

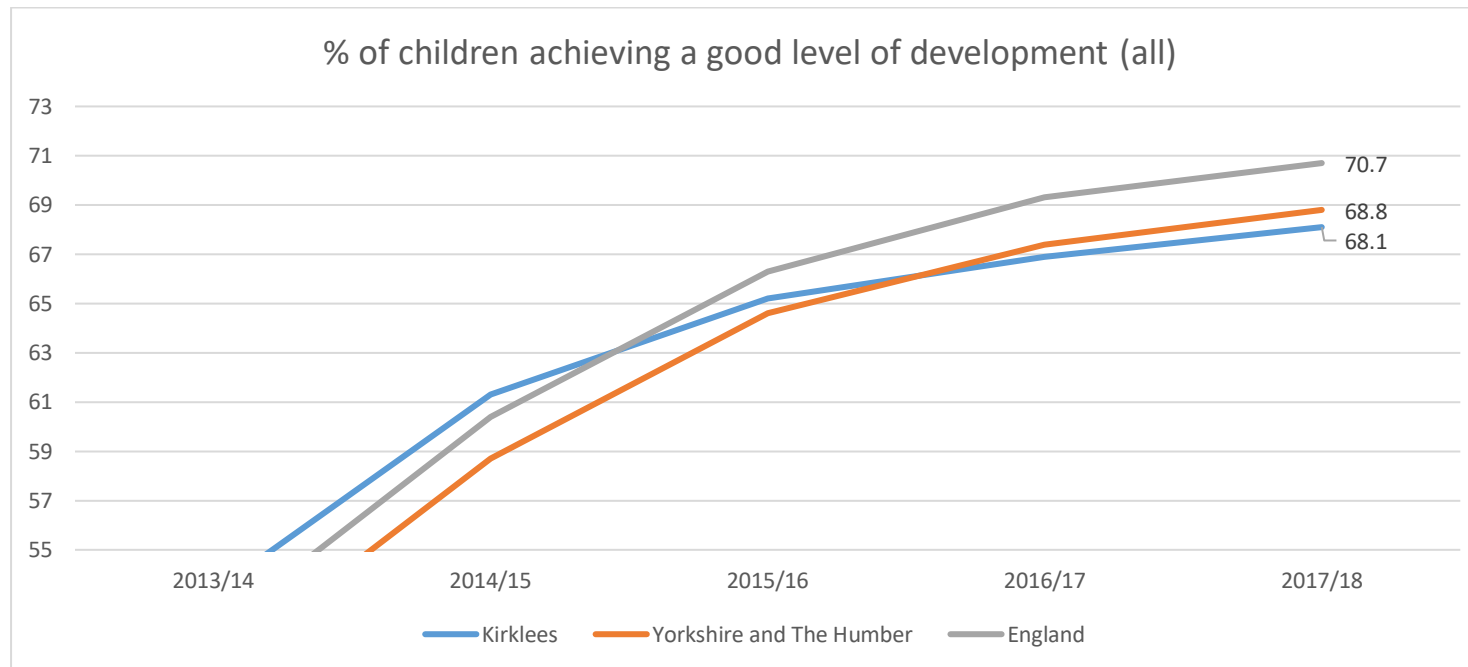
Corporate Plan Delivery Document – providing further detail on our achievements against the objectives set out in the 2018-20 Corporate Plan

Best Start – Delivery Commitments 2018-20	Best Start – Achievements
<p>Supporting parents to access high quality early learning and childcare provision including ensuring parents can access 30 hours funded provision, and supporting providers to develop sustainable business models.</p>	<p>Take up of early education by two year olds was 74% (Spring 2018), above the national average of 72%.</p> <p>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.</p>
<p>Supporting children to get a good start with reading and other skills through Bookstart, Rhymetime and coding clubs, chess clubs and lego clubs delivered by volunteers in local libraries. Improving school readiness and narrowing the gap for vulnerable groups.</p>	<p>5 coding clubs running for children aged between 5-16 years. Groups are run at Batley, Dewsbury, Huddersfield x 2 and Slaithwaite libraries.</p> <p>16 Lego clubs running for children aged between 5-16 years. Clubs run at Almondbury, Batley, Birstall, Cleckheaton, Dewsbury, Golcar, Heckmondwike, Honley, Huddersfield, Kirkheaton, Lindley, Marsden, Mirfield, Skelmanthorpe and Slaithwaite libraries.</p> <p>28 story and rhyme time sessions for under 5s running weekly during term time. Sessions are run at: Almondbury, Batley x2, Birstall x2, Cleckheaton x2, Denby Dale, Dewsbury, Golcar, Heckmondwike, Holmfirth x2, Honley, Huddersfield x2, Kirkburton x2, Kirkheaton, Lindley x2, Marsden, Meltham, Mirfield x2, Shepley, Skelmanthorpe and Slaithwaite libraries.</p> <p>Many of these groups and activities are run or supported by volunteers. The total number of volunteers supporting Kirklees Libraries is 450 and they have given 38,717 hours of their time.</p> <p>Gifted 4,200 Bookstart Baby packs to parents with children under 1 year old. Gifted 4,358 Bookstart Treasure packs to children aged between 3-4 years.</p> <p>69.4% of children in Kirklees reached a good level of development at the end of their Reception year at school. This is an increase on the previous year (68.1%), and Kirklees has caught up with the average for the Yorkshire and Humber region.</p>
<p>Delivering the Kirklees Integrated Healthy Child Programme (through the ‘Thriving Kirklees’ partnership) including expanding antenatal education, launching an early years parenting course and integrating data across Thriving Kirklees partners.</p>	<p>Established an enhanced mental health crisis and home treatment team, and implemented ChatHealth and Kooth. The ChatHealth app offers instant messaging for 11-19 year olds and the parents of 0-19 year olds, to address any health related issues that children, young people and their parents have. Kooth is an online counselling service available to 11-19 year olds which allows the user to remain anonymous and is available up to 10pm, every day of the year.</p> <p>Thriving Kirklees is rolling out online parenting education and support.</p> <p>‘50 things to do before you’re 5’ is being implemented.</p>

