

**Name of meeting:** Cabinet & Council

**Date:** 18<sup>th</sup> June 2019

**Title of report:** Quarter (4) Corporate Performance Report

**Purpose of report**

This report is to provide Members with an overview of the Council's corporate performance at the end of Quarter (4) 2018/19.

<b>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?</b>	<b>No</b>
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a></b>	<b>Not applicable</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>Yes</b>
<b>Date signed off by <a href="#">Strategic Director</a> &amp; name</b>	<b>Rachel Spencer-Henshall – 7 June 2019</b>
<b>Is it also signed off by the Service Director (Finance)?</b>	<b>Eamonn Croston – 7 June 2019</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Julie Muscroft – 7 June 2019</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Shabir Pandor, Leader of the Council</b>

**Electoral wards affected:** Not applicable

**Ward councillors consulted:** Not applicable

**Public or private:** Public

**Have you considered GDPR?**

This report contains only aggregated and/or anonymised data and therefore contains no personal data that identifies a living individual, no sensitive personal data such as health, religion, sexuality and ethnicity and no information about members of staff, users of services, details of Kirklees' citizens.

1. **Summary**

Corporate performance for 18/19 aims to provide Executive Team and Cabinet with a quarterly 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. There are several key aspects to this revised approach. This approach is in development. The major part of this development process took place in the first half of 2018/19, and is being finessed during the second half of the year. From Quarter (2) and onwards, we assigned an intelligence and performance lead for each of the Outcomes to drive the development of focused and meaningful corporate performance content.

2. **Information required to take a decision**  
The Executive Summary of the report sets out both highlights and issues/risks from the main body of the report. Cabinet is invited to consider this overview of organisation performance in contribution to each of the seven Kirklees Outcomes and the Council's aspiration to be effective and efficient in the delivery of its services.
3. **Implications for the Council**  
The attached reports show progress in relation to the seven shared outcomes as expressed in the Corporate Plan for 2018/19. In that the Quarter (4) Corporate Performance Report provides a high level overview of performance across all council activity, it sets out activity and impact in all five of the following sub-headings
  - 3.1 **Working with People**
  - 3.2 **Working with Partners**
  - 3.3 **Place Based Working**
  - 3.4 **Improving outcomes for children**
  - 3.5 **Other (eg Legal/Financial or Human Resources)**
4. **Consultees and their opinions**  
The attached reports show progress in relation to the Seven Kirklees Outcomes and the Council's aspirations for each, as expressed in the Corporate Plan for 2018/19.
5. **Next steps and timelines**  
The reports may be considered by Overview and Scrutiny Management Committee
6. **Officer recommendations and reasons**  
It is recommended that the report is noted.
7. **Cabinet portfolio holder's recommendations**  
Not applicable
8. **Contact officer**  
Directorate Performance Lead Officer, Nick McMillan
9. **Background Papers and History of Decisions**  
Not applicable
10. **Service Director responsible**  
Rachel Spencer-Henshall, Strategic Director for Corporate Services

# Corporate Intelligence & Performance Analysis

Quarter (4)  
January to March 2019



# Executive Summary

This report aims to provide an overview of impact, improvement and risk against each of the seven Kirklees Outcomes, within the context of aspirations in the Council's Corporate Plan. This Executive Summary seeks to highlight clear areas of impact and risk by Cabinet Priorities, rather than summarising the activity presented in the main body of the report.

## High quality children's services



The number of children in care is **stabilising** and is now at **626** looked after children.



**Waiting times** for CAMHS remains **high, but...**

Kirklees is now one of the **National Trailblazers** for **mental health teams in schools**



And...



has been launched. This provides an anonymous online counselling service with no waiting times for secondary school children. **156 registrations** in April 2019.



**Male Healthy Life Expectancy** (HLE) in Kirklees continues to **rise** (62.7 years) and is now just below the England figure (63.4 years).

**Female** HLE continues its recent **downward trend** and is now 58.7 years (5.1 years below the England figure of 63.8 years).

## Happy healthy lives

**389** new individual introductions in Q4 through **communityplus** with a year's total of **1325**  
Clear measures of impact will be introduced in 2019/20.



**97% of PALS** clients said they have become more active as a result of PALS.

## High quality health services

Kirklees is rated **6th** out of 150 councils by iMPower (endorsed by the LGC) for achieving **best value** and **positive outcomes** for people receiving Adult Social Care services



Referrals to Adult Social Care services from the community have reduced by 42% since this time last year due to more effective management and signposting of requests.

Kirklees is continuing to deal with a higher rate of Deprivation of Liberty (DoL) applications than the national average – 599 per 10,000 people in Kirklees compared to 520 nationally. DoL volumes are a significant risk, listed in the corporate risk register.



## Improved school attainment



Take up of early education by two year olds was 74% (Spring 2018), above the national average of 72%. There is **wide variation** across the district.

**2,759 families** are accessing **30 hours of free childcare**, an **increase of 7.6%** since last year. This is a significant contributor to children achieving a good level of development. However some wards are **reaching capacity** and will be under pressure if demand



**(5) 62%** of Kirklees children achieved at least the expected standard at **Key Stage 2** in 2018 (compared to 64% nationally and 62% across Yorkshire and Humber).

The **attainment** score across Kirklees at **Key Stage 4** for all pupils is 45.2. This is similar to Yorkshire and Humber (45.1) and national (44.5) averages. **29.1%** of children in Kirklees with **SEN** support reach the expected standard at **Key Stage 4** compared with 32.2% nationally and 29.8% across Yorkshire/Humber.



The **Kirklees Economic Strategy 2019-25** has been adopted by the Council, an innovative plan to bring together all local organisations and businesses to create more local success and wealth.

**Economically  
successful and  
vibrant**

495 out of 4,300 people supported (9%) have moved into work and apprenticeships as a result of Council Employment & Skills Provision compared with 115 out of 885 people (8%) in the previous year.



Since the Leeds City Regional Growth programmes commenced, Kirklees has been offered 996 grants (18% of all grant allocations across the Leeds City Region) resulting in **£7.3m grants paid to local businesses**, generating £25.2m in private sector match funding which will result in 1,312 new jobs being created.

**Safe and green  
places and  
spaces**

**96.6%** of the population is serviced by **Superfast** (up to 30 Mbps). Take up of superfast is approximately 40% (in line with the UK average) and has increased from 37% this time last year.



Since the 2005/06 baseline was set, the council has **reduced** its own **carbon emissions** by **32%** (at March 2018 measured a year lagging)



Council apprenticeship recruitment has taken place much earlier this year and the outreach approach coupled with the increase in apprentice pay has meant that the response in applications has **doubled** from the previous year.

**Making the most  
of resources**

The level of sickness absence continues to **reduce** and for March 2019 stands at 10.9 days per FTE, the lowest rate since January 2017.



(8) Agency spend continues to **fall**. At £1.58m in Q4 this is the lowest spend in quarter in 2018/19.

# Cabinet Priorities

*This report aims to provide an overview of impact, improvement and risk against each of the seven Kirklees Outcomes, within the context of aspirations in the Council's Corporate Plan. It also highlights where progress has been made towards achieving the Cabinet Priorities. The alignment between outcomes and priorities is outlined below.*

Cabinet Priority	Achieved by:	Contributes to shared outcomes:
High quality Children's Services	<ul style="list-style-type: none"> <li>Reducing the need for children to come into care</li> <li>Improvement of the Ofsted rating in Children's Services</li> </ul>	Best Start
Happy and healthy lives for people of Kirklees	<ul style="list-style-type: none"> <li>Improving nutrition in Kirklees and attitudes towards healthy eating</li> <li>Improving mental health and emotional resilience, especially in children, through behaviour change</li> <li>Improved attitudes and increased awareness of STIs</li> </ul>	Well Aspire and achieve
High quality health services for Kirklees residents	<ul style="list-style-type: none"> <li>Influence the transformation of Acute Health Provision</li> <li>Development of relationship with the health sector on a regional level</li> <li>Development of joined up health and social care in local communities through working with partners</li> </ul>	Well
Suitable homes in attractive places throughout people's lives	<ul style="list-style-type: none"> <li>Continued development of housing that allows enables people to be as independent as possible</li> </ul>	Independent
Improved attainment of all children at school	<ul style="list-style-type: none"> <li>Early years development to support school readiness.</li> <li>Addressing the needs of all children, including SEN and BME</li> </ul>	Best start Aspire and achieve
Economically successful and vibrant centres in Kirklees	<ul style="list-style-type: none"> <li>Investment in Huddersfield and Dewsbury</li> <li>Development of a skills strategy</li> <li>Delivery of the Local Plan</li> </ul>	Sustainable Economy Aspire and achieve
To provide safe and green streets, places and natural spaces	<ul style="list-style-type: none"> <li>Efficient and well maintained highway network</li> <li>Improved recycling rates</li> <li>Safe and cohesive communities</li> </ul>	Safe and Cohesive Clean and Green
Making the most of Kirklees' resources for our communities	<ul style="list-style-type: none"> <li>Developing the cultural offer/identify for the district</li> <li>Delivering a budget that achieves the best for Kirklees people</li> <li>Delivery of the access to services strategy; including a modern library service</li> </ul>	Efficient and effective Independent



## Best start



### Improved school attainment

### The Bigger Picture

At the end of Reception (Early Years Foundation Stage) 69.4% of children in Kirklees reached a good level of development, an increase on the previous year (68.1%). This remains lower than the England average (71.5%). However, the percentages for 'all pupils', 'girls' and 'boys' achieving good level of development in 2018 have all increased at a rate faster than the national average. And all three have caught up with the average for the Yorkshire and Humber region. For the second consecutive year Kirklees has seen the gap between boys and girls narrow, but it should be noted that girl's outcomes were not as positive as in previous years. The gap between Kirklees girls and girls nationally is currently 2.2%. Kirklees boys have slowly been closing the gap with boys nationally - the gap is the smallest it has been since 2015, at 2.1% behind the national result.

