chances for everyone.
- A highly skilled population able to secure good jobs now and in the future.

Measuring our impact

- Performance at the end of Key Stage 4 (i.e. at end of GCSEs)
- Adults qualified to level 4 or above (i.e. equivalent to a BTEC)

I'm Kirklees

Sarah Francis – Apprentice in the Employment and Skills Team

"I'm a level four apprentice in the Employment and Skills team. Our work contributes to the corporate priorities of Independent, Aspire and Achieve, and Sustainable Economy. The team works with a wide range of voluntary sector partners and employers to create opportunities for residents to become independent, find sustainable employment opportunities, and achieve their goals no matter how large or small.

I'm responsible for supporting multiple projects across our team. My key tasks include data management and helping monitor project performance. My role is fundamental to the wider team – I help to ensure that things go smoothly, suggesting and implementing changes where needed. I've also established and built strong and positive relationships with partners. I'm now their first point of contact when they need help, and if I can make partners' jobs easier, then they can focus on supporting residents and delivering a quality service.

I have always lived in Kirklees and I'm passionate about supporting people in my community from different backgrounds to achieve their aspirations. Working in this team I can see the impact we have from the success stories and responses from residents, and I'm proud to say that I'm helping that happen. In 2018 alone we supported over 4,374 people into work or learning!"

Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses

We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will generate growth, but the public sector has a role in creating the right conditions for growth, attracting investment, and encouraging businesses to invest in their workforce and communities.

Over the last year we have ...

1. Agreed a new Economic Strategy 2019-25, focused on supporting a more inclusive and productive economy, and established the Kirklees Inclusive Growth Group.
2. Agreed an ambitious Local Plan that will lead to more investment and development in the area.
3. Supported 4,374 residents to find work with a net benefit of £6.1 million.
4. Supported 200+ employers, and awarded grants to SMEs to create new local jobs.
5. Worked with partners and businesses to support the night time economy, stimulating safe, vibrant and welcoming town centres.
6. Inspected and audited over 1,800 food businesses and audited, providing them with support and guidance to develop successful and safe food practices, and proportionate and graduated action to ensure compliance where necessary.

We'll continue to ...

1. Deliver Huddersfield and Dewsbury town centre regeneration projects, including the public consultation on the Huddersfield town centre masterplan.
2. Develop a joined up business growth support system which helps businesses to improve competitiveness, profitability and provide good jobs.
3. Develop and deliver activities, events and public art projects, to help make our town centres more vibrant and build a sense of cultural identity.
4. Work with regional partners to secure external investment for priority projects including Leeds City region business rates pool resources.
5. Work more closely with business partners to change attitudes and promote the district as a place to invest and start-up a business, developing a shared brand and place narrative to support that work.

With further emphasis on ...

1. Developing and delivering a local wealth building programme with other big local organisations to connect local people to local jobs, increase the impact of procurement and spend, use assets in ways that revitalise communities and develop a more coherent approach to addressing poverty in Kirklees.
2. Establishing a business-led economic partnership, a framework for business engagement and support with a focus on economic growth, and a refreshed and relaunched business hub.
3. Developing a strategic approach to our inward investment activity.
4. Supporting the vision to become a connected town, working in partnership with organisations such as Cityfibre to deliver a gigabit town, and developing a Digital Innovation Zone.
5. Making the most of our planned infrastructure investment, including the transpennine upgrade, and developing inclusive growth corridors to make sure local people benefit.

What we're aiming to achieve

- More and better quality jobs in Kirklees
- Create the environment to enable major regeneration activity to support economic resilience and greater inward investment into the district
- People have access to an appealing cultural offer and vibrant town centres

Measuring our impact

- Disposable income per household (£)
- Productivity per head (£) – Gross Value Added

I'm Kirklees

Roy Walton – Senior Highways Operative (from I'm Kirklees video)

"I'm a Senior Highways Operative, I also work as part of the winter maintenance team at the council – our aim is to keep the roads as safe and usable as possible when there's extreme weather. I can receive a call at half past three any morning, I have to get up, get ready, and make sure the car is safe to drive on the road to start with. My duty is to make sure the gritter is safe to drive, I then get the wagon loaded with salt by a colleague on the loading shovel, and head out onto my route, making sure I drive safely.

My aim is to keep the roads safe and the traffic flowing so the general public can get to work without any issues. I'm proud to contribute to the clean and green environment, ensuring a sustainable economy by keeping people moving around Kirklees."