	<p>We are rolling out our holistic Nurturing Parents approach with our partners.</p>
<p>Expanding Fit and Fed – a programme aimed at reducing the number of children who are hungry in the school holidays.</p>	<p>Commissioned a healthy holidays programme across Kirklees led by the Kirklees Youth Alliance.</p> <p>A healthy nutritious school lunch is vital to give the children in our schools the best start in life. We serve 36,000 meals per day. We are helping to deliver breakfast clubs at 25 schools across the region in partnership with Huddersfield Town Football Club. Huddersfield Town Foundation now have 41 Breakfast clubs serving around 300,000 meals per school year. Since the Scheme started in 2012, 1.3 million breakfasts have been served.</p> <p>Nutrition for Under 5’s has been delivered to staff and volunteers in early years settings with a total of 65 sessions delivered – of which 48 were in priority wards. A total number of 1,886 children impacted by early years setting accessing training – of which 1,324 children within priority wards.</p>
<p>Working closely with communities and our partners to ensure local support for families that builds on their strengths and that brings back and keeps our children living in Kirklees.</p>	<p>Reduced the number of children per children’s home and reduced the number of children living in residential care by, among other things, increasing the number of fostering and family-setting placements, while at the same time reducing the number of children placed more than 20 miles outside Kirklees.</p> <p>Improved the percentage of decisions made on children’s social care referrals within 24 hours.</p> <p>Kirklees is now one of the National Trailblazers for mental health teams in schools.</p> <p>85% of children and young people accessing CAMHS are connected to a professional within two weeks.</p> <p>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.</p> <p>The Multi Systemic Therapy Team, an evidence-based intervention that works intensively with the families of young people aged 11-17 displaying challenging behaviours, is now up and running and has been well received with a significant number of referrals.</p> <p>The Family Support Service has now aligned Team Managers, Team Leaders, Consultants and Family Support Workers with the Community Hubs to enable better partnership working with the VCS and the families themselves.</p>

## Children achieving a good level of development at the end of their Reception year

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.