Healthy weight is a key indicator for health in children and adults. Obesity is recognised as one of the most important public health concerns, with a cost to the UK economy second only to smoking. Being overweight or obese during childhood is associated with an increased risk of being overweight or obese into adulthood, and childhood obesity is significantly associated with more school absenteeism, emotional/behavioural problems, physical morbidity in adulthood and premature mortality. Latest figures from the National Child Measurement Programme (2017/18) show that more than one in five 4-5 year olds and more than one in three 10-11 year olds in Kirklees are overweight or obese. However, both figures show an improvement on the previous year, and the figure for 4-5 year olds is now significantly lower than national and regional averages. Kirklees Public Health are leading on a whole systems approach to tackling obesity, including developing the Kirklees Healthy Weight Declaration (approved by Cabinet, launched March). Signing the Declaration, the Council and partners made a formal, public commitment to support employees, residents and communities by making healthy choices easier.

### (1) High quality early education and childcare

Across Kirklees as a whole there is sufficiency of places for 30 hours free childcare. However, a number of Wards are reaching capacity and will be under pressure if demand increases – Holme Valley North, Batley East and Birkenshaw/Birstall. We know that the number of children accessing 30 hours this spring term has increased by 7.6% compared with last spring. However this increase is less than the 9.6% increase that was realised in autumn. With limited history to draw upon, there are still risks associated with the accuracy of forecasting. Forecasts will therefore be reviewed termly as history builds.

Take up of early education by two year olds in this spring term was 74%, which is the same as for the previous spring term. Kirklees remains above the national average benchmark of 72%. This was last measured in the spring term 2018. The figures for 2019 have yet to be published. Kirklees average take-up level is masked by significant variations at a local level. This is particularly evident for Batley East Ward which has been one of the areas with the lowest take-up for some time, other Wards with high numbers of children not taking up a place are Dewsbury West and Ashbrow. An Action Plan to increase take-up in these areas is currently being developed. 98% of children are now accessing free early education in 'Good or above' settings.

### Improved school attainment

### High quality children's services

Sessional providers are continuing to struggle due to a fall in numbers of children. The Council has a proactive approach to identifying settings that might be struggling by maintaining a register of risk indicators. Providers and schools with the highest risk scores are contacted by phone and those with medium scores are contacted by email asking if they need any support/advice.

High quality  
children's  
services

## (2) Local support for families and children

The Early Support Launch was attended by over 200 partners. The Early Support Strategy, Decision Making Framework and the new Early Support Assessment approach were launched at the event. The Multi Systemic Therapy Team is now up and running and has been inundated with referrals. The Family Support Service has now aligned Team Managers, Team Leaders, Consultants and Family Support Workers with the Community Hubs. The commissioned services previously contracted to Action for Children and HumanKind will transfer to the Early Support Service from 1st April 2019.

### Outputs & Impacts

A team of 9 Community Hub Coordinators have been appointed and aligned to groupings of Hubs, based upon an agreed and equitable model of distributing resource in reference to population and levels of deprivation. These Coordinators will strengthen relationships between the Hubs, partners and communities. A team of 16 Consultants working to "whole family" principles has also been aligned to Community Hubs. These consultants will assist schools and partners with early support efforts for children and families, helping to reduce demand for specialised services.

## (3) The Kirklees Integrated Healthy Child Programme (KIHCP)

Happy  
healthy  
lives

High quality health  
services

Good progress has been made on the Year (2) transformational milestones for the KIHCP contract. Public Health capacity continues to be dedicated to supporting overall system wide transformation as well as specific topic based areas such as obesity. The Thriving Kirklees Board have a clear strategy and will finalise Year (3) transformational milestones with commissioners by the end of May. The Nurturing Parent strategic group is now established and has good representation from across the wider partnership, moving forward this strategic group will be known as 'The Best Start Partnership'. The partnership will consider the pending recommendations of the current Early Support consultation in relation to strengthening shared outcomes and priorities for children and young people, their families and any relevant parent programmes.

Scoping papers have been submitted by Thriving Kirklees on the following:

- Preparing for Parenthood expansion, options for a 'Seed Fund' - to fund activity from Third Sector partners focused on improving emotional health and wellbeing of children and young people,
- A 'waiting times' plan to improve face to face waiting times for mild to moderate mental health conditions
- The implementation of Breast Feeding Peer Mentoring Programme including an offer of support to all mothers who initiate breastfeeding.

Commissioners are currently reviewing these, a meeting is planned for early May with providers to conclude achievement in those areas for Year (2) and agree progress milestones for those areas in Year (3).

In overview, successes for Year (2) of the Programme include the following;

- Development of a new 24/7 single point of contact (SPOC) for all services within Thriving Kirklees, with telephone and web based access - expansion of this via CHAT Health, a text-based service for parents, carers and children & young people to access advice and support from Thriving Kirklees.
- Expansion of the 'Preparing for Parenthood' education programme through testing new ways of delivery.
- Embedding of the nine new skill mixed 0 - 19s teams which has included significant workforce development.
- Public Health Intelligence Leads becoming part of the wider Community Hub teams, supporting the hubs to identify key place-based outcomes and solutions.
- Launch of Kooth, an anonymous online counselling service with no waiting times for secondary school children.



- Success in becoming one of the National Trailblazers for mental health teams in schools
- Launch of the Thriving Kirklees website

## Outputs & Impacts

- 1,401 young people are at various stages of children and adolescent mental health services (CAMHS) support (from assessment through to awaiting face-to-face interventions); this is a slight increase on Q3, with positive strides continuing to be made. Key transformation milestones have been agreed for 2019/20, and Q1 will report on these.
- 85% of children and young people accessing CAMHS have had two significant contact within two weeks.
- Of note, there are two key risks. First, the need for CAMHS continues to be high but a clear waiting times plan is now in place with additional funding attached. Second, Safeguarding capacity is an ongoing issue. Discussions have begun with Early Support colleagues to look at closer partnership work.
- During April, 156 new children and young people registered with Kooth, 16.46% identified as BME. There were 666 log-ins.
- During March Chat Health received 160 messages, a promising start given the very recent launch.

### Stories

Year 9 boy – age 13

*“I was suffering from panic attacks and wasn’t going to school every day. I saw the nurse in school who helped me realise I had anxiety. I was being bullied and was worried about my weight. I am asthmatic but wasn’t taking my inhaler. The nurse spoke to the anti-bullying coordinator for me and the bullying stopped. I am waiting for an appointment with a CHEWS worker. CHEWS spoke to my parents and school. The nurse helped me with my anxiety and spoke to my mum and my doctor about my asthma to help me use my inhaler. The nurse helped me with my diet and exercise. I’ve now got a KAL card and I’ve joined the teen gym at our sports centre. I am in a much better place and I’ve been to school 100% for the last 7 weeks. I love going to the gym.”*

Yorkshire Children’s Centre, Partner in Thriving Kirklees Safety Rangers Scheme Emotional Wellbeing: *Safety Rangers is about helping Year 5 primary school children understand how to keep themselves safe and make the right choices as they are becoming more independent. Working together Thriving Kirklees partners explored the option of including a session to raise awareness of emotional health and wellbeing, building resilience and knowing how to get help. The pilot involved 207 children and the children learning relaxation techniques and coping strategies, as well as where to seek help for their emotional and mental health. As part of the scenario the children learned to relax like a cat, which captured their imagination so much that it is already called the ‘cat scenario’ by everyone.*



Well

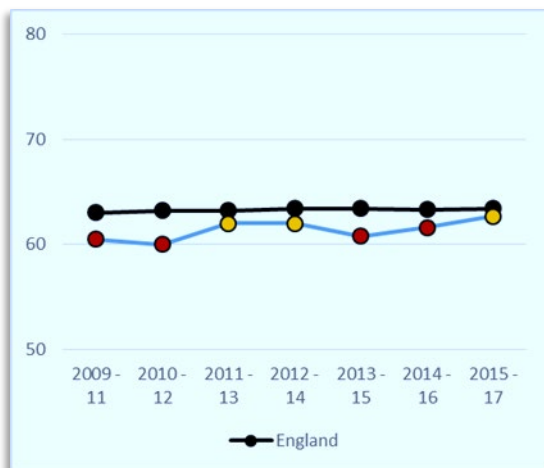


Happy  
healthy  
lives

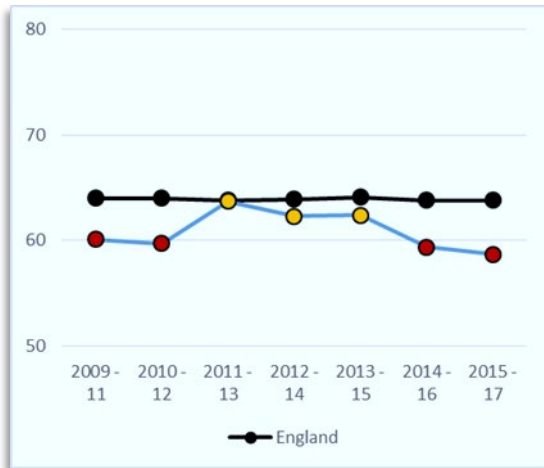
## The bigger picture

Healthy life expectancy (HLE) is the number of years a baby born today is likely to live in 'good' health. HLE figures for Kirklees were reported to 2014-16 in Q2, and can now be updated for 2015-17 (see charts below). Male HLE continues to rise and is now just below the England figure (62.7 years for Kirklees males; 63.4 years for England), whereas female HLE continues its recent downward trend and now stands at 5.1 years below the England figure (58.7 years for Kirklees females; 63.8 years for England). Overall life expectancy at birth remains higher for Kirklees females than Kirklees males (82.5 years versus 78.6 years, 2015-17), which suggests that although females in Kirklees are living longer, they are living longer in poor health.

