

Name of meeting: Cabinet

Date: 17 October 2017

Title of report: Access to Services Strategy

The purpose of this report is to seek approval from Cabinet on the proposed future Access to Services model principles.

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?	YES Significant impact on all wards Will save in excess of £250K
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	YES Registered 15 September 2017
The Decision - Is it eligible for call in by Scrutiny?	YES
Date signed off by <u>Strategic Director</u> & name	Naz Parkar - 4.10.17
Is it also signed off by the Service Director Finance IT and Transactional Services?	Debbie Hogg - 5.10.17
Is it also signed off by the Service Director Legal Governance and Commissioning?	Julie Muscroft - 6.10.17
Cabinet member portfolio	Cllrs Graham Turner and Musarrat Khan Portfolio Holders for Corporate (Place, Environment and Customer Contact Services)

Electoral wards affected: ALL

Ward councillors consulted: N/A

Public or private: Public

1. Summary

1.1 The purpose of this report is to seek approval from Cabinet on the proposed future Access to Services model principles. These will then be developed further and further work will be done to bring back proposals/ updates for members. The outcome the Council is seeking is for residents and communities to be able to readily access information, signposting and services in order to improve the customer experience and journey, first time, more of the time. It is important that we become less reliant on buildings. **74%** of the public when asked said 'I would generally **prefer to travel to a central location**, with a wider range of services available' (vs 26% support for 'I would generally prefer to travel to separate places to access different services')

1.2 In order to deliver this outcome the principles underpinning the service proposition are:

- **Digital by design** in an inclusive way that recognises that not all sections of the population will be digitally literate or have access to technology.
- **Telephone and Face to Face** access where appropriate.
- **Hub Approach:** The Councils 4 (Early Intervention and Prevention) EIP Hubs will provide four bases for high quality back office functions and a range of adult and social care and communities teams. Teams will be mobile and agile and will respond to opportunities for collaboration and co- location presented at local community hub level, aiming to work as close to the frontline as possible.
- **Local access points** which have due regard to the wider assets within neighbourhoods, wards and communities which are well networked and supported by high quality back office.

1.3 In the North of the District, there are 5 Kirklees Community Hubs (formally known as Schools as Community Hubs) which fit coterminously within the councils 2 EIP areas. In the South of the District there are 11 Kirklees Community Hubs which largely fit within the Councils 2 EIP areas.

1.4 We must work in partnership and engage with the existing assets in our communities to deliver our services. Many of our services are already supported by our partners, peers and volunteers and we must continue to support and enable this model of working.

1.5 Having due regard for the most vulnerable in our communities a number of Equality Impact Assessments have been completed (**See Appendix B**). We will continue to keep these in view