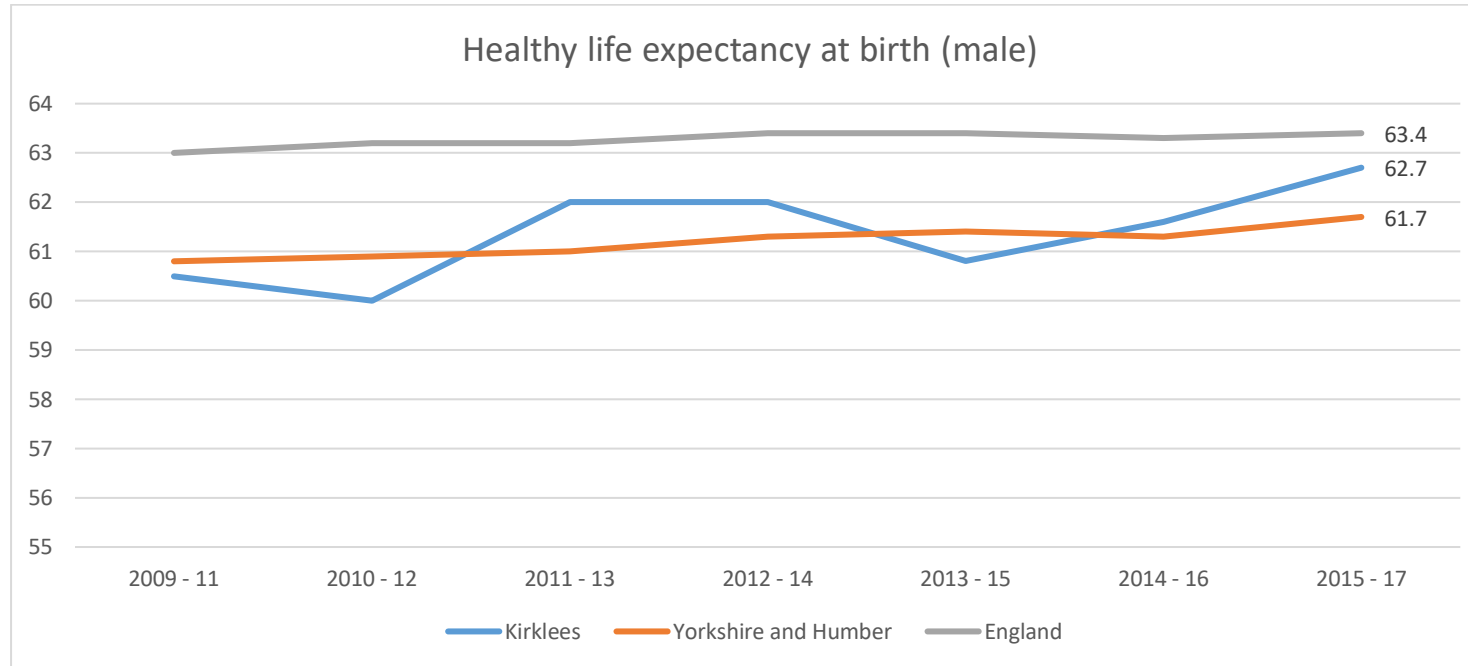


Well – Delivery Commitments 2018-20	Well – Achievements
<p>Supporting people to remain healthy and physically active, by working with individuals to help themselves and make the changes that matter to them, and supporting groups that empower people to manage common long term conditions.</p>	<p>Worked with over 400 people in communities who received training and support to enable them to lead fun, safe sessions with other community members that benefit people’s health and wellbeing through physical activities.</p> <p>65 active Physical Activity Motivators (volunteers) providing 2,340 volunteer hours monthly.</p> <p>Schools catering has contributed to the good health of our students by providing healthy food, including the introduction of ‘sugar smart’ and our ‘eat right’ concepts.</p> <p>The Ravensthorpe Project is working with partners, aiming for a total place approach with a co-production to help reduce levels of overweight/obesity trends in school aged children and support / influence healthy eating with families in the local area. The main outcome from 18/19 is the ‘Healthy Ramadan for Ravensthorpe’ project, which encourages residents to observe a healthy Ramadan.</p> <p>Nutrition and Hydration for Older People:</p> <ul style="list-style-type: none"> <li>• Training delivered to residential and domiciliary care staff.</li> <li>• Total of 14 sessions delivered.</li> <li>• Number of residents impacted 375.</li> </ul>
<p>Establishing the Integrated Commissioning Board to join up how health and care is planned and delivered.</p>	<p>The Integrated Commissioning Strategy delivery plan is in place with a programme of joint commissioning activity supporting its six priorities, which include new models of care and building on what works well. Initial work around domiciliary care is beginning to show impact.</p>
<p>Supporting and developing physical activity programmes for target groups of people, encouraging walking and cycling, and commissioning Kirklees Active Leisure (KAL) to manage and improve facilities which provide choices for everyone to be physically active.</p>	<p>Developed physical activity programmes for target groups of people, encouraging walking and cycling, and commissioned Kirklees Active Leisure (KAL) to manage and improve facilities which provide choices for everyone to be physically active.</p> <p>97% of clients on the Practice Active and Leisure Scheme (PALS) said they have become more active as a result of PALS – with 29 weekly specialist classes provided and over 6,000 attendances monthly.</p>
<p>Fully implementing our model of working with communities to help and support people and families who might be struggling to lead a better life by connecting them with local resources, groups and individuals.</p>	<p>Launched the new Care Offer for Adult Social Care in Kirklees, embedding the approach to meeting needs through promoting independence and supporting people by connecting them to local support through the involvement of Community Plus and Care Navigators.</p> <p>Delivered 80 bibliotherapy sessions in libraries, care homes, memory cafes and community venues, aimed at adults living with dementia and those with low level mental health issues.</p>

<p>Delivering family group conferencing where appropriate to empower families to identify solutions and make decisions about their children and young people.</p>	<p>Recruited and trained 10 full time Family Group Conferencing Coordinators and 2 Team Leaders. Raised the profile of Family Group Conferencing within Early Support, Social Care and with partners.</p> <p>Strengthened links and developed strong working partnerships with Children's Social Care.</p> <p>Joined the National Family Rights Group, which supports us to keep up to date with research and current best practice.</p> <p>Developed a pilot project to ensure Children's Voices are heard and are used to evaluate and improve Family Group Conferencing services.</p>
---	--

## Healthy Life Expectancy at Birth

Healthy life expectancy (HLE) is the number of years a baby born today is likely to live in 'good' health. 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.



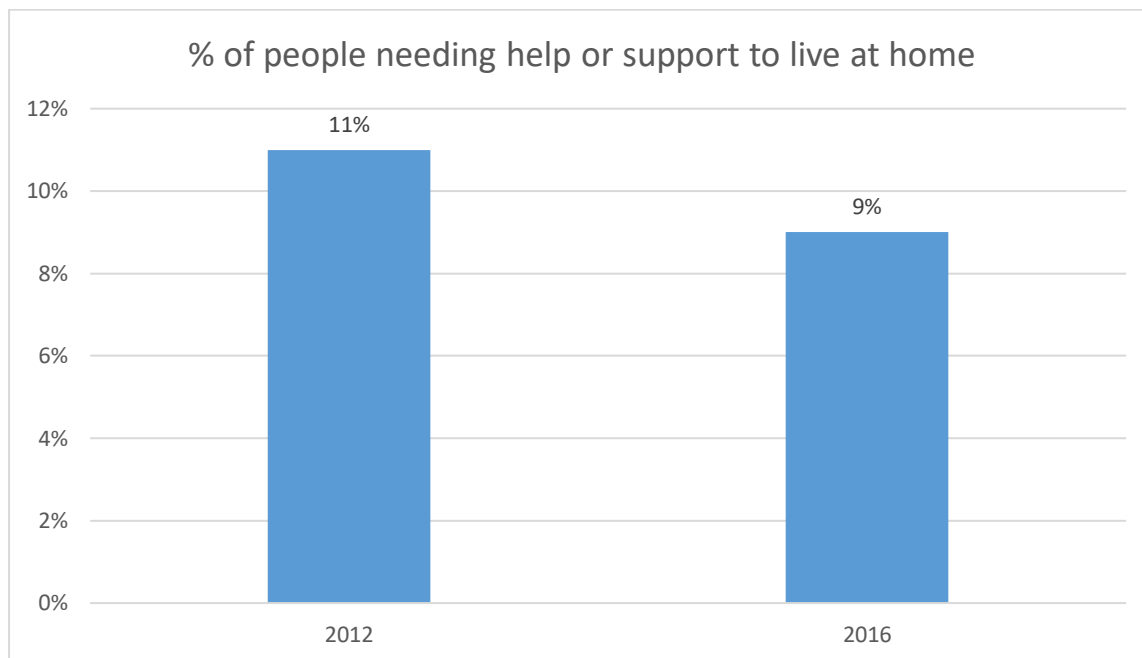
Independent - Delivery Commitments 2018-20	Independent – Achievements
<p>Reshaping the way that we join up points of contact with the Council, to ensure that everyone has access to the advice and information they need to make informed choices and the best use of the support that exists in local communities.</p>	<p>Held our fourth Vision Connect event, where over 300 people visited to find out more about the technology, equipment and services available for blind and partially sighted people of all ages.</p> <p>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.</p> <p>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.</p>
<p>Redesigning the way we work with people so they are in control of their own care, developing individual and community capacity to be able to take positive action to make long term improvements, and valuing the role of carers of all ages, providing practical support alongside information, advice and training.</p>	<p>The proportion of adults and older people who receive their long term care and support via a direct payment, enabling them to live independently and have control over their lives, has increased to 42%.</p> <p>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.</p>
<p>Taking a more collaborative approach with care providers so they deliver more flexible, people centred care and support, and it is easier for people to transfer from one form of care to another.</p>	<p>Continued to support the homecare market in Kirklees through regular and positive provider forums that help us collectively shape both the future of the market and the interface between the council and providers.</p> <p>Kirklees’ performance on delayed transfers of care has improved. Out of 152 councils Kirklees are currently ranked 44th for whole system effectiveness and 64th for delays attributable to Adult Social Care. Intermediate Care Choice and Recovery beds commissioned jointly by the Council and CCG have saved 74 bed days (around £24,000) and are helping to reduce delayed transfers of care.</p>
<p>Developing a range of housing that meets the needs of vulnerable people, and enables people to live as independently as possible.</p>	<p>Agreed a new 5 year Housing Strategy, which aims to see Kirklees offering a range of good quality mixed tenure housing, where people live in suitable, warm, safe and affordable homes in attractive and prosperous places throughout their lives, including the development of more specialist housing for people with disabilities and for older people.</p> <p>Created an integrated team with the two local CCGs, to deliver the quality of care offer to care homes across Kirklees, using a preventative approach to quality improvement.</p> <p>Produced a local Health Impact Assessment for new housing developments to encourage developers to consider ways they can maximise the health opportunities for communities living in and around new developments.</p>