Healthy life expectancy at birth (male)

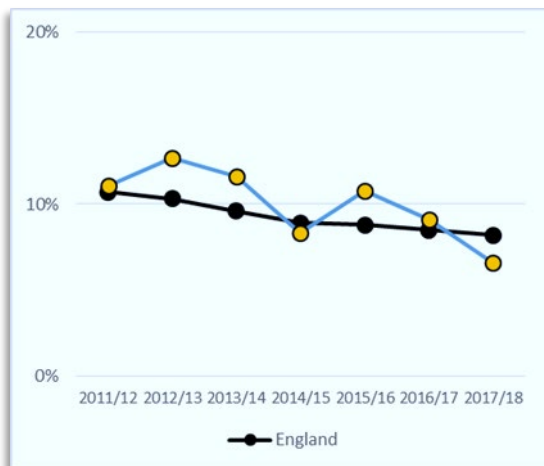


Healthy life expectancy at birth (female)

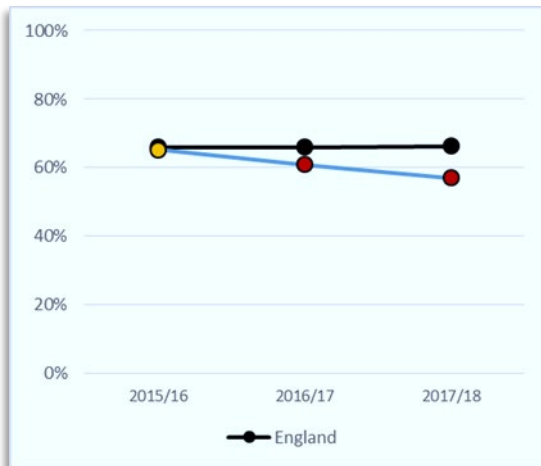


The proportion of people with high self-reported wellbeing (high happiness score) is no longer updated on Public Health England's Fingertips web site, but latest figures show that a lower proportion of people in Kirklees are now reporting low wellbeing (low happiness score, see chart below left). The percentage of physically active adults continues to decline, and is significantly below regional and national values (see chart below right).

Self-reported wellbeing - people with a low happiness score



Percentage of physically active adults



## (1) Community Plus programme

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

### Outputs & Impacts

- 389 new individual introductions in Q4 (similar to Q3), bringing total for 2018/19 to 1,325.
- Partnership working with Kirklees Neighbourhood Housing (KNH) and West Yorkshire Fire and Rescue Service has led to increased introductions via these routes (although numbers remain relatively low). Partnership work development around Primary Care Networks has increased introductions from GPs.
- Q4 saw an increase in self-referrals from drop-ins in Dewsbury and Mirfield.
- Introductions from Adult Social Care have risen in all areas.
- Introductions from Children's Services remains low, but those from 'other' sources has increased in most areas.
- Additional monitoring criteria around Job Centre introductions have been put in place in response to increases in this referral route.
- For all four quarters of 2018/19, the top three reasons for introductions have been to improve health, meet new people and for social activity.
- The number of introductions involving another agency has been consistently high across the year in Rural, but is significantly lower in Batley and Spennings than the rest of Kirklees (although Batley and Spennings did see an increase in Q4).
- There was a significant increase in the numbers of individuals having brief conversations in Q4, due in part to changes in service practice which have resulted in more individuals being supported through brief conversations rather than a full introduction. In addition, changes to the reporting process mean that the number of individuals having brief conversations are now recorded rather than just the number of conversations.
- **Loneliness and isolation:** work involved contacting 104 people receiving a service from Adult Social Care and identified as having low quality of life, lonely and socially isolated. This led to positive outcomes from introductions and follow-up community connecting work. In addition, a draft vision on loneliness and isolation has been created, informed by partners and those with lived experience, to be shared with the Health and Wellbeing Board next quarter.
- **Poverty:** A partnership paper was presented to Executive Team, with the strategy and action plan proposal mandated. Universal Credit training has been scheduled for next quarter. Partnership links have been developed with Salvation Army and Christian Fellowships, and a joint initiative with the Community Services Consortium and the University is being planned to pilot a community-based approach to child protection.
- **Primary Care Networks:** A social prescribing link worker is due to commence July 2019 and drop-in provision has been developed in all areas. Strong partnerships with the Primary Care Networks will reduce duplication and maximise resource.
- **'Do something now' community investment fund:** 27 out of 45 applications received investment. Common themes were reducing loneliness and isolation, mental health support and support for people with disabilities. A final report will be available next quarter.
- **Local Area Coordinators:** The fourth member of the team started March 2019, currently undergoing induction. The three active coordinators have 21 cases and have undertaken 60 brief interventions to date.
- The production of Community Plus impact films have been critical in developing partners' understanding, especially in supporting the emerging Primary Care Networks in realising the value of community assets in supporting patients health and wellbeing.

Of note, Community Plus doesn't currently have rigorous data to analyse gender, ethnicity or other protected characteristics. Upcoming changes to the type of information captured by Community Plus workers should enable this to be recorded in a more robust manner. New performance and impact measures are being developed as part of this overhaul, to be introduced before Q2. The Intelligence and Performance team has supported the development of improved spreadsheets, but there remains an urgent need for an IT-enabled self-serve solution

## (2) The Kirklees Integrated Wellness Service

Targeting adults needing support to improve their health behaviours and wellbeing.

High quality health  
services

Happy  
healthy  
lives

### Outputs & Impacts

- The service redesign process is complete, and the two teams (Practice Activity and Leisure Scheme and Health Trainers) transitioned into the first phase of service development in April. The teams are busy transitioning existing caseload into the new wellness service offer, working alongside colleagues and partners on the development of this new offer.
- As teams transition during this phase there will be no formal reporting against the existing performance management framework.
- A first phase of the Integrated Wellness Service will launch in September 2019; between April and September there will be no changes to PALS, Active for Life, Steps for Life and Health Trainers.
- The Expert Patient Programme, Looking After Me and Carer Journey Sessions will no longer be provided, replaced in the interim by an offer of self-care and carer courses, followed by an improved Wellness Service offer from September.
- Weight management services will still be provided by Weightwatchers up to the end of September 2019.
- Changes to provision of Health Checks and smoking cessation services will be considered over the longer term (6-12 months) and will be coproduced with partners.
- Of note, Data collection methods need to be IT-enabled and appropriate for gathering quantitative and qualitative data for performance monitoring and evaluation.

Happy  
healthy  
lives

## (3) Supporting people to remain physically active

*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*

### Outputs & Impacts

#### Practice Active Leisure Scheme (PALS)

- 569 first appointments providing information, advice, motivation, support to encourage active lifestyles.
- 896 people were supported to remain active through review appointments
- 29 weekly specialist classes were provided, with 6,141 attendances
- Nutrition based 1:1 sessions are now also being trialled at Dewsbury as well as the Stadium – 29 this quarter.
- 14 PALS/Physical Activity presentations were undertaken, largely as a joint venture with referring agents in education sessions
- 65 active Physical Activity Motivators (volunteers) provided 2,340 volunteer hours
- Positive health outcomes recorded, e.g. increased physical activity, improvements in physical health, increased mobility, reduced pain, blood pressure and weight. Other health improvements: enhanced confidence, self-esteem and social wellbeing
- 97% of clients said they have become more active as a result of PALS, 99% rated support/motivation from their PALS Officer as good/very good

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

- 1,032 hours of physical activity interventions were delivered to people experiencing severe and enduring mental illness or dementia (including one to one interventions, group activity sessions and awareness raising/information sessions)
- 227 different individuals received support, 61% through individualised activity prescription
- Participants reported that increasing their levels of physical activity had led to gains in seven key areas including confidence to exercise, enjoyment of exercise, physical health, mental and emotional health, self-esteem, healthy lifestyle and improvements in social support

### Strategic/ physical assets activities

- The 'Everybody Active' Festival has been deferred until a later date (likely to be June 2020) to allow the 'Whole Systems Approach to Physical Activity' work to be carried out. The latter has been formally agreed by the EA board; planning has commenced
- The refresh of the Playing Pitch Strategy is at an advanced stage, as are plans for the strategic provision of 3G pitches under the 'Parklife' scheme
- Further public engagement has been carried out regarding the plans for the new Spen Valley Leisure Centre ahead of a formal planning application to be submitted in Q1 of 2019/20

### High quality health services

#### Work to support the voluntary and community sector

- Kirklees Youth Alliance is pulling youth organisations together to support activity during the summer that aims to provide food and physical activity to young people on free school meals.
- Work has been carried out to improve Goodgym (a community of runners that combines getting fit with doing good), including increasing the uptake by runners through promotion by the Communications team and a Parkrun takeover at Greenhead Park. As a result of recent activity:
  - 'Group' runs (helping community projects) have grown in interest, even through the winter.
  - Community Plus is now supporting referrals to older people under the 'Coach' runs (visiting isolated older people).
  - 'Mission' runs (helping older people with one-off practical tasks) are also encouraged through Community Plus referrals. KNH have agreed to become a partner for referrals to Mission runs, which will increase the scope of the programme.
- Figures from the Walk Leader Training and Volunteer Scheme show there is a continuing need for health walks, and they are well supported:
  - 49 new walk leaders trained, with 17 new volunteers.
  - Additional schemes developed at Birstall Library and Cleckheaton.
  - Walking for Health courses will continue to be delivered for another 18 months.
  - 38 groups are now delivering 54 sessions per week with 2,410 attendances (including 11 new participants).
  - 10 Nordic Walking sessions across Kirklees with 577 attendances (7 new participants).
- Moving More Often (MMO) sessions are inclusive physical activity opportunities particularly for older people, those who are less mobile and people experiencing memory problems. The programme consists of 3 FREE modules; Core, MAGIC (Movement and Games in Chairs) and Movement and Dance in Chairs.
  - 8 Community MAGIC classes are now running, led by trained volunteers and supported by the Council.
  - Two residents at Roberttown Grange attended MAGIC training and have started their own class.
  - Staff at Alwoodleigh Care Home intend to start a MAGIC class to tackle the sedentary behaviour of residents.
- Over 30 people attended the first chair-based dance and movement community class at the Stadium. Many of the participants came from local care homes. The event provided a safe and social environment for older people to be more active