DRAFT

Safe and cohesive

People in Kirklees live in cohesive communities, feel safe and are protected from harm

We want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district.

Over the last year we have ...

1. Appointed local area coordinators in our Community Plus team and begun making more connections between people in their communities and local activities.
2. Launched two new victim's hubs in North Kirklees (Dewsbury and Batley), with Safer Kirklees working in partnership with Victim Support.
3. Delivered 673 events, projects, workshops and training sessions and engaged 12,187 people to develop strong effective relationships which sustain community engagement, cohesion and connectedness.
4. Joined the Intercultural Cities network to help make sure all our policies and practices promote inclusion and diversity.
5. Developed the #KirkleesWelcomes approach with support from a wide range of council services and local partners, and funding from MHCLG, to be clear Kirklees is a place of welcome, and support people to settle, orientate and access the support they need.
6. Used the Place-Standard in Golcar and Shepley to help local people have a discussion about their ambitions for their places.

We'll continue to ...

1. Help to build community capacity, and increasing the amount of voluntary and community activity across the district, in order to increase community connectivity, wellbeing and cohesion.
2. Develop our approach to citizen engagement, working with communities in ways that reflect the diversity of the towns, villages and people of Kirklees so they are actively involved in the decisions that affect them, and developing relationships and partnership working with community hubs.
3. Deliver investment in the voluntary and community sector in order to increase and coordinate the resources and assets that are available and maximise their impact.
4. Make it clear that safeguarding is everyone's responsibility, by joining up with partners including schools, ensuring children and adults have good access to well informed advice, support and decision making from social work professionals, and there are effective, timely and proportionate responses when abuse or neglect occur.

With further emphasis on ...

1. Developing community capacity which builds good community relations, improves understanding between people from different backgrounds and works with existing community assets in order to increase community connectivity and cohesion, wellbeing and tackle inequality. Our work on a new cohesion strategy and input from the Intercultural Cities network will assist with this.
2. Developing relationships and collaborative working with community safety partners and local people to make communities safer by preventing and tackling community safety issues (such as crime and anti-social behaviour) at the earliest possible opportunity.
3. Joint work with the voluntary and community sector to stimulate collaborative working, including providing guidance to organisations on accessing funding and business planning.
4. Making sure vulnerable migrants, asylum seekers and refugees can access the support that is available to them from the council and partners including the voluntary and faith sectors, to ensure their settlement and community integration. We are also developing guidelines to support people who have no recourse to public funds.

What we're aiming to achieve

- More people active in their communities and engaged in local democracy
- A thriving voluntary and community sector
- High quality, joined up and accessible services which safeguard children and adults from harm

Measuring our impact

- Proportion of adults who say people get on well together
- Proportion of people who say they feel safe
- Recorded crime

I'm Kirklees

Ali Amla – Cohesion and Integration Manager (from I'm Kirklees Video)

"I'm the Cohesion and Integration Manager at Kirklees Council. The Cohesion team contributes to our safe and cohesive shared outcome in a number of ways – our primary mechanism is working towards commonality between communities, breaking down barriers between communities, particularly for young people, understanding and managing tensions, as well as understanding and managing perceptions of fairness. One of our projects is a participatory budgeting scheme called 'It's Up To You'. Individuals can apply for up to £100, and groups for up to £500, and the decision making is actually given back to the communities themselves through funding events where residents decide which projects they would like to see receive funding.

We also meet the aspire and achieve shared outcome by breaking down barriers for children and young people through a range of projects delivered in schools and education, for example, our interfaith schools work increases religious literacy for young people by facilitating visits to different places of worship. This equips young people with a broad understanding of modern society in Britain, and helps them to understand and interact with difference more effectively.

I'm proud to play my part in ensuring the people of Kirklees live in safe and cohesive communities, where they aspire to achieve their ambitions through education, employment, training and lifelong learning."

Clean and green

People in Kirklees experience a high quality, clean and green environment

Our built and natural environment contributes to people's quality of life and makes the district a more attractive place in which to live and invest. We want to connect people and places, improve air quality and green infrastructure and be resilient in the face of extreme weather events and climate change, as well as helping people reduce waste and recycle more.

Over the last year we have ...