<p>Making best use of technology, equipment and adaptations where appropriate, to enable people to live as independently as possible in their own homes.</p>	<p>Through Community Plus and Kirklees Libraries, promoted the 'Looking out for our neighbours' social marketing campaign, to prevent loneliness and its associated health risks by encouraging communities to look out for vulnerable people.</p> <p>Begun to implement a set of recommendations to support the rollout of assistive technology, enabling people of all ages, both children and adults, to be independent in their own homes.</p> <p>Delivered the provision of 2,729 adaptations to homes (across all tenures) supporting people with poor physical and mental health and their families to sustain or regain independent living in their own home.</p> <p>Over the year reduced from 12 to 6 weeks the length of time on average that homeless households stayed in interim accommodation before moving on to more secure accommodation.</p> <p>Lent 873,160 physical books, 48,143 e-books and e-audiobooks and 35,052 e-magazines and newspapers.</p>
<p>Providing information and advice and a Personal Housing Plan to all people threatened with or who are homeless, working with partners to join up referral arrangements and continuing to secure accommodation for people who are in priority need groups.</p>	<p>Prevented 955 households from homelessness by working with them to keep or find a suitable home and took reasonable steps to help secure accommodation for 343 eligible households to relieve them of their homelessness by developing Personal Housing Plans as per the Homelessness Reduction Act requirements.</p> <p>Developed, ready for approval in July 2019, a new preventing Homelessness and Rough Sleeping Strategy.</p>



## Percentage of people who require help and support to continue to live at home

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.