2. Information required to take a decision

2.1 Digital by design

2.1.1 In order to meet the needs of customers, Kirklees Council must provide services that are:

- Easily accessible

- Simple to use
- Streamlined
- Convenient
- Cost effective
- Robust

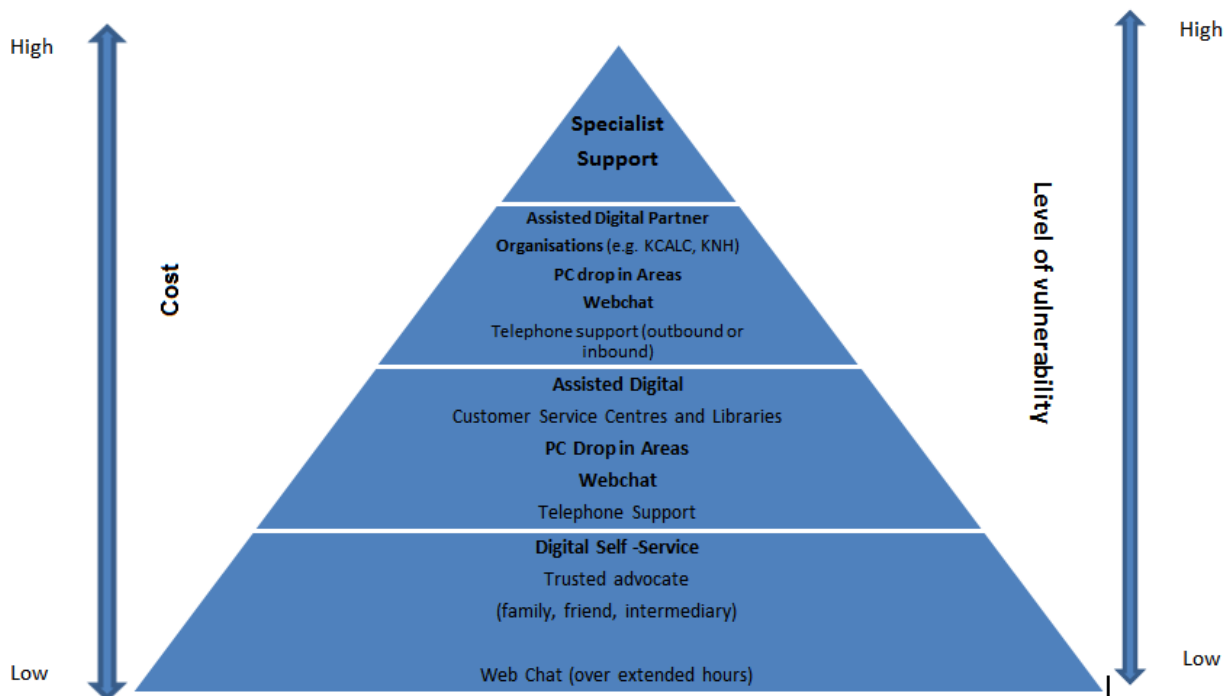
It is also important to bear in mind the target audience's access to technology, the type and complexity of the contact, their personal preferences as well as their skill sets when selecting channels to access services

2.1.2 As we go through a series of challenging service reviews we need to develop and hone all our access channels to ensure we are providing optimum service for greatest of value.

2.1.3 Rising internet use and customer expectations of accessing public services online present an ongoing opportunity for us. Competent online services are easy and quick to use, available whenever customers need them and have a relatively low administrative burden. Managed well, online access to services is a very effective channel with considerable benefits for customers and taxpayers.

2.1.4 We must however also meet the needs of people who do not (yet) have access to the internet, or lack the skills and/or capability to use it. Assisted digital therefore needs to be a core part of our thinking and approach. **(See Figure 1 below)**

Figure 1



The biggest two layers (bottom of pyramid) account for 75 - 80% of contacts, the top two layers accounts for 20 - 25% with the actual tip of the pyramid likely to be less than 15%.

2.1.5 Indicative savings

Cashable benefit opportunity afforded by this approach analysed by the IT and Change Team, in a three stage approach:

Face to Face	Assisted Online	Online Channel Shift	Outsourced Digital	Digital by Design
Customer Centres Back Offices Field Officers	Telephone Email Post	Online but not meeting Digital by Design automation standards	Transaction Cost of Gov.Net (Excluding Implementation)	End to End, Integrated, Self-Service to Digital by Design Standard
£9.11	£2.40	£2.40	£1.00	9p

2.1.6 Case Study – Impact of Digital by Design

2.1.6.1 The aspiration of Adult Social Care is to have service users and carers self-serve wherever possible, completing an online Person Led Assessment and Financial assessment. The testing of the financial element has commenced and the impact of this will be evaluated in due course. The testing of the Care Assessment has not yet commenced, although a great deal of work has taken place in preparation for it.

2.1.6.2 Mobile and Agile working pilots have commenced and this is proving very positive, enabling practitioners to undertake assessments in a more efficient and effective way. It is expected that productivity will be increased across the service and improved service user outcomes will be achieved as a result. The evaluation of the early adopters is ongoing through regular learning sets.

2.1.6.3 Over the last 12 months we have seen 98.6 % access Choose n Move (our choice based lettings system) independently with just 1.18% being assisted by the call centre. There were over 148000 bids placed last year.