## (4) Integrated Health and Social Care

*Focussed on health and social care commissioners/providers across Kirklees*

### High quality health services

#### Outputs & Impacts

- The Integrated Provider Board has developed its high level delivery priorities, based on the Kirklees Health and Wellbeing Plan. The deliverables include: Primary Care Networks (PCNs); End of Life; Frailty; Care Home Support; Intermediate Care and Re-ablement Services; Mental Health Alliance; Learning Disability; Maternity and first 1000 days; children's health and care priorities to be identified through the children and young people's plan. These will be supported by a range of enablers, including workforce, digital, estates, population health management, communications and organisational development. A detailed delivery plan is being developed for each of these areas.
- Ongoing work is supporting the data and intelligence needs of PCNs to inform their priorities. External consultants (Attain) have been commissioned to create data packs for the PCNs and to map out a route for

progression to a Population Health Management (PHM) approach. This will include a focus on supporting PCNs to identify and utilise risk stratification and segmentation tools to enable targeted prevention and early intervention work. This is a 12-week project, to be completed by mid-June, with involvement from the Council, Clinical Commissioning Groups, PCNs and other partner organisations and data holders.



## The Bigger Picture

9% of adults need help or support to continue to live at home, as reported in the 2016 Current Living in Kirklees survey. 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.

### High quality health services

#### **Kirklees rated 6<sup>th</sup> best council for adult social care performance against outcomes**

In February iMPower published a report rating Kirklees Council 6th out of 150 Councils for achieving best value alongside positive outcomes for people receiving adult social care services. The approach measured performance against outcomes, per pound invested using the latest published national data. Performance was examined using 25 indicators across three categories: older adults, all age disability, and the health and social care interface, including longer term care needs for older people met by admission to residential/nursing care, percentage of younger adults with a disability living in a care home, hospitalisation for ambulatory care conditions.

#### **All Age Disability**

Work is under way to do some detailed care pathway work following high level scoping. We are also developing a detailed transition pathway that will feed into the All Age Disability Board. A Transition board is also being scoped across adults, children, health and education to look at transitions across all relevant partners and to agree key priorities and work to be undertaken to streamline processes and align services to the broader All Age Disability principles.

### High quality health services

## **(1) Reshaping access and advice to make informed decisions**

The Adults' Front Door Transformation Project is focused on delivering better outcomes for customers, trialling different ways of working and enabling customers to do more things for themselves. It seeks to improve the customer experience, resolve more enquiries at the adults' front door and provide an effective and responsive service. The project is also working closely with the Council's digital team to identify further opportunities for technology. From working in this new way the successes already include high call answering rates, high rates of call resolution, reduced hand offs and referrals to other teams, and resolution of more calls closer to the point of contact.

The development and transformation work is contributing positively to managing demand for adult social care from the community, through more effective screening of requests for care and support. This has been achieved through two approaches in particular:

- Undertaking strengths based conversations at the front door to identify the person's needs and whether they can be met without referral to a social work community 'hub' team. Some needs are now met by provision of items by the Adults' Front Door Team, without a referral to a hub or the Accessible Homes Team, together with signposting to Community Plus, Care Navigation and other teams or providers.
- Mini Financial Assessments are also being carried out with callers who may be self-funders, so the caller knows the level of payment they are likely to make and can decide whether to self-serve, with Care Navigation support or to continue to referral.

## Outputs & Impacts

- A 42% year on year reduction in the overall number of referrals from the community, approximately 5,100, compared with 8,715 during the same period in 2017-18.
- Year on year there has also been a 16% reduction in the number of subsequent referrals from Gateway to Care to the social worker Hubs for assessment, 1,208 in 2018-19 compared to 1,444 in 17-18.
- In 2018-19 approximately 23% of requests for support resulted in a referral to assessment, compared to 16% in 2017-18, an increase which needs to be viewed alongside the significant reduction in volumes.

The Intelligence and Performance Service is developing further analysis and insight into the impact further down the customer journey, providing baseline data to inform the business process mapping work, part of the Adults Transformation Care Pathway project.

High quality health  
services

## (2) The challenges and future of the adult social care provider market

Kirklees faces significant challenges both nationally and locally in the Adult Social Care provider market. There has been a shift, over recent years, away from a local authority dominated sector to one where many organisations are offering a myriad of care and support to the people of Kirklees. The following partnership work is taking place on a wide range of issues to improve market conditions and make the market more sustainable:

- The implementation of Electronic Call Monitoring (ECM). Welcomed by contracted domiciliary care organisations, this is seen as a forerunner to the development and implementation of personalised/outcome based commissioning in 2019
- Developing a co-production approach, working very closely with people receiving services and providers to find solutions to market issues and to develop a more flexible, personalised and outcomes based commissioning approach.
- A successful Innovation Lab recently took place, a three day outwards looking workshop focusing on Personalised Commissioning with key internal stakeholders. Adopting a design sprint approach and learning from other areas, including best practice presentation from Tameside Council who are currently 18 months into a three year pilot with all lead homecare providers. The main benefits identified for people receiving longer term domiciliary care services include speedier changes to support packages, reduced waiting times and improved staff consistency. Intended outcomes are more personal choice, control and flexibility and increased possibility of community involvement and support outside the home. A number of pilots are now being scoped out following the event.

## Outputs & Impacts

- Development of an integrated team for a quality care offer to care homes and further development of the Care Home Early Support and Prevention Group that gives a clear multi-agency oversight and support to the market, using a preventative approach to quality improvement.
  - In Kirklees, 57% of nursing homes are currently rated Good/Outstanding, compared to the IPF comparator average (similar councils) of 70.8%.
  - For residential care, 78% are rated Good/Outstanding, compared with our IPF comparator average 80.8%. 74% of domiciliary care providers in Kirklees are rated Good/Outstanding, compared to the IPF comparator average of 85.2%.
- Improvements are beginning to be observed in the quality ratings of care homes as a result of the quality care offer work, to be covered in more detail next quarter. Work with providers to assist them with recruitment and retention, to highlight and disseminate good practice and arrange regular forums, events and training.
- One of the key issues affecting the adult social care provide market is recruitment and retention of staff. Council colleagues have been working hard to identify possible applicants using social media and job fare interventions to give organisations a wider pool of possible staff to recruit from.
  - Using the brand 'In2Care', the service has to date supported approximately 400 individuals into local social care jobs (40% residential care, 33% domiciliary care, 15% specialist framework, 9% PA's, 3% extra care).
  - We are exploring a range of activities and incentives to encourage those who want to work into the market e.g. staff discount schemes, tax and business rate exemptions etc.



### (3) Improve experience/outcomes of people transferring across care settings

Partnership work continues in the implementation of a whole health and care system improvement programme of work, jointly with Calderdale and Wakefield Councils and NHS Clinical Commissioning Groups. There is a commitment from the council and partners in recognising that this work will have significant system benefits locally, discussed and agreed at the Integrated Commissioning Board. This collaboration between the three councils is focusing on learning what each area does well and sharing our respective challenges. Identifying key areas of strength / improvement, together with co-ordinating transformation and improvement plans within the health and care economy, is providing key lines of enquiry for discussions ahead of a three-way peer review event planned for September 2019.

Q4 activities included the initial development of a SOIR (System Overview Information Request), drawing on lessons learned from Leeds and providing a summary of the effectiveness of our local health and care system.

### (4) Short term support to maximise independence

The Kirklees Independent Living Team (KILT) project continues to move forward with 13 partnership work streams reduced to 6. The governance of the project has been mapped with the work streams reporting through to a KILT leads board and KILT Joint Management Group. The enhanced re-ablement service is up and running and has successfully delivered short term support for people transferring between hospital and home. Next phases for this service include starting to look at moving people out of intermediate care beds earlier and consideration towards re-ablement therapists assessing those in sit and wait beds, for their suitability for intermediate care, either bed based or at home. Further work is planned to develop the KILT model. Kirklees reported outcomes in this area are relatively poor when compared with other areas and work is ongoing to bring added prominence to these measures in senior leadership team meetings.

#### Outputs & Impacts

- In 2018-19 approximately 1,060 people completed a community based re-ablement support service to maximise independence, of which 62% left with no ongoing support or a lower level of support.
- Quarterly benchmarking data available via ADASS, and annually via NHS Digital differs in definition and work is planned to better align our local data reported, via a KILT metrics work stream.

### (5) Expanding and developing assistive technology to promote independence

A diagnostic report published by Red Quadrant contained 50 recommendations for opportunities across all ages, both children and adults, for using assistive technology, innovation and creativity. Work has commenced on an outline action plan in response to these recommendations and a business case has been drafted with a proposal that we should purchase the ADL Smartcare Life Curve app as part of work to promote healthy ageing & delay the need for care services.

Preparation has started for development of an online portal for assistive technology and partnership work is continuing to develop our wider use of the Brain in Hand app across a range of care groups. The Answerlink platform went live on 31<sup>st</sup> January and a tender evaluation commenced to identify areas of functionality still to be implemented.