1. Established a new garden waste collection system, delivering over 10,500 brown bins in the first 4 months, with high rates of public uptake, and delivered an education programme for residents about what can and can't be recycled, by checking each of the 9,000 bins across Kirklees.
2. Designed and secured funding for the Green Streets® 'Grey to Green' green infrastructure interventions on the A62 Leeds Road corridor.
3. Committed to investing 9.5million in play areas across Kirklees, keeping all our play areas open, while 137 undergo repurposing.
4. Completed the Huddersfield Heat Network feasibility study that has confirmed the viability of a Huddersfield district heating system, utilising low carbon heat and power from the Energy Waste Plant to provide a resilient, lower cost energy offer for the town centre.
5. Developed a local Air Quality action plan and strategy, increasing the number of electric fleet vehicles, improving our physical infrastructure to ensure that walking and cycling is an easier option and implementing traffic management systems which will reduce vehicle queuing times and increase through-flow.
6. Declared a 'climate emergency', and established a councillor-led working party to identify practical measures to reduce emissions, encourage action across Kirklees and propose targets for future action.

We'll continue to ...

1. Review how we provide key services to residents such as waste collection, recycling and street cleansing, including continuing our communication with residents.
2. Deliver an ongoing highways maintenance programme and securing investment in infrastructure across Kirklees from the West Yorkshire Transport Fund, as well as improving digital connectivity and access to high quality digital infrastructure and working with Kirklees Neighbourhood Housing (KNH) to increase digital inclusion.
3. Improve the quality of greenspaces which enable people to be active and increase biodiversity, by encouraging people to volunteer, and developing a greenspace strategy.
4. Deliver the Big Build, aiming to build 10,000 homes by 2023, with 1,000 of these on council-owned land and via new council house building.

With a further emphasis on ...

1. Developing a new and ambitious waste strategy that puts Kirklees at the forefront of environmental best practice, with significant investment in our frontline services that gets us ready for the new government strategy and the end of our waste PFI contract in 2023.
2. Delivering our ward squads that place councillors at the heart of improving their communities. They will take forward a rolling programme of ward workarounds that builds on last year's pathfinder project and supports greater community capacity.
3. Investing over £3.5m in improving Huddersfield town centre public realm, both modernising and introducing greenspace and play to create a family-friendly environment.
4. Responding to our declared climate emergency, completing an audit and developing an action plan that includes a delivery plan for White Rose Forest, working to increase tree cover by a third.

What we're aiming to achieve

- Well planned places and sustainable communities
- Better infrastructure for our communities
- People have access to greenspaces including appropriate sports and leisure opportunities

Measuring our impact

- Overall satisfaction with local area (%)
- Waste recycling rate
- Amount of household waste produced
- Air quality

I'm Kirklees

Ayesha Iqbal, Environmental Strategy Assistant (Streetscene)

"Recently, my team has supported and coordinated the launch of the brown garden waste bins, the recycling bin campaign, and the move to online registration for people using the Recycling Centres. These projects have received a lot of attention and profile and some people have had questions about these schemes and how they might be affected by them. My role is to assist them with any part of the process, making sure they're involved in the decisions we're taking. This is a new and innovative programme so there has been lots of public engagement, with many people expressing their support for our proactive approach to tackling low recycling rates, especially as the issue of climate change is so important to people nationally and locally.

My role helps to communicate the reasons for our decisions and be more transparent with people about things that directly affect their lives. My team is also supporting me to play an active role in the Young Employee Network and to undertake extra apprenticeship training around data analysis."

Efficient and Effective

Kirklees Council works smart and delivers efficiently and effectively

We want to be a transparent, well managed and high performing council. We will focus our resources on doing the right things and doing things right, to make a difference to the outcomes of the people and places of Kirklees.

Over the last year we have ...

1. Taken our approach to recruitment out on the road, encouraging and supporting people from a range of communities to apply for council jobs.
2. Promoted coaching as an opportunity to all employees, with work undertaken with our employee networks to encourage participation, and launched a staff volunteering scheme which gives every member of staff the opportunity to use 2 days paid leave to support community groups to deliver our shared outcomes.
3. Won the Procurement team of the year award at the UK Public Procurement Awards 2019/20, for the power of the team's unified approach to leadership, communication, innovation, and collaboration to deliver excellence.
4. Continued to develop and grow our self-service and assisted digital agenda, with 80,000 calls received from residents related to welfare and benefits, resulting in a household income contribution of £46.2m for residents in Kirklees – ensuring residents have been able to claim the benefits and welfare support they are entitled to.