2.1.6.4 We received 100 % on line applications for Normal Round school admissions for September 2017 admissions - that is around **12,000** applications. For September 2018 Normal Round admissions we also expect to receive 100% online applications. Work is ongoing to enable In Year admission applications to also be 100% online during 2018 around **4000** applications.

2.1.6.5 Increasingly more services will deliver their service digitally.

2.2 Telephone and Face to Face access

2.2.1 Our approach for **Universal Customers**.

Develop a single 'universal front door' delivered via:

- an accessible, effective and preferably digital offer to all customers for transactions and information, advice and guidance services

- an effective and efficient customer contact centre with a critical mass of council services
- Improved common processes, delivered end to end.

2.2.2 Minimise the cost of delivering services to universal customers, so that we can invest more in the services we provide to customers who are ‘at risk’ or have ‘high needs.’

2.2.3 This means we need to:

- Invest in improving our ‘universal front door’ by designing and implementing digitally enabled services for as many council services as possible – Digital by Design programme - supported by a channel shift and take-up implementation plan.
- Build-on our approach to supported access for those customers who in the short to medium term will not exploit digitally enabled services e.g. consolidate our assisted digital arrangements, consider availability 24/7 and training council staff to support customer access to use online services.
- Develop and implement joined-up, technologically enabled front to back office processes to deliver improved customer service.

2.2.4 Principles - Access to Services Front Door

Integrate and transform existing customer access points:

- Resolve more contacts at the first point of contact (*improved efficiency and cost of service*)
- Expedite the customer journey and signpost to 3rd parties where appropriate (*Reduced demand, improved outcomes*)
- Provide a consistent customer experience across all channels
- Focus staff resources on ‘assisted service’ whilst supporting vulnerable customers with more specialised and complex needs
- Enable citizens and their representatives to **self-serve online** to:
 - Reduce demand - particularly ‘failure’ demand
 - Improve service efficiency and cost
 - Enhance convenience in terms of access - 24/7
 - Better manage their interactions with the Council

This is in development as part of the development of the Front Door Policy

2.3 Community hubs

2.3.1 It is proposed that we use community hubs where appropriate that co-locate a number of services – these could include adult and children’s social care and communities teams.

- This would rationalise the real estate occupied by public, voluntary and private sector organisations
- Support the regeneration of the main Kirklees town centres
- Create opportunities for greater voluntary sector and community involvement in the future delivery of localised services

- Remove the silo-based operation of services and promote greater integration and joint provision of delivery
- Reduce costs of provision yet meeting and achieving greater targets through focussing on outcome based performance and collaboration
- Increase the “wealth” of the community and focus on reducing hotspots of need
- Work holistically and enable early intervention to assist families and family members to develop skills and resilience to resolve existing concerns.
- Contribute to statutory duties including Children Missing Education, Children Missing, Youth Conditional Cautions, and Improving Young People’s Well Being.
- Improve and enhance a cohesive partnership between collocated partners in a bid to provide safer communities and dedicated support to rising concerns.

2.3.2 In terms of physical locations the offer will be as follows:

- Two Customer Contact Centres, one in Huddersfield and one in central Dewsbury. Only at Huddersfield will access to specialist officer advice be offered on a face to face basis. Access to specialist officers from Dewsbury Contact Centre to be via online link.
- Four EIP Hubs in Huddersfield Civic Centre 1, Dewsbury Town Hall, Batley Town Hall and Slaithwaite Town Hall.
- Four Children’s Centres for Early Years support at Fieldhead co-location Centre, The Chestnut Centre, Slaithwaite Town Hall and Dewsbury Moor Children’s Centre.

2.3.3 Although it is important to note that an EIP Hub involves all partners working in an area in Council and private sector buildings as well as outreach workers who do not physically work from a fixed location.

2.3.4 There is a need for a multi-agency approach with shared outcomes and working to avoid duplication of service. The EIP hubs are developing with Batley being the first. More information will be provided at a later stage as all four progress.