### (6) Adult Social Care Capital Programme

A Delivery and Oversight Board and dedicated team is now in place to deliver this work. The board will also provide governance for libraries capital. Outline timescales for the various schemes have yet to be agreed but colleagues from PRP service and finance have profiled these into the Capital Plan.

The key schemes profiled for 2019-20 are

- Learning disability respite care in South Kirklees – improvements to Cherry Trees scheduled for Q4
- Dementia day service in North Kirklees (Knowl Park House) and Centre of Excellence - design of new buildings currently taking place with a view to demolish and new construction starting in 2020/21
- Relocated Almondbury Library being refurbished and due to open in Q2 2019/20

Suitable  
homes

## (6) Meeting the housing needs of people in the most vulnerable groups

A Government (MHCLG) funded 'Rogue Landlord Enforcement' pilot project was undertaken involving an initial visual inspection of some accommodation above shops within the Fartown/Birkby area and Dewsbury West area. A prioritisation exercise is now underway, including plans to undertake internal inspections of higher risk properties to ascertain property standards and management practices.

### Outputs & Impacts

- A MHCLG bid to commission 'Tenant Finder Plus' service through Fusion Housing, to provide a suitable and affordable private rented tenancy quickly for 200 single people with no/low support needs, was successful and will operate over two years from April 2019.
- Additionally, 10 additional Council properties have been added to the temporary accommodation portfolio to minimise the impact on the use of bed and breakfasts.
- A number of proposed schemes, including the Tenant Finder Plus scheme, will increase the range of wider options for single people, with both a direct and indirect positive impact on the use of temporary accommodation and Bed & Breakfasts

Now in the fourth quarter of implementing the Homelessness Reduction Act, the numbers where the council has accepted a full housing duty in Q4 are lower than the previous quarter whilst the service has seen a slight increase in the number of households approaching saying they are threatened with homelessness. It needs to be noted that these numbers are still significantly less than under the old legislation, one of the intentions of the Act. This indicates that the work to prevent or relieve homelessness is being effective. All Local Authorities have had difficulties throughout the year on the new reporting and the changes that have been made, so there has been an impact on data quality nationally. Now the council has its own data for a year it will become easier to track the trends in performance.

In Q4 there were fewer cases where homelessness has been prevented, slightly down on the last quarter, but as explained above there are no current national statistics and so it is difficult to gauge if this is good performance in comparison with other Local Authorities. The council does share performance data with West Yorkshire colleagues and performance is good in comparison.

In terms of the number of cases where homelessness has been relieved Q4 performance is down on the previous quarter. At this point it is not clear what the reasons may be but we will monitor to and respond to any emerging gaps. There has been a successful bid to MHCLG to help rough sleepers off the streets, whilst this may not assist large numbers it is another tool that should help us improve outcomes.



# Aspire and achieve

**Improved school attainment**

**Economically successful and vibrant**

## The Bigger Picture

The Kirklees Annual Post-16 Education and Training Outcomes Report 2017-18 has just been released, consisting of analysis and evaluation of a range of Key Stage 5 outcomes in Post-16 education and training in Kirklees.

Current performance in the Post-16 education system in Kirklees is strong when compared with regional and national benchmarks. This positive performance in the Post-16 education and training system is crucial to the future of Kirklees young people and to the district as a whole. Good performance in the Kirklees Post-16 education system is also key to Kirklees' future economic prosperity. The analysis demonstrates that the current provision system in Kirklees is providing excellent education and training outcomes for a wide range of learners on academic, vocational, mixed and apprenticeship routes. Analysis of 2017 to 2018 performance demonstrates continued improvements in most areas and top quartile performance in the vast majority of areas.

Kirklees is in the top quartile for 14 out of the 25 headline, in comparison with all local authorities, and is second quartile in another four.

Areas requiring future action include:

- Special Educational Need (SEN) Not in Education Employment or Training (NEET): fourth quartile, rising trend, an opposite pattern to their non-SEN peers
- SEN Employment/Training, year 12 and 13: third quartile
- Care leaver NEET: fourth quartile – 10 times the rate of their non-care leaver peers
- Care leaver EET: falling performance, 5 times the rate of non-care leaver peers
- General Further Education (GFE) English and Maths rest performance: within national GFE averages, but below that of Sixth Form environments
- Vocational performance: some dips in GFE and a lack of data in Sixth Form environments nationally, making evaluation less objective

## **(1) Securing high quality learning places**

**Improved school attainment**

Agreement has been reached with six secondary school in North Kirklees to introduce 102 additional places to meet the expected Year (7) population spike in September 2019. Also, the annual school place planning document providing the 2018 evidence base has been published.

## **(2) Ambitious educational attainment**

**Improved school attainment**

*Note: Validated results are now available for both Key Stage (2) and Key Stage (4), with a number of adjustments since invalidated data was initially reported in the previous Quarter.*

## **Outputs & Impacts**

### **School Inspections**

- 80.1% of schools are rated good or outstanding, compared to 84.9% nationally and 79.5% across Yorkshire and Humber. There have been 12 inspections since Q3. This includes 6 short inspections where the grading remained the same (Good or Outstanding). In the two day inspections, one school was found to be Outstanding (previously Good). One school remained Outstanding. Two schools moved from Requires

Improvement to Good, one school moved from Outstanding to Requires Improvement whilst another dropped from Requires Improvement into Special Measures. One school had its first inspection following academy conversion and was judged to Require Improvement.

### Key Stage (2) Results

- 62% of Kirklees children achieved at least the expected standard at Key Stage 2 (KS2) in 2018 - compared to 64% nationally and 62% across Yorkshire and Humber. The gap between Kirklees and national average has reduced in all area except maths. All measures except maths have moved up the national ranking system since the new standards were introduced. This year, whilst still in quartile D, a significant improvement has been seen in reading (up 11 positions) and Reading Writing and Maths (up 4 positions). Writing is the lowest ranked subject area at the expected level. Kirklees has dropped 6 positions in the national ranking at the expected level for grammar, punctuation and spelling.
- 42% of Kirklees children eligible for free school meals (FSM) achieved at least the expected standard at Key Stage 2 (KS2) compared with 46% nationally and 43% across Yorkshire and Humber. Despite the national gap of 4%, Kirklees dropped 9 places on the national rank to 104 out of 152 (Band C). It is worth noting that the gap reduced to 1% below the National (68%) for Kirklees non FSM children (67%), moving 12 places up the national rank by 87 (Band C). A lower proportion of FSM children in Kirklees (42%) achieved the combined measure than national FSM children (46%).

### Key Stage (4) Results

- The attainment score across Kirklees at Key Stage 4 for all pupils is 45.2. This compares nationally with 44.5 and 45.1 across Yorkshire and Humber. In comparison to 2017, the average Attainment 8 score per pupil increased by 0.1 points to 45.4. National attainment 8 decreased by 0.1 points to 44.5. Girls continue to outperform boys by 6.9 points – almost 1 grade per subject. Kirklees has moved 1 position up the national ranking system to 90 out of 152 maintaining its position in Band C.
- Permanent exclusions remains a current concern as figures show a continued rise. There have been 59 secondary and 20 primary permanent exclusions so far this academic year. In context, there were a total of 91 exclusions across all schools in the previous academic year.

## (3) Special education needs and disability (SEND)

### Outputs & Impacts

Improved school attainment

#### SEN at Key Stage (2)

- 18% of children in Kirklees with SEN support reach the expected standard at KS2 compared with 24% nationally and 22% across Yorkshire and Humber. A year on year increase has been seen in the Reading Writing and Maths combined measure since 2016, for both Kirklees SEN support and SEN EHC / statement pupils. Despite moving up the national ranking from 142 to 139 (band D) in 2018, the rate of improvement seen over the last 3 years for SEN support children has been slower than that of national and regional comparators.
- Children in receipt of an Education Health Care Plan or a statement at Key Stage 2 have improved at a faster than national and regional pace over the past 3 years and the percentage of these children in Kirklees attaining the combined measure at the expected standard is 2 % higher than that seen nationally. As a result, Kirklees has moved 23 positions up the national ranking to 37 in band B.

#### SEN at Key Stage (4)

- 29.1% of children in Kirklees with SEN support reach the expected standard at Key Stage 4 compared with 32.2% nationally and 29.8% across Yorkshire and Humber. Overall, Kirklees ranks 123 out of 152 (band D).
- Children with an Education Health Care Plan at Key Stage 4 continue to improve and now achieve an attainment 8 score above national average. This group have moved up 47 positions on the LA ranking to rank 66 Band B. Both girls and boys with SEN support are now below the average score for group nationally and as such have move down the ranking to band D rank 123. Children with no SEN needs are slowly rising in ranking and are now rank 98 Band C.

Of concern, the application 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) was not successful. Alternative options are being explored.

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

The Employment and Skills Plan consultation is complete and priority work areas have been identified for the forthcoming year.

Works Better 15- 25 has been received well by local stakeholders. This is tailored support for young people focussing on improving self-confidence and addressing complex barriers to return to or remain in education, employment or training. Work with the College is taking place to support the maximisation of the Adult Education Budget allocation for the District this will support Works Better delivery and align to Adult Learning provision.

A bid has been submitted for the successor to Works Better. This is in appraisal and it is hoped will progress to contracting throughout the summer. Job Centre Plus funding has been progressed and will start on 1st May. This will help the most disadvantaged residents to help stabilise chaotic lives with a view to them being better placed to develop skills or seek employment. 3 further European Social Fund calls are out and are currently being considered.

Work to support the digital skills agenda is in place, working with City Fibre to help increase digital inclusivity through the delivery of digital roadshows.