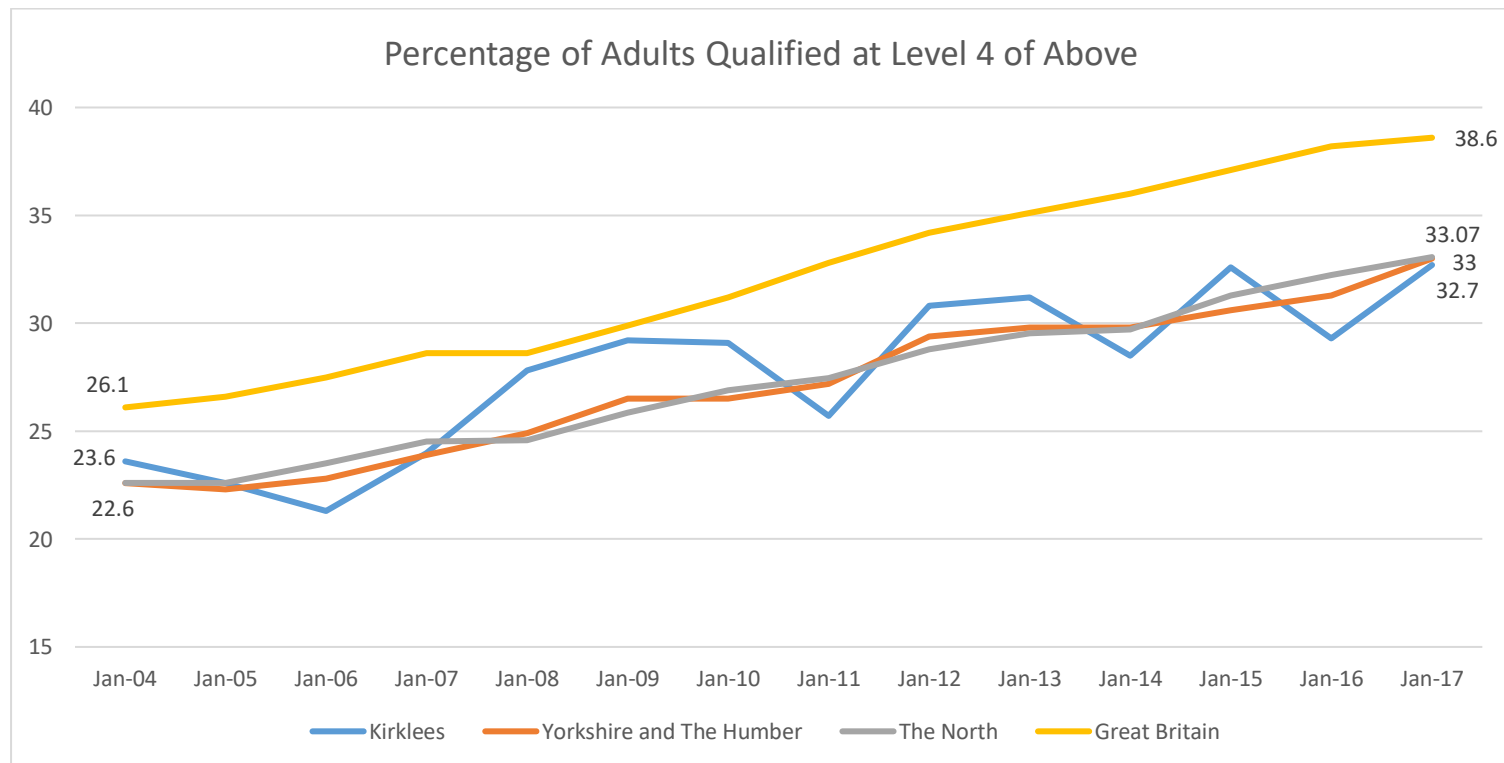


Aspire and Achieve - Delivery Commitments 2018-20	Aspire and Achieve – Achievements
<p>Securing enough high quality learning places.</p>	<p>Supported Kirklees College to open the new Springfield Sixth Form College in Dewsbury.</p> <p>80.1% of schools are rated good or outstanding, compared to 84.9% nationally and 79.5% across Yorkshire and Humber.</p>
<p>Developing an ambitious educational attainment strategy that helps children do better at reading and maths, and reduces the gap between how well boys and girls do in their first years in education.</p>	<p>13% gender gap (locally and nationally).</p>
<p>Working with the Education and Learning Partnership Board to speed up the progress of pupils with Special Educational Needs and Disability (SEND).</p>	<p>Developed ADHD, autism spectrum conditions and learning disability pathways, enabling early identification and screening to ensure children’s needs are identified at the initial point of contact and the correct pathway is followed to meet those needs.</p> <p>For children with SEN support, their Good Level of Development is 4% behind that of national children with SEN support in 2018. The SEN gap is an improvement from 2017 where SEN support was 11% behind that of national SEN support.</p> <p>3.3% of 16-18 year olds are not in education, employment or training (NEET) or of unknown status. This has reduced from 4.2% in 2018 and puts Kirklees in the top quintile nationally.</p>
<p>Developing a joined up skills system which helps people improve their skills, and improves their prospects for employment and higher incomes, including via active community hubs close to where people live and work.</p>	<p>Recruited and trained 15 mentors from local businesses and communities to work with vulnerable young people to raise aspirations and engage in positive activities.</p> <p>Supported 4,374 residents to find work with a net benefit of £6.1 million.</p> <p>495 out of 4,300 people supported (9%) have moved into work and apprenticeships as a result of Council Employment &amp; Skills Provision compared with 115 out of 885 people (8%) in the previous year.</p> <p>Current performance in the Post-16 education system in Kirklees is strong when compared with regional and national benchmarks. Kirklees is in the top quartile for 14 out of the 25 headlines, in comparison with all local authorities, and is second quartile in another 4.</p>

<p>Maximising opportunities for support into employment within the Council including an effective and accessible apprenticeship scheme.</p>	<p>Doubled the hourly pay of apprentices working for the council.</p> <p>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.</p>
	<p>The Council has made two successful bids to the European Social Fund to deliver the Employability Hub (including Apprenticeship type provision) and to deliver activities to reduce the number of young people 'Not in Education, Employment or Training' (NEET).</p>
	<p>Developed English for Speakers of Other Languages (ESOL) courses which have been accessed by 175 adults and 50 children to help them overcome language barriers and improve access to learning and development opportunities. 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.</p>

## Adults Qualified to Level 4 or Above in Kirklees

In Kirklees, as of January 2018, 89,900 working age adults are qualified to Level (4) or above. This equates to 33.1% of all working age adults. In January 2004, 54,400 working age adults were qualified to Level (4) or above, equating to just 23.6% of the total working age population. Kirklees has increased the percentage by 9.5% in that fifteen year period. This percentage comparison with both Yorkshire & Humber and the combined northern region has been erratic over that time – in some years Kirklees has been significantly higher than both and in others significantly lower. However, Kirklees has been consistently lower than for England as a whole with only a brief period between 2008 and 2009 where Kirklees performed close to the England average. Kirklees is currently 5.9% behind in comparison to England as a whole. The gap compared to England more than doubled over these fifteen years – from a 2.3% gap in 2004.