2.4 Local Access Points

2.4.1 In addition to the above we will use Local Access Points which have due regard to the wider assets within neighbourhoods, wards and communities, which are well networked and supported by a high quality back office. These access points need not be in Council owned or managed buildings, they could be in any suitable facility e.g. school, community facility, and GP surgery.
This means we need to:

- Introduce technology that enables a single view of our customers in a secure, accessible, appropriate way and enables joint responses to meet their needs – it is especially important for us to know and share information on our ‘at risk’ and ‘high need’ customers and at a time of predicted increases in need (e.g. Welfare Reform).
- Join up the assessment of customer needs and entitlements where appropriate by having more common assess and decide processes within the council and with partners. E.g. Bringing Care and Financial Assessment together in a joined up process saves time and leads to improved outcomes.

- Local Access Points will be developed as services review their delivery methods but should be cost neutral.

2.5 **Buildings**

2.5.1 Implementing the above principles will support rationalisation of buildings as use of buildings diminish, as the project proposes to consolidate multiple partner premises into four EIP hubs, delivering targeted services to vulnerable communities, children, young people and families.

- The project proposes bringing multiple community services into single, accessible community hubs across Kirklees, transforming the service offer to communities.
- The project proposes investment in Council real estate (e.g. such as town halls) to accommodate local services and keep the buildings in use and in service to the communities. This will potentially enable vacation of other partner premises which can be subject to reuse, sale and/or regeneration.

3. **Implications for the Council**

3.1.1 **Early Intervention and Prevention (EIP)**

Community Plus (as described in the Proposal for Early help for Children, Young People and Families – Cabinet Report 17 Jan 2017) is additional help provided by partners and the Council to communities who need some support to access community groups, resources, provision and services that already exist in communities and local areas.

3.1.2 Community plus has a key role in promoting inclusion for those who are unlikely to engage with support unless it is obtainable for them in ways they find acceptable.

3.1.3 Support might come in the form of advice and information or signposting by schools and health care practitioners for example. Where there are gaps in partners being able to provide this additional support, the Council will invest in building the right kind of community capacity where it doesn't already exist.

3.1.4 Those who are most likely to be excluded, or will find it more difficult to interact via digital methods, usually experience one or more of the following challenges:

- **Access** - the ability to actually go online and connect to the internet (includes cost and connectivity)
- **Skills and confidence** - to be able to use the internet and online facilities
- **Motivation** – not having a desire to use online facilities and/or unaware what the benefits might be.
- **Trust** - a fear of crime, inappropriate use or compromise of personal or financial details or not knowing where to start to go online.

3.1.5 In Kirklees we are responding to a number of these challenges through the following arrangements:

Providing Access:

- Self-service facilities (PC drop in areas) at our two main customer service centres in Huddersfield and Dewsbury
- Self-service facilities (PC drop in areas) at the two main 'Advice Kirklees' centres (Brook Street, Huddersfield and Empire House, Dewsbury)
- Self-service facilities to be available in designated children's centres
- Roll-out of superfast broadband

Providing skills:

- Paddock Community Trust (operates across Kirklees)
- Huddersfield Methodist Mission
- Electronic Village (Dewsbury)

Easy to use website and e-forms

- Mobile responsive/enabled – ease of use via a mobile device
- Web site accessibility standard – minimum level AA
- Smart forms - only presenting the questions on the form relevant to the circumstances
- Citizen account (from October 2017 onwards) as a single place to access and manage online interactions with the Council
- Available 24 hours a day, 7 days a week

Providing support:

- Online via Web chat (08:00 – 22:00 Mon – Fri; 08:00 – 18:00 Saturday and Sunday)
- Telephone support via Kirklees Direct (outbound and inbound) and 'Advice Kirklees'
- Face to face at Huddersfield Customer Service Centre and at 'Advice Kirklees' for welfare benefits, employment, financial, debt, homeless and housing advice services
- Kirklees Neighbourhood Housing – for Kirklees council tenants

Cost

There are no additional cost implications presently.