## **(5) Support into employment**

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### **Outputs & Impacts**

- 2.5% of all Year 12/13 young people are not in employment, education, training (NEET). This figure represents strong performance. The combined NEET/not known performance across Kirklees of 3.3% puts Kirklees in the top quintile nationally and is down from a combined 4.2% in 2018.
- The Council's employment support programmes have presented strong data throughout the year. At year end, 4,374 people have been supported through council employment and skills provision, with contract targets being met or exceeded across a wide range of skills and employment provision including English for Speakers of Other Languages (ESOL), Adult Community Learning and employment support.
- Over the course of 2018/19, 495 people have moved into work and apprenticeships as a result of Council Employment and Skills provision. This is working with the most disadvantaged people, those who are most removed from the labour market. There are a number of residents still engaged who are being supporting. It is expected that they will move into work over the next financial year. Works Better 15-25 has just started delivery and it is anticipated that this will significantly contribute success over the next 3 years.

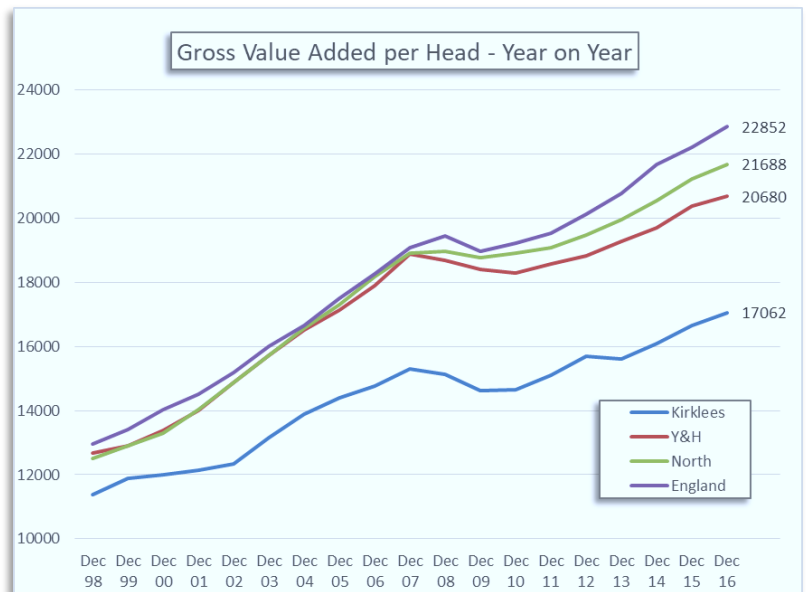


# Sustainable economy

## The Bigger Picture

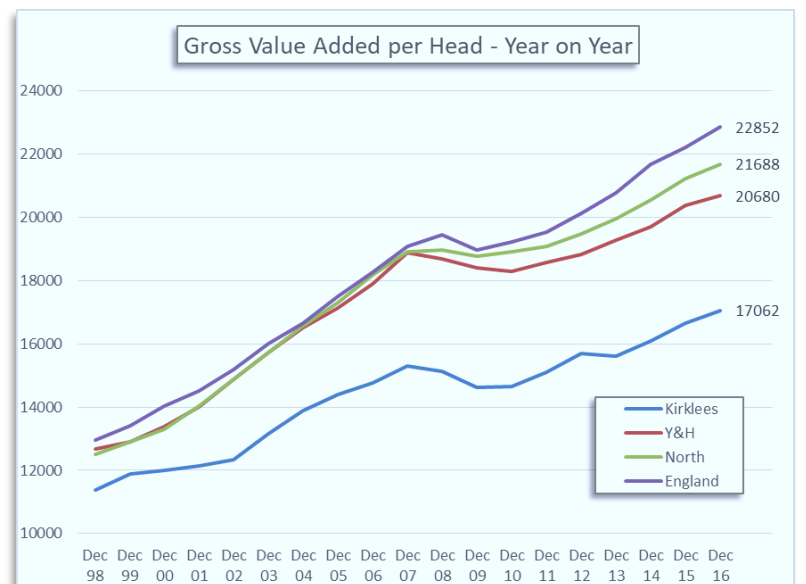
### Gross Value Added per head of population

The gap between Kirklees and both Yorkshire & Humber and England has widened year on year for the last 18 years. The gap has doubled in comparison with the England average. In 1998 the gap between Kirklees and England was £1,585 per head (a 12.24% gap). In 2016 the gap between Kirklees and England was £5,790 per head, (a 25.34% gap). Taking accumulated growth from a 1998 baseline, again, the gap has widened year on year compared with England as a whole. Between 1998 and 2016, Kirklees GVA per head grew by 69.85% whereas the GVA per head for England grew by 98.11%.



### Gross Disposable Household Income (GDHI) per head of population

Similarly, there has been a widening gap year on year for the last 20 years when comparing Kirklees with both Yorkshire & Humber and England. In 1997 the gap between Kirklees and England was £1,398 per head (a 12.62% gap). In 2016 the gap between Kirklees and England was £3,771 per head (an 18.97% gap). Taking accumulated growth from a 1997 baseline, again, the gap has widened year on year compared with England as a whole. Between 1998 and 2016 Kirklees GDHI per head grew by 68.68% whereas GDHI per head for England grew by 79.46% (see graph overleaf).



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### Kirklees Economic Strategy

The Kirklees Economic Strategy 2019-25 has been adopted by the Council, an innovative plan which will bring together all local organisations and businesses to create more success and wealth in the borough. The plan has five priorities which aim to help deliver the vision for a successful economy that allows every resident, business and organisation to reach their potential.

- Modern and innovative business
- Skilled and ambitious people

- Active partnerships
- Advanced connectivity
- Infrastructure and revitalised centres

## (1) Dewsbury town centre regeneration

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Making the most  
of resources

### Pioneer House

Work is nearing completion with an end date of 30<sup>th</sup> April. Handover of the building to Kirklees College is planned for mid-May. The college fit-out works are then due to commence in June, with a planned opening to students in September 20.

### Heritage Action Zone

Looking back on the year, this is a significant additional investment for the town. In conjunction with Historic England, there will be a programme of work to bring heritage buildings within the town back into use. The decision came with a grant of £550,000 and the Council has committed a further £2 million from the capital plan to support the Heritage Action Zone project. The money is being used to secure the future of key buildings in the town centre, also supported through the creation of a package of grants, loans and rental guarantees and other bespoke support for building owners and developers. The majority of the buildings to be restored are in the Daisy Hill area of town.

### The Strategic Development Framework for the Dewsbury town centre masterplan

This, alongside the associated Delivery Programme, has been approved by Cabinet. Phase (1) priority project activity includes:-

- Preliminary/feasibility work underway for Market and Town Park
- Daisy Hill Framework completed in Oct 2018.
- Out to tender for the Demand & Viability Study for the town centre/Daisy Hill

## (2) Huddersfield Town Centre regeneration

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Making the most  
of resources

The Council is bidding for £25million from the Government's High Street Fund to deliver a new cultural and arts quarter around the Huddersfield Library and Queensgate Market area of the town centre – as part of the wider Huddersfield Town Centre Masterplan. The bid is still in the early stages, but would include a significantly enhanced Huddersfield Library and Art Gallery and a new museum alongside the Lawrence Batley Theatre and new 700-1,000 capacity live music venue, if the bid is successful.

## (2) Joined up business growth support system

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An integrated business support offer with strategic partners is in place and a jointly owned business growth plan utilising existing programmes of support is being delivered. A research commission is being procured and this will be used to inform a new business scale-up growth approach in 2019/20. Mechanisms for maximising good growth through planning are in place and work is being undertaken by the Council's Procurement team to prepare an investment pipeline list which can be used to engage suppliers and deliverers of employment and skills support.

### Outputs & Impacts

- Delivery of the 2018/19 Business Hub Live events programmes is now complete, with 219 attendees. 2019/20 planning is underway in partnership with the University of Huddersfield, Kirklees College and the Chamber of Commerce. Business Hub (the free online service for businesses in Kirklees) take-up continues to rise with 1,523 businesses now signed up and participating on the Hub.
- A construction supply chain pilot programme is underway. This includes an e-survey to 380 businesses, intensive support to 23 businesses together with two market engagement events having taken place. Council Procurement colleagues are preparing a list of investment pipeline projects for use in engaging with suppliers and skills providers.

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

The Council has been successful in a bid to the National Lottery Heritage Fund for £216,700. Beginning in April, this will fund an 18 month project which will produce masterplans for each of the Museums and Galleries' sites, explore options for the future of Tolson Museum and engage communities with the developing Huddersfield Museum and Gallery.

The Huddersfield Art Gallery programme continues to raise the profile of the town by showcasing the work of David Blackburn MBE, one of the most notable and respected artists to have been raised in Huddersfield, in partnership with the Museums of London.

WOVEN, the new textiles festival for Kirklees, will run from 8<sup>th</sup> to 16<sup>th</sup> June. The festival will run as a biennial festival to celebrate the research and innovation in the industry with communities in Kirklees. The WOVEN brand and website launch will take place in April.

The Skelmanthorpe Flag, one of the star objects of the Huddersfield museum collection due to its rarity and significance, has been loaned to the People's History Museum in Manchester until 2020, to take centre stage in a major exhibition marking 200 years of Peterloo Massacre. Kirklees will benefit with increased exposure to media and marketing plus the People's History Museum has undertaken conservation work on the object.

#### Outputs & Impacts

- There has been a 9.7% increase in audiences for the lunchtime organ concerts and a 9.3% increase in ticket sales for the lunchtime chamber music concerts at Dewsbury Town Hall.
- However, orchestral concerts have seen a 18.8% drop in ticket sales with anecdotal feedback that audience members, many of whom are retired, do not feel safe coming in to Huddersfield in the evening. The Street Angels scheme has been working with the concert partnership to help audiences feel safer and escort members to their transport.