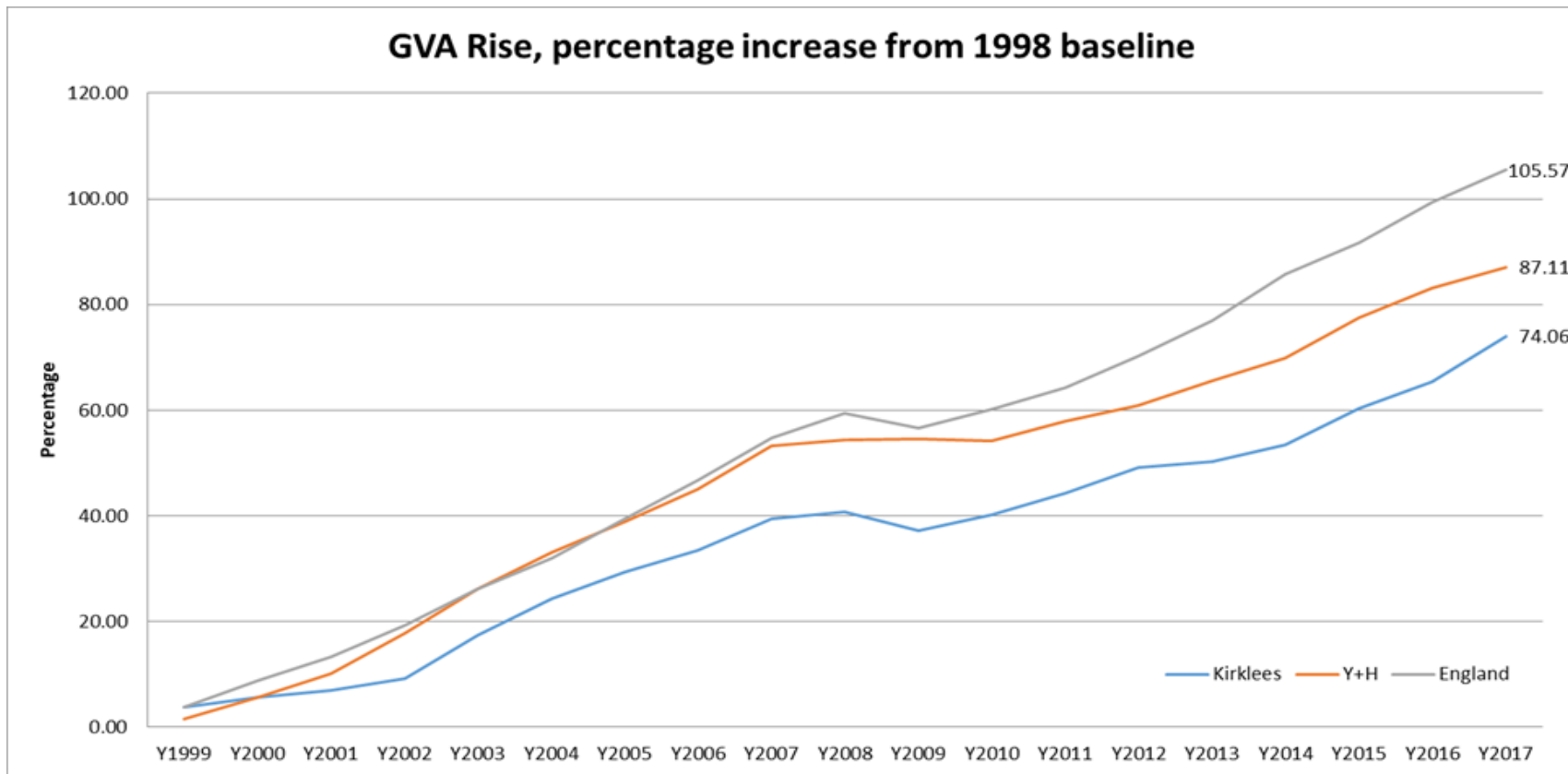


Sustainable Economy - Delivery Commitments 2018-20	Sustainable Economy – Achievements
Supporting the final stages of the adoption of our Local Plan.	Agreed an ambitious Local Plan that will lead to more investment and development in the area.
Delivering Huddersfield and Dewsbury town centre regeneration projects.	<p>We are investing over £3.5m improving the Town Centre’s public realm.</p> <p>We are modernising and introducing greenspace and play to create a family friendly environment.</p> <p>Consultation launched on the ambitious Huddersfield Town Centre Masterplan.</p>
Developing a joined up business growth support system which helps businesses to improve competitiveness, profitability and provide good quality jobs.	<p>Supported 200+ employers, and awarded grants to SMEs to create new local jobs.</p> <p>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.</p>
Developing and delivering activities, events and public art projects, to help make our town centres more vibrant and build a sense of cultural identity.	<p>Worked with partners and businesses to support the night time economy, working towards safe, vibrant and welcoming town centres.</p> <p>Delivered and supported cultural festivals like Woven.</p> <p>An ‘Innovation of the Year’ award from the National Association of British Markets for the Council’s Markets and Creative Economy team, for the Temporary Contemporary art gallery spaces.</p> <p>A Local Economic Partnership award of £300,000 from the Local Economic Partnership’s Business Rates Pool fund. This will be used to support the ambition for making Kirklees a renowned destination for music.</p>
Working with regional partners to secure external investment for priority projects including Leeds City region business rates pool resources.	<p>Since the Leeds City Regional Growth programmes commenced, Kirklees has been offered 996 grants (18% of all grant allocations across the Leeds City Region), this has resulted in £7.3m grants paid to local businesses, in turn, generating £25.2m in private sector match funding which will result in 1,312 new jobs being created.</p> <p>132 businesses have been supported by SME Growth Managers in the year to date and this has helped to secure £7.37m investment in business growth in the district.</p>
Working more closely with business partners to change attitudes and promote the district as a place to invest and start-up a business.	The ‘Invest in Kirklees, a place to make it in West Yorkshire’ has been updated, detailing a full range of developments, collectively amounting to £195m of public sector commitments in town and major infrastructure across the District.

	Kirklees saw 1,330 new housing completions for 2017/18. This is the highest delivery figure compared with the previous five years.
	Inspected and audited over 1,800 food businesses and audited, providing them with support and guidance to develop successful and safe food practices, and proportionate and graduated action to ensure compliance where necessary.
	Agreed a new Economic Strategy 2019-25, focused on supporting a more inclusive and productive economy, and established the Kirklees Inclusive Growth Group.

## Gross Value Added (GVA) to the Economy: a measure of productivity

The gap between Kirklees and both Yorkshire & Humber and England has widened year on year for the last 19 years. The gap has doubled in comparison with the England average. In 1998 the gap between Kirklees and England was £4,064 per head (a 26.24% gap). In 2017 the gap between Kirklees and England was £10,459 per head, (a 37.42% 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 2017, Kirklees GVA per head grew by 74.07% whereas GVA per head for England grew by 105.57%.