3.2 Economic Resilience (ER)

3.2.1 The Economic Resilience Vision - Kirklees is a district which combines a strong sustainable economy with a great quality of life leading to:

- Economic competitiveness and profitable businesses (Business)
- Skilled, able and healthy people and communities with good employment rates and incomes (People)
- High quality places, environments and infrastructure that supports business, health and quality of life (Place)

3.2.2 Around 25,000 people approach the council's Benefits Advice Team and Citizens Advice Bureau each year for benefits or employment related issues, and they are increasingly under pressure to help get these people back into work.

We know that people who are in full receipt of their entitled benefits are more likely to find work because they are better able to travel and be ready for interviews, can afford childcare and - with fewer money worries - are able to focus more on job hunting. So Better Off Kirklees is based exactly on this principle.

3.2.3 **“BetterOff” Kirklees** www.betteroffkirklees.org.uk the new self-service digital platform went live w/c 2nd Nov 2015. It was developed by staff at Advice Kirklees, the CAB and other partners with our Kirklees owned IT developers, Looking Local. “BetterOff Kirklees is web based but assisted self-service webchat support is available along with assisted digital at other sites. This is part of our mobile and agile work.

3.2.4 The new self-service technology has “Video and Audio Content” and Webchat (including a virtual co-browsing service meaning that officers can physically assist a resident at home), the added content in the forms has been provided by our welfare rights manager; which means that people can:

- Carry out their own benefits check to see if they are missing out from claiming any welfare benefits
- Find advice and guidance on appealing against a benefits decision
- Check if they will be BetterOff in-work depending on the hours worked and amount paid - recorded as a snapshot in BetterOff
- Fill in the following benefits e-forms and submit them
- Automatically re-use data collected for other claims.

3.2.5 The stats as at June 2017 are:-

We have recently added CTR/HB and the financial assessment for Adult Social Care

BetterOff - Usage so far:-

- Unique users 16,745 on the “BetterOff” platform
- New unique web page views 100,023 on the “BetterOff” platform

- Monetary gains over £11,163,806.27 for customers
- Unique job searches – 30,369

3.2.6 Feedback from Customers

“In the past I have had to look a quite a few different websites to search for jobs. BetterOff draws all of the jobs from these other websites into one place. It makes life so much easier looking for work. I wanted to find out if my mother-in-law, who is disabled, would be entitled to any benefits. I went on BetterOff and found that she could be entitled to claim Attendance Allowance. I would definitely use the site again and I have already recommended BetterOff to other people.”

- 3.2.7 BetterOff Kirklees has been so successful in such a short time, that the platform has already been sold to five local councils, with several other organisations also showing an interest.
- 3.2.8 Through new ways of thinking, using modern technology and working collaboratively, the BetterOff Kirklees website can only go from strength to strength as it is rolled out further in 2016 for all new claimants, helping even more local people receive their entitled benefits and back into work.

3.3 **Improving Outcomes for Children**

- 3.3.1 The Council will offer a **core offer** of Early Help to those children, young people and families who need support from both the Community Plus and Targeted Offers, through a Locality Based Partnership Model, currently in development.
- 3.3.2 The vision of Access to Services is to work across Kirklees with partners and communities to support people and families to plan ahead, stay well and get support when they need it. Working together to keep people safe and help people in the most appropriate way with the resources we have available.
The two key aims of Early Help are to:
- Safely prevent family breakdown
 - Maximise the independence of children, young people and adults
- 3.3.3 Early Help activities will promote better outcomes for children, young people, and their families by providing quick access to effective interventions from people with the right skills at the right time, before problems escalate, using the combined expertise of participating agencies.
- Better targeting of the most vulnerable families -to meet their needs and address growing inequalities across Kirklees.
 - Delivering support to children, young people and their families across Kirklees in a creative, innovative, flexible way to those who need it most.
 - Save money and prevent duplication.
 - Address the quality improvement necessary to address OFSTED’s priorities, relating to health and protection.