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### (4) External investment for priority projects

European Structural Invest Fund bids for Adventure (tailored business support) and Digital Enterprise (helping to improve business digital capacity) have been awarded. Both programmes are due to start in Spring/Summer 2019.

#### Outputs & Impacts

- 167 businesses have been supported by SME Growth Managers during 2018-19, exceeding expectations for the year.
- Since Leeds City Region growth programmes commenced, Kirklees has been offered 996 grants, which equates to 18% of all grant allocations across the entire Leeds City Region.
- This has resulted in £7.3m grants paid to local businesses in their pursuit of expansion in the District.
- As a consequence, this has generated £25.2m in private sector match which has resulted in 1,312 jobs.

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### (5) Promotion of Kirklees as a place to invest

The tender for the Kirklees strategic investment plan and action plan has been issued.





## Safe and cohesive

### The Bigger Picture

Most recent measures of perceptions in Current Living in Kirklees survey (2016) show 53% of adults in Kirklees feeling “people from different backgrounds get on well together” which is a significant improvement from the figure of 43% reported in the “Your Place, Your Say” survey (2011). The Current Living in Kirklees Survey shows that 88% of adults reported that they felt very safe or fairly safe in their local area. This is a slight improvement on the figures previously reported of 86% for the same measure. It is anticipated that the next survey will be undertaken in 2020.

### **(1) Crime, Anti-Social Behaviour and Perceptions**

**Safe and green  
places and  
spaces**

As part of the Great British Clear up, supported businesses and communities (in particular young people) to work together and clear up local areas including Marsden, Mirfield and Huddersfield Town Centre.

The quarter saw awareness raising campaign with staff and public (including co-ordinated multi-agency presence in hot spot locations) relating to burglary and vehicle crime reduction –

Supported by the Early Intervention Youth Fund, we have recruited and trained 13 mentors from local businesses and communities who will work with vulnerable young people to be aspirational and provide positive role models.

#### **Outputs & Impacts**

- The quarter saw burglary reduce by 7% and vehicle crime by 24% compared with the previous quarter.
- Work in Modern Day Slavery week saw 2 days of partnership action focus on nail bars and related properties leading to several arrests being made. In addition, first responder training has been delivered to 57 people to increase awareness of the National Referral Mechanism (NRM) and related processes. 13 referrals have been made to the NRM in 2018 compared with none the previous year.
- The last quarterly update flagged key risks linked to funding and sustainability of services relating to Domestic Abuse. Since then Executive Team have agreed to fund Domestic Abuse services in Kirklees to support the ambitions set out in the renewed Partnership Strategy.
- Stop Hate UK have been commissioned to run 12 training sessions to raise awareness of hate crime and support the response to vulnerable victims. 27 people attended the first session in March.

### **(2) Extremism and radicalisation**

**Safe and green  
places and  
spaces**

The PREVENT team provided intensive support to Almondbury Community School which included awareness raising sessions with each year group. Students have reported a significant increase in understanding and ability to protect themselves from radicalisation.

The 2019/2020 Funding Bid has been approved and Kirklees has been awarded £73k worth of projects, which is approximately a £40k increase from 2018/2019.

### **(3) Cohesion and faith based work**

**Safe and green  
places and  
spaces**

A cross council working group has been established in relation to the Cohesions Review and focus groups have been set up to gather evidence current status and next steps to ensure co-creation with stakeholders and communities.

Q4 saw Kirklees submit a self-assessment to Council of Europe relating to its position regarding Inter-cultural status. The next step is a follow up assessment by the Council of Europe and an action plan to develop this area.

Faith engagement has focused on fostering interfaith leadership, supporting interfaith forum, delivery of safeguarding training and improving the councils relationship with places of worship and communities. This quarter required engagement in response to the Christchurch attack, reassuring communities, easing heightened levels of anxiety and raising awareness of security measures.

## Outputs & Impacts

- In Q4 the Cohesion Team delivered 208 events, projects, workshops and training sessions – engaging with 3,239 residents.

## (4) Democracy and inclusion

The quarter saw a reference group established to develop and progress the Citizen Engagement Framework in the District and ensure principles are adhered to.

Over 350 staff were involved in sessions to embed work around “Putting Councillors at the Heart of the Organisation” – initial feedback from services is the desire for more regular and routine engagement with members on shaping delivery.

Work on the “Networked Councillors” in the quarter focused on recruiting citizens for the Democracy Seekers group and gathering evidence of councillors’ attitudes to using digital technologies to connect with citizens.

## (5) Controlling Migration programme

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### Outputs & Impacts

- As a result of the work on the Migration Resettlement plan, 13 families have been supported into work with many more volunteering and involved in a range of community based activities. The plan has put in place specialist support for children and young people experiencing mental health difficulties.
- The North Kirklees Dispersal plan has seen 2 families accessing services and support to ensure they are settled in the area. G4S continue to struggle to procure sufficient properties to further expand the plan.
- English for Speakers of Other Languages (ESOL) continues to deliver, with 118 adults accessing provision and 20 adults undertaking a bespoke parenting ESOL session. A real highlight is the ESOL for 14-16 year olds struggling at School. The programme has exceeded numbers and expectations, with 33 young people supported with their English to date.
- Post decision support work for new refugees has been very successful. 78 families/individuals have been supported to avoid destitution and homelessness. This intervention has reduced the need for crisis support and is a much better outcome for some of the most vulnerable people living in Kirklees.

## (6) A stronger Third Sector

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### Outputs & Impacts

- Q4 saw Kirklees launch a staff employer volunteering scheme to support involvement with the sector to deliver shared outcomes.
- A ‘Growing Social Enterprise in Kirklees’ event was delivered, which has resulted in the creation of priorities to grow Social Enterprise and the creation of a new ‘More Than Profit’ network to support groups and the identified priorities.
- Kirklees Youth Alliance continues to pull youth organisations together and has secured funding with the intention of supporting activity during the summer that aims to provide food and physical activity to young people on free school meals.
- The quarter saw 120 people have been trained to lead fun, safe sessions that benefit people’s health and wellbeing in local community settings.

- Third Sector youth organisations have been supported with Early Intervention Youth Funding to deliver work with young people who are vulnerable to youth gang violence.

## (7) Children's safeguarding

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### Outputs & Impacts

#### Children in need

- The percentage of re-referrals to social care for Children in need is close to the Statistical Neighbours and England average performance. This is based on the latest nationally published data for 2017/18. In March 2019 this stood at 22.4%. Published data for the whole of 2017/18 shows Kirklees performance at 24.1%.
- Whilst the timeliness of Initial Child Protection Conferences held since September 2018 has shown an increase of being held within 15 days from the strategy discussion there has been a fluctuation in timeliness. Further work will be undertaken with the Social Work Team Managers and Services Managers to identify what are the barriers to achieving consistency in timeliness.

#### Looked after children

- The number of children in care is stable and fewer are being placed out of area – the service has also undertaken improvements to the quality of provision in this area although further capacity is required around foster provision and other placement options. There is a wide range of Recruitment activities ongoing to increase Internal Fostering capacity.
- The Kirklees Commitment for Care Leavers was launched in January alongside reviewing our service provision for “No. 11” (space where young people who have left care pop in to discuss any specific issues, ask for support and services) to ensure that this is more effective. There has been consultation with Children and Young People along with partner agencies for the development of our offer. The Council will be opening a similar service to “No. 11” in the North of the District. Building work has now started on the premises we are planning on opening this new provision in July 2019. This will improve our reach with our young people.
- We are maintaining a high percentage of care leavers we are in touch with, currently in touch with 98% of care leavers, this must be viewed in the context of this group all being aged 18 plus. In some situations, young people are not wanting to keep contact with their Personal Advisor, the team work innovatively to keep in touch, we have a best practice protocol in place.
- Over the past 2 years there has been a welcome increase in the percentage of LAC young people having a successful outcome to their Youth Offending Team intervention. In fact, during 2017/18, 75% of LAC young people on Orders to the Youth Offending Team (YOT) successfully completed their intervention, compared with 68% of the general YOT population. In March 2019 LAC offending was 3.8% compared to 5.8% in April 2018.

## (8) Adult Safeguarding

### Outputs & Impacts

- Work continues in ensuring an effective safeguarding response although there has been a continued increase in Deprivation of Liberty volumes which remains a risk area and consequently highlighted in the corporate risk register. Nationally, 520 applications were received per 100,000 adults, up from 472 in 2016/17. For Kirklees, this was 599 per 100,000, up from 472 in 2016/17.



## Clean and green

### The Bigger Picture

53% of adults in Kirklees say people from different backgrounds get on well together, as reported in the Current Living in Kirklees survey, 2016. 88% of adults reported that they felt very safe or fairly safe in their local area. Comparable results can be found in the 'Your Place, Your Say' which ran in 2011. A significantly lower number of people in 2011 believed that people from different background get on well together, just 43.4% agreeing. And there were fewer people reporting that they felt safe, though by a smaller margin – at 86%. It is anticipated that the next survey will be undertaken in 2020.

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### **(1) Spatial planning – for sustainable communities**

Following approval from the Governments Planning Inspector, the Local Plan for Kirklees, the statutory spatial development plan for Kirklees, has been formally adopted and provides the planning context for the District up until 2031. It sets out planning aspirations in the context of ten strategic objectives – from economic growth to improved transport links and from green infrastructure to protection of built heritage.

1. Support the growth and diversification of the economy
2. Strengthen the role of town centres to support their vitality and viability.
3. Improve transport links across Kirklees towns and with neighbouring towns and cities
4. Provide new homes which meet the housing needs of the community
5. Tackle inequality
6. Protect and improve green infrastructure to support health and well-being
7. Reduce and mitigate climate change helping transition towards a low carbon economy.
8. Protect and enhance the characteristics of the built, natural and historic environment
9. Promote the re-use of existing buildings and the use of brownfield land
10. Facilitate the sustainable use and management of minerals and waste.