Safe and Cohesive - Delivery Commitments 2018-20	Safe and Cohesive – Achievements
<p>Helping to build community capacity, and increasing the amount of voluntary and community activity across the district, in order to increase community connectivity, wellbeing and cohesion.</p>	<p>Delivered 673 events, projects, workshops and training sessions and engaged 12,187 people to develop strong effective relationships which sustain community engagement, cohesion and connectedness.</p> <p>Over 9,000 people involved in community cohesion and faith-based activities over the year.</p> <p>The Community Investment Fund ('Do Something Now') has been signed off by cabinet. This provides grants for individuals, small groups or voluntary and community sector (VCS) organisations to deliver community activities that improve outcomes.</p>
<p>Developing a citizen engagement framework that helps define how we will work with communities in ways that reflect the diversity of the towns, villages and people of Kirklees.</p>	<p>Used the Place-Standard in Golcar and Shepley to help local people have a discussion about their ambitions for their places.</p>
<p>Revising our Inclusion and Diversity Action Plan to develop outcomes and activities that have positive impacts for our communities and employees alike, celebrating the strengths of our communities and supporting them to work together and focusing on what we have in common to help tackle inequality.</p>	<p>Joined the Intercultural Cities network to help make sure all our policies and practices promote inclusion and diversity.</p> <p>Developed the #KirkleesWelcomes approach with support from a wide range of council services and local partners, and funding from MHCLG, to promote Kirklees as a place of welcome, and support people to settle, orientate and access the support they need.</p> <p>Our Year 2 Inclusion and Diversity Action plan is more outward facing and includes, for example, a section on a partnership approach to support resettlement and integration, a district wide Diversity Awards Event, the instruction of creative/outreach methods to tackle underrepresentation and Supported Internships for people with a learning disability.</p> <p>We also joined Inclusive Employers who offer support and challenge; plus, we made a submission to their National Inclusion Standard.</p> <p>A Faith &amp; Learning conference held for schools involving 350 people.</p>
<p>Developing relationships and partnership working with Community Hubs, signposting to local education and training providers, and joining up internally – for example Communities Plus and Library services.</p>	<p>Appointed local area coordinators in our Community Plus team and begun making more connections between people in their communities and local activities.</p>



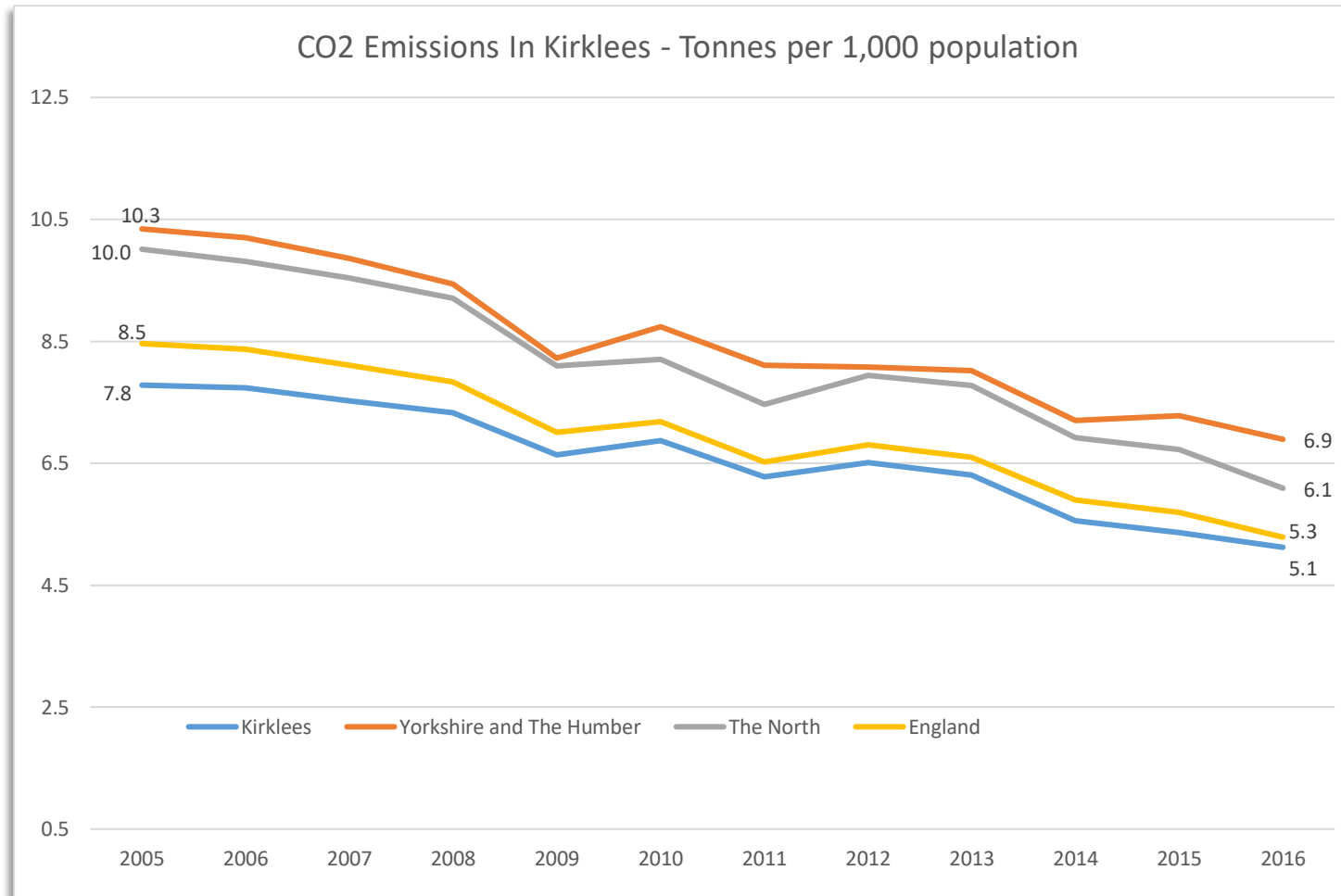
<p>Developing a clearer approach that informs how we invest in the voluntary and community sector in order to increase and coordinate the resources and assets that are available and maximise their impact. And enabling and supporting volunteer roles within the Council, including delivery of a training package for volunteers.</p>	<p>Voluntary and community groups have been awarded over £65K from the Police and Crime Commissioner to fund local community safety activities, the highest District award in West Yorkshire.</p>
<p>Making it clear that safeguarding is everyone's responsibility, by joining up with partners including schools, ensuring children and adults have good access to well informed advice, support and decision making from social work professionals, and there are effective, timely and proportionate responses when abuse or neglect occur.</p>	<p>Engaged over 200 Council managers to launch the approach to Corporate Safeguarding which echoes the values and principles of Kirklees.</p> <p>Formed the Corporate Safeguarding Oversight Group to provide governance and oversight of our approach to making safeguarding everybody's business.</p> <p>At the fact-finding stage of a Modern Day Slavery approach.</p>
	<p>Development of a multi-agency approach to gangs that has supported individuals identified as being at risk of gang affiliation through identifying and addressing risk factors.</p> <p>£180k has been secured from the Home Office to further develop prevention and early intervention work to reduce gang related violence in Kirklees.</p>
	<p>Launched two new victim's hubs in North Kirklees (Dewsbury and Batley), with Safer Kirklees working in partnership with Victim Support.</p>