3.4 Reducing demand on services

3.4.1 The Digital Kirklees (Digital by Design) Programme is picking up pace and will shortly have the new “**Citizen Account**” ready for release to the Community. This will be a significant development for residents to access information and services 24/7 through an online account, and also make the delivery of the service far more efficient and effective. Examples below:

- **Parks and open spaces** – Fieldworkers are now fully mobile, able to report and deal with issues without going into the office; this has reduced travel and data input by admin staff into the back office.
- **Memorials** – providing the ability for citizens to order or renew memorials; savings in face to face staff time and printing out brochures, order, orienting out brochures, map of grounds where memorial can be placed
- **Waste Recycling Centre permits** – 114K permits have now been issued; SITA have access to handheld devices to check permits and report issues on site. Rich business intelligence on site activity being actively used.
- **Application for new Taxi Driver licence** - reducing face to face interactions from five to two and enabling new drivers to book, pay, rearrange/cancel appointments by self-service
- **Council Tax statements** – residents can access their statement using account number and postcode. Includes payments made this year, next payment date and amount, yearly breakdowns where debt is outstanding from previous years.
- **Pothole reporting** – enhanced to assist workforce by capturing map coordinates and address when reporting.

3.4.2 **The Innovation Centre** - As part of the Digital by Design programme we have established an Innovation Centre; adopting proven, best practice principles and ways of working derived from the Government Digital Service (GDS). This translates into using a much more modern, agile and collaborative way of working with services; the approach proving to be very beneficial and allowing new digital services to be delivered at pace and savings realised quickly.

3.4.3 In the Customer Service Centres occupancy levels of services are being reduced by using robust data and performance intelligence. By using data to reduce the usage of booths in the centres this can mean more services can work out of the centre, therefore reducing demand on Council owned buildings.

We need to ensure:

- We commission and provide accessible, responsive, quality and cost effective services to our customers, and are clear if and why we cannot provide a service to a customer.
- Increased consistency and quality of information and advice provided, with greater depth fulfilled at the initial point of contact.
- Staff are empowered and trusted to resolve issues that customers raise – specialist support is available to be called on to increase fulfilment.
- Consistent customer experience across all channels – most customers self-serving as a preference

- A single view of customers is developed and shared in accordance with agreed protocols and permissions.

3.4.4 Underpinned by a **Mobile and Agile Workforce**

- **Making the Workforce fully Mobile and Agile**, able to work from any partner, home, field or remote location, or from the EIP hubs, with the full functionality to fully execute their role without the need to return to a base or undertake previously essential travel.
- **Making the Council Paperlite**, ensuring that all mail, files, archives, operational documentation are captured, stored and delivered to the place of need fully electronically, dispensing with production, storage, archiving, retrieval, and transport costs, together with relieving many current document archiving issues and risks.
- **Making the Council Collaborative**, able to work closely with partners at disperse locations , fully functional and effective regardless of their location, preferred technology, or security level, enabling decreased travel and associated time, and subsequently increased time collaborating and delivering.
- **Keeping the Council Enabled**, in both a leading position to deliver to the community through collaborating with partners by ensuring the technology barriers of an out of date infrastructure do not impede delivery, and ensuring that the Council remains secure and compliant with its desktop estate while operating in more open environments.

3.4.5 The Customer Journey Case study:

Although I can access lots of information on the Council's website I sometimes need to speak to someone. I am helpfully directed to a customer service officer who can usually help me with common things like housing benefit, planning, and noise nuisance. If my enquiry is a little more complicated then they connect me to a specialist there and then which means I'm not left waiting to be contacted or worse still having to ring back.

Recently my father had a nasty fall which has left him with mobility problems, but when I spoke to the Council they told me about all the help and support he could get and arranged a visit. I was also directed to BetterOffKirklees, where I could undertake a single assessment to find out what financial support he may be eligible for and to complete the appropriate forms online. He now gets Attendance Allowance, a blue badge and help towards care costs.