We'll continue to ...

1. Develop our approaches to attracting, retaining and developing our staff.
2. Develop systems, processes and culture to support intelligence led decision making and developing a clear set of strategies that set direction and shape delivery.
3. Understand and manage demand, identifying opportunities to improve outcomes, making better use of resources and achieving efficiencies, including via a shift towards digital by design.
4. Support local supply chains and work with other big organisations to increase the way our collective resources deliver social value and our shared outcomes, and update our procurement strategy.
5. Develop the way we work with partners and engage at a regional level.
6. Deliver on the recommendations of the Democracy Commission by encouraging greater active citizenship and developing a new democratic relationship between Kirklees residents.
7. Be clearer on our messages, joining up communication to encourage pride in our places and community action.

With a further emphasis on ...

1. Develop a talent bank to ensure we attract people with the right skills to our jobs from areas and backgrounds where we do not receive enough applications.
2. Developing staff skills in working with people, to help employees manage challenging situations while constructively challenging and supporting each other.
3. Reinvigorating our employee networks, consider our approaches to recruiting to jobs at Grade 13 and above where the evidence from our workforce profile data shows us that there is under-representation of black and minority ethnic (BME), disabled and younger people, and introducing diversity training and development for the Executive Team and managers.
4. Updating the council's policy framework and developing a toolkit to support the development of outcome and impact-focused strategies.
5. Taking forward the findings from the Local Government Association peer challenge, which will help us identify good practice and areas for improvement across the council.
6. Changing our approach to transformation to focus more strongly on outcomes as well as savings.
7. Using our robust and effective scrutiny process, to ensure councillors advise on and shape the work we deliver as an organisation.

What we're aiming to achieve

- Staff that are healthy, motivated and supported by management in order to use the right skills and behaviours to work with people and partners.
- Strong political leadership, intelligence led decision making and strategies and policies.
- Getting the basics right, with robust systems, processes and governance that make best use of available resources.
- Collaborative partnership working to inform and shape priorities and action across the public, private and voluntary sectors in Kirklees.
- Transforming our organisation so that it is fit for purpose now and in the future.

Measuring our impact

- Short-term employee sickness
- % of spend with suppliers with a branch in or based within Kirklees

I'm Kirklees

Stacey Gilman - Procurement Team

"I am the Strategic Category Manager for Adults and Public Health. My role is about having strategic oversight of spend, contracts and suppliers that support the commissioning requirements of the Adults and Public Health directorates. A category led approach to procurement is new to Kirklees, and with it comes many challenges but equally many opportunities to achieve great outcomes. This is an exciting time for the procurement team as we continue to challenge and improve our practice.

My role allows me to network with key stakeholders proactively, to fully understand commissioning intentions and market risks, and advise on alternative, innovative and compliant ways of packaging contracts that achieve enhanced added value. Essentially, my role allows me to challenge the norm and make a difference. And I'm proud to be part of the team that won the Procurement Team of the Year Award for 2019 for leadership, innovation and collaboration."

In the last year, Kirklees Council, supported by its partners, has ...

Best Start

- 74% of eligible 2 year olds engaged in free early education
- 2,800 families in Kirklees benefiting from 30 hours free childcare

Well

- 67,660 adults & 44,298 children attended events at Kirklees Libraries designed to contribute to the early intervention and prevention agenda
- 937 clients seen by Health Trainers, and 2,941 clients seen by the Practice Active Leisure Scheme (PALS)
- Rated 6th out of 150 councils for achieving best value and positive outcomes for people receiving Adult Social Care services

Independent

- Over 1,000 older people completing rehabilitation aimed at maintaining their independence in their homes
- Prevented 955 households from homelessness by working with them to keep or find a suitable home

Aspire and Achieve

- 79.2% of pupils in good or outstanding primary and secondary schools
- 4,400 people supported by council employments and skills provision

Sustainable Economy

- Generating 996 business grant applications, with £6.1m of grants awarded for business expansion

Safe and Cohesive

- Community Plus worked with over 1,300 people of all ages for 4 – 6 weeks

Clean and Green

- An average of 12,700 tonnes of household waste collected per month
- An average of 300 planning applications decided each month

Effective and Efficient

- Our 2019 staff survey found that 85% of our employees understand how their work contributes to the success of the service
- We delivered planned savings of £13.1m in our General Fund, and £2.8m in our Housing Revenue Account in 2018/19