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### **(2) Infrastructure across Kirklees for greater connectivity**

A draft Kirklees Digital Plan is now in place. This is being used to understand the breadth of work and associated resource commitment required to deliver our digital ambitions. These are substantial and include resources drawn from across a number of Council services. City Fibre Huddersfield build has commenced and urgent work needs to take place in relation to agreeing Wayleaves for our social housing Multiple Dwelling Units. City Fibre have shared their interest in building in North Kirklees and the Council has received interest from five other broadband infrastructure providers to build in the District.

The Super-Fast West Yorkshire Contact 3 (delivering infrastructure to reduce our non-commercially viable 'not-spots' and 'white-spots') was not awarded. The West Yorkshire & York Broadband Board is looking at solutions to still realise this investment. Also, the regional full fibre bids into the Department for Digital, Culture Media & Sport and the Social Investment Fund bid were both unsuccessful and the council is working with the Leeds City Region to repurpose use of this funding for local benefit.

Tender preparation for winter maintenance services across the District's key highways is underway which will include improved performance and compliance measures. An additional weather station is now operational. Further work will commence on the current night patrol routes in response to thermal mapping information received. The financial impact of this is not known at present.

Capacity issues remain for highways maintenance. Trans-Pennine development work, commencing during 2019, and the adoption of the Local Plan will significantly increase Utility Company activity on key roads.

Huddersfield Heat Network – working with external consultants and having accessed funding from the Government Heat Networks Delivery Unit (HNDU), the council has successfully completed the detailed feasibility study. This has confirmed that a District heating scheme in Huddersfield is both technically and economically viable. This has been followed up with a further successful funding bid to the HNDU for the next stage of work, which will include an outline business case. This stage of work is expected to commence later in 2019.

## Outputs & Impacts

### Broadband coverage and take-up across Kirklees

- 100% of the population is serviced through legacy copper infrastructure, ADSL, with take-up at 60%. Usage of ADSL will decrease over time as residents and businesses take advantage of faster speeds provided by fibre.
- 96.6% of the population is serviced by Superfast (up to 30 Mbps) The Superfast West Yorkshire and York (SFWYY) programme has delivered superfast speeds to 24,000 premises over the last 2 years and additional funding is being sought to reach the remaining 3.4% through Contract 3 (typically the most rural, hardest to reach areas where there is no interest in commercial investment). Coverage is anticipated to reach 98% by 2022.
- Take up of superfast is approximately 40% (in line with the UK average) and has increased significantly over the last few years – it's now seen as the fourth utility. A rapid change in the digital landscape and available technology has seen a need for businesses and residents to access faster, more-reliable internet - supporting improved business communications, digital marketing, the ability to work from home, use of cloud computing, streaming via Netflix, TV, smart speakers and multiple-device use in the home.

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### People killed or seriously injured on Kirklees roads

- The overall Killed and Seriously Injured (KSI) casualties for 2018 was 136, which is 4 below the progressive target of 140. It is also a 13 casualties lower than 2017.
- There were 5 more fatal casualties in 2018 than in 2017 which follows a similar upward trend across West Yorkshire.
- Serious casualties were down by 18, which contributed to the reduction overall. Children and young people, cyclists, motorcyclists and car occupants showed a reduction over the previous year. Pedestrian and 'other' casualties have increased.
- Work to determine the highest KSI numbers for each ward is being undertaken with a view to targeted publicity campaigns in each of the wards to compliment any casualty reductions schemes that have been identified through the yearly assessment of accidents for capital plan development.

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## (3) High quality environmental management

The Council has declared a 'Climate emergency' recognising the challenges posed by a changing climate. The council has established a Councillor-led working party to identify practical measures to reduce emissions and improve our climate change resilience, encourage action across Kirklees and to propose targets for future action. The Working Party will report back to Full Council in late 2019.

The Kirklees White Rose Forest (WRF) Group has been re-established to oversee and deliver the White Rose Forest Plan in the District – with its remit to enhance green infrastructure, increase tree cover and strengthen climate change resilience.

The WRF Landscapes for Water programme is working with major landowners to develop a strategic approach to natural flood management across the Leeds City Region (including Kirklees). In Q4, the partnership has produced a baseline 'Landscapes for Water' digital geographic dataset to develop this approach.

The Green Streets® task group for the Leeds City Region (including Kirklees) has been established. The partnership has produced a baseline dataset in order to incorporate Green Streets® green infrastructure principles into future infrastructure schemes across the region.

## Outputs & Impacts

The Council continues to demonstrate progress against the existing Council and District Carbon Reduction Targets that run through to 2020/21:

- Council: 40% reduction in council carbon emissions by 2020-21 based upon a 2005-06 baseline. 2017/18 Progress : 32% reduction
- District: 40% reduction in district carbon emissions by 2020-21 based upon a 2005-06 baseline (based upon UK Government Local Authority Emissions data). 2015 Progress: 35% reduction.



## 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

### (1) The People Strategy

**Making the most  
of resources**

The Council continues to promote and roll out its Employee Benefits offer and has now extended this to school based staff. Recruitment processes have also reviewed and streamlined with a procurement exercise about to commence for a new/revised system to improve the candidate and manager journey.

The Council's Level (3) and Level (5) Leadership and Management development programmes have also been reviewed and options for Level (7) Leadership & Management apprenticeships are being looked into, funded by the apprenticeship levy. Our coaching offer continues to reach front line service areas of the organisation that have not previously been engaged, which is supporting our work on culture change and we have also recently launched the offer to school leaders.

Workforce Update Reports are now available at a directorate level as well as at a corporate level and are starting to form the basis of implementing a robust workforce planning/succession planning approach to our workforce demographics including addressing our ageing workforce and how representative we are of our district.

### Outputs and Impacts

- The development and delivery of a community outreach program for recruitment which has been very successful and well received within local communities.
- Linked to this is the Council's talent bank approach - workshops have been delivered for potential applicants on "job ready" skills to support them to be ready for applying for roles with the Council. This approach continues to support a key priority from the Inclusion and Diversity Action Plan to have targeted and creative recruitment methods to reach and engage under-represented groups.
- Council apprenticeship recruitment has taken place much earlier this year and the outreach approach coupled with the increase in apprentice pay has meant that the response in applications has doubled from the previous year.
- Progress of applications from the outreach work, and our apprentices, are being tracked to measure success.
- The Council is also preparing, with Local Economic Partnership and West Yorkshire Combined Authority colleagues, a programme of Inter-School competitions to reach school aged children early and provide skills around project management, finance and team working
- To support Care Leavers, a new 'Pathways Into Employment' programme has begun; starting with a manager's workshop in March. This program will help support pathways towards apprenticeships and other opportunities including work with our Care Leaving team and our Fostering Networks.

## (2) Sickness Absence

Making the most  
of resources

More detailed work is happening with Directorates through the production of workforce update reports which drill down in to the key issues contributing to this figure. It is anticipated that we will continue to see levels of absence fall as a result of this work and the significant work that is taking place to improve health and wellbeing in the workplace.

### Outputs and Impacts

- The level of sickness absence continues to reduce. AT Q4 it is now stands at 10.9 days per FTE
- This is a significant improvement on the previous quarter which stood at 11.6 days lost for FTE – therefore, a reduction of 0.7 days lost per FTE
- The figure of 10.9 days is the lowest the sickness absence rate has been at since January 2017.

## (3) Employee Resourcing

Making the most  
of resources

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 especially in the field of Social Workers. HR are working with each Directorate to challenge agency spend and ensure that methods of resourcing applied are appropriate to the service requirements.

### Outputs and Impacts

- Agency spend continues to fall at the end of Q4, following the pattern that we have seen throughout the year. Spend in Q4 was £1.58m, which is the lowest spend in quarter that we have seen all year.
- Whilst there is a definite downward trend in spend, we are still seeing spend continuing in some 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.  
*[It should be noted that where agency spend relates to cover for vacant posts that this is funded from within existing base budgets and is thus not an additional financial pressure.]*

## (4) Inclusion and Diversity

Making the most  
of resources

All of the milestones for the past year have been met. The cross-departmental Inclusion and Diversity Hub has been a focal point for help senior officers embed diversity across the organisation. A candid assessment of progress was produced in the form of an Annual Report for 2018 which went to Full Council and been published online.

### Outputs and Impacts

- A campaign to improve our data collection among staff regarding increasing the information available on protected characteristic groups for an improved workforce profile
- The council has joined Inclusive Employers, a nationally recognized membership organisations who provide support and challenge. They have recently delivered the following training:
  - Inclusive Leadership to CMG
  - a Banter and Bullying workshop for employees
  - a Diversity Role Model session for the Inclusion and Diversity Hub
- The council has signed-up and began to collect evidence for the National Inclusion Standard; an inaugural submission for assessment will be in May 2019
- The second year Gender Pay Gap has been published, to be followed by an action plan to address ongoing disparities
- Active promotion across services of Supported Internships to support people with learning disabilities into work
- Establishment of a Task and Finish group to help support the reinvigoration of Employee Networks
- An implementation plan has been developed to support the year 2 action plan with associated performance/ impact measures almost in place



## **(5) What our employees think**

The Council's latest staff survey has recently taken place, with the same sampling approach as in 2018, which aims to bring us closer to a more representative set of results. 50% of online staff received an invite to take part. All offline staff were given a paper survey or touchscreen survey access. The response rate was 34%, comparing favourably with the previous survey which had a response rate of 28%. An analysis of findings will be included in the next quarterly report, Q1 of 2019/20.