3.5 **Other (eg Legal/Financial or Human Resources)**

- 3.5.1 It will be important to ensure that staff become ambassadors of the Access to Service Strategy. There is a requirement to change the way the community and staff think around services, staff empowering the community to do more for themselves. The Council's Target Operating Model sets out these expectations. **See Appendix A**
- 3.5.2 As mentioned at paragraph 1.5 of this report members are requested to read the Appendix B which contains the Equality Impact Assessments so as to be able to discharge the public sector equality duty before making their decision .

3.5.3 Section 149 of the Equality Act 2010 places a duty on the council in carrying out its functions to have due regard to the need (a) eliminate discrimination; harassment; victimisation, and any other conduct that is prohibited by or under the Act; and (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. Section 149(7) of the 2010 Act set out the protected characteristics which are age, disability, gender reassignment; pregnancy and maternity, race, religion or belief, sex and sexual orientation .

4. **Consultees and their opinions**

4.1 **Access to services** - previous engagement work and consultations in the last few years has told us:

From Budget consultation 15/16 (in 2014; c4600 people in 2 phases; surveys) and Budget consultation 16/17 (in 2015; 1400 people; survey)

On how they contact the council:

- **81.5%** support for 'the council should **use modern technology to deliver services** and reduce costs wherever possible' (vs 18.5% support for 'Modern technology doesn't really suit me - I need to have other options available to me')

On the locations where people access Kirklees services:

- **74%** support for 'I would generally **prefer to travel to a central location**, with a wider range of services available' (vs 26% support for 'I would generally prefer to travel to separate places to access different services')
- **71%** felt positive about **removing more expensive payment options** and promoting Direct Debit and Debit Card payments (20% felt negative)
- **65%** agreed that the council should **sell some of its assets** (land and buildings) for cash

4.2 Elected Members agreed the above principles but stressed the need for due regard to the more vulnerable in society and asked that Equality Impact Assessments were robust and reflected any changes to the way customer's access our services.

5. **Next steps**

5.1 Officers will continue to implement the move to the new Access to Services Strategy outlined in the report. Member's approval will give officers a clear steer on the principles they need to take into account when designing or reconfiguring services in future. Further reports will come back on any future plans which impact on Access to Services (as appropriate)

6. **Officer recommendations and reasons**

Cabinet is asked to:

- A) Approve the principles in the paper and agree the "Access to Services Strategy" as described above.

- B) Note that many of the principles are already being implemented through previous decisions but note that they form part of the wider strategy
- C) Note that there are more steps to be taken to implement this and to develop the principles further
- D) Note that there will be further reports back with future decisions as appropriate to develop the Access to Services Strategy further once work has developed more with services on the principles outlined in this report.
Portfolio Holders will be kept updated on progress and any further decisions required.

7. Cabinet portfolio holder's recommendations

Joint portfolio holders, Councillor G Turner and Councillor M Khan note the report and the strategic principles and ask that the report proceeds to Cabinet.

8. Contact officer

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9. Background Papers and History of Decisions

- Proposal for Early help for Children, Young People and Families – Cabinet Report 17 Jan 2017.
- Customer Service Centre Reports to Cabinet 8 Nov 2011 and 21 Jun 2011.

10. Service Director responsible

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Appendix A Target Operating Model (People Layer)

People Layer: Customers

The design of Council services is driven by an understanding of customer need.

- Customer demand will change as service delivery models become embedded. Overall, customer demand is expected to decrease.
- As the high-volume transactions are moved online, customers presenting face-to-face and on the phone are likely to present us with more complex and time consuming issues, along with an increase for information, advice and guidance and related signposting.
- The sharpest increase in customer contact is expected in the area of adult social care and health, given the population change amongst the elderly and particularly over 85's. However, contact is more likely to come from an advocate of this population group.
- Customer service/front-line staff will be empowered to make decisions that best meet customer needs
- Customer experience, feedback and insight will be used to shape service delivery and drive service improvement
- Customers can expect high-levels of service being dealt with/fulfilled at the first point of contact (c.80%).
- Customers will expect a greater degree of joining-up and personalisation based on their situation/circumstances
- Customers will increasingly use self-service and self-management facilities
- Increasingly, customers will need and expect to be involved directly in the design of services to meet their needs.

People Layer: Staff

As part of transforming services, staff will be working in a modern, flexible and emotionally intelligent organisation:

- Our staff profile reflects the requirements of the council's Joint Health and Wellbeing Strategy and the Kirklees Economic Strategy
- Managers will be actively encouraging new ways of working and transformational thinking
- We will have cross directorate and inter-service working as a well-established norm across the Council
- Managers will be utilising a coaching leadership style to build long-term capabilities which is improving organisational performance

- Performance Management will be ensuring that goals are consistently met in an effective and efficient manner
- Staff will clearly understand their role and how they contribute to the wider vision of the Council
- Staff will be flexible, motivated, and productive and empowered to use their creativity
- Behaviours will have become an embedded part of the Council's culture. All staff demonstrate the standards/expectations of them
- We will have an established, modern, proactive working relationship with representative trade unions

People Layer: Community

The Council will pursue a new relationship between the Council and local people. It will focus on building healthy and resilient communities who are able to do more for themselves and each other.

Staff – equipped with the right skills, knowledge, understanding and support – always seek to draw and build on the strengths and assets of individuals and the community, focusing on the capacities of citizens, not their deficits. The services and systems they work with empower and support them to do this.

- The Council focuses on enabling people to connect to the available resources in their neighbourhoods. Staff roles and purpose are redefined as enablers and connectors. Community life and social networks are stronger so communities are more resilient and able to do more for themselves and each other.
- Citizens and communities can draw on our intelligence to enable heightened knowledge in communities.
- The Community and Voluntary Sector is strong, sustainable and diverse. Better outcomes for local people have been achieved through a strong, effective relationship between the council and the VCS, who work together to plan and deliver services in new ways. Services and outcomes are shaped by active, independent and resilient citizens.
- There is a culture of leadership in Kirklees' key organisations that naturally promotes, enables and nurtures volunteering and all kinds of social action. It is easy for citizens to take part in their own way, applying their time and skills to our most pressing challenges
- Staff are skilled at supporting, mobilising, managing and valuing volunteers and take an impact focus.
- Innovative and impactful community activity has been enabled through building relationships, collaborating and sharing stuff, space and skills.
- Investments are made at a grass-roots level to maximise return on the Council's investment.

Appendix B

The following Equality Impact Assessments are relevant to this report:

Adult Commissioning and Public Health Directorate

EXAD1 [Medium risk service efficiencies](#) – mentions self-assessment using online tools

Communities, Transformation and Change

[EXCT1 Community Capacity](#)

Early Help Offer

EXCH5 & EXCH6

[Early Help EIA additional info Jan 17.docx \(49.88Kb\)](#)

[Early Help EIA Template - Stage 2 Jan 17.doc \(106.5Kb\)](#)

[Early Help EIA Template Sept 16.xlsm \(58.56Kb\)](#)

[EIA map Batley Spen Jan 17.pdf \(1688.56Kb\)](#)

[EIA map Dewsbury Mirfield Jan 17.pdf \(1984.1Kb\)](#)

[EIA map Huddersfield Jan 17.pdf \(1825.26Kb\)](#)

[EIA map Kirklees Rural Jan 17.pdf \(2460.12Kb\)](#)

[EPS3 EIA Stage 1 Oct 2015.xlsx \(35.24Kb\)](#)

[EPS3 EIA Stage 2 Oct 2015.doc \(48.13Kb\)](#)

[EPS4 EIA Stage 1 Oct 2015.xlsx \(34.71Kb\)](#)

[EPS4 EIA Stage 2 Oct 2015.doc \(48.13Kb\)](#)

[vssver2.scc \(0.74Kb\)](#)

Documents relevant to the report that went to cabinet in January 2017 are available [here](#)

RE12 Access to Services

[RE12 EIA Stage 1 Access to Services.xlsx \(47.04Kb\)](#)

[vssver2.scc \(0.24Kb\)](#)

Digital by Design



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