Clean and Green - Delivery Commitments 2018-20	Clean and Green – Achievements
<p>Reviewing how we provide key services to residents such as waste collection, recycling and street cleansing, and developing an education programme to improve communication with residents.</p>	<ol style="list-style-type: none"> <li>1. Delivered a new garden waste collection service. Since the launch in February 2019, we have delivered over 12,500 brown bins to Kirklees residents for emptying every two weeks in the growing season.</li> <li>2. Visited around 90,000 households to promote recycling. From April 2019, the service informed residents of what can and can't be recycled using the green bins. Information sharing and engagement was achieved through use of stickers, letters, and door-step conversations.</li> </ol> <ul style="list-style-type: none"> <li>• An average of 15,000 tonnes of waste managed per month.</li> <li>• 45,000 bins emptied per day.</li> </ul> <p>Since the launch in February 2019, we have delivered over 12,500 brown bins to Kirklees residents for emptying every two weeks in the growing season.</p>
<p>Delivering an ongoing highways maintenance programme and securing investment in infrastructure across Kirklees from the West Yorkshire Transport Fund, as well as improving digital connectivity and access to high quality digital infrastructure and working with Kirklees Neighbourhood Housing (KNH) to increase digital inclusion.</p>	<p>Designed and secured funding for the Green Streets® 'Grey to Green' green infrastructure interventions on the A62 Leeds Road corridor.</p> <ul style="list-style-type: none"> <li>• Undertaken road condition surveys of the entire road network 1912km (1200 miles).</li> <li>• In response we have undertaken a programme to renew the surface on 51km (30 miles). This work has renewed / restored and sealed the surface, restoring skid resistance and helped to reduce the formation of potholes.</li> <li>• A very efficient maintenance regime ensured that where repairs were needed over 98% were completed to time.</li> </ul>
<p>Improving the quality of greenspaces which enable people to be active and increase biodiversity, by encouraging people to volunteer, and developing a greenspace strategy.</p>	<p>Committed to investing £9.5million in play areas across Kirklees.</p>
<p>Improving air quality via a Kirklees Air Quality Action Plan and other interventions across the Council and with partners.</p>	<p>Developed a local Air Quality action plan and strategy, increasing the number of electric fleet vehicles, improving our physical infrastructure to ensure that walking and cycling is an easier option and implementing traffic management systems which will reduce vehicle queuing times and increase through-flow.</p> <p>Since the 2005/06 baseline was set, there 35% reduction in district carbon emissions (at March 2018 measured a year lagging).</p> <p>Completed the Huddersfield Heat Network feasibility study that has confirmed the viability of a Huddersfield district heating system, utilising low carbon heat and power from the Energy Waste Plant to provide a resilient, lower cost energy offer for the town centre.</p>

<p>Taking forward our ambitious plan to deliver 10,000 new homes by 2023, including delivering 1,000 ourselves on Council owned land.</p>	<p>The Big Build Conference, hosted by the Council, brought together 150 industry professionals, developers and investors to explore their potential participation in the District's ambitious plan to support the building of 10,000 new homes in the next 5 years in Kirklees. This includes 1,000 homes on council-owned land.</p> <p>Kirklees saw 1,330 new housing completions for 2017/18. This is the highest delivery figure compared with the previous five years.</p>
	<p>Made an energy saving of £203,078 on the previous year and reduced our carbon footprint by 1600 tonnes CO<sup>2</sup>.</p>
	<p>Declared a 'climate emergency', and established a councillor-led working party to identify practical measures to reduce emissions, encourage action across Kirklees and propose targets for future action.</p>

## Carbon dioxide emissions (in Tonnes)

The Council continues to demonstrate progress against the existing Council and District Carbon Reduction Targets that run through to 2020/21. The Council set a target of a 40% reduction in carbon emissions by 2020-21 based upon a 2005-06 baseline. In 2017/18 the Council's progress has been 32% reduction. The reduction target for the District is set as 40% 2020-21 based upon a 2005-06 baseline (based upon UK Government Local Authority Emissions data). The progress to date is a 35% reduction. *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.*



Efficient and Effective - Delivery Commitments 2018-20	Efficient and Effective – Achievements
<p>Attracting, retaining and developing our staff through workforce development that includes more flexible and creative recruitment practices, improved leadership and management development and a workforce health and wellbeing strategy.</p>	<p>Taken our approach to recruitment out on the road, encouraging and supporting people from a range of communities to apply for council jobs.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Agency spend continues to fall. At £1.58m in Q4 this is the lowest spend in quarter in 2018/19.</li> <li>• 72% of employees of the Council are happy with their job, up from 69% in 2018.</li> </ul> <p>Promoted coaching as an opportunity to all employees, with work undertaken with our employee networks to encourage participation, and launched a staff volunteering scheme which gives every member of staff the opportunity to use 2 days paid leave to support community groups to deliver our shared outcomes.</p> <p>Rolled out our Restorative Practice training to our senior leadership team and key officers across the organisation.</p>
<p>Developing systems, processes and culture to support intelligence led decision making and developing a clear set of strategies that set direction and shape delivery.</p>	<p>We have created a new Intelligence and Performance Service, drawing together our research, consultation, intelligence, performance and data analytics professionals.</p> <p>We are currently exploring new ways of working to enable more effective collaboration across the Council and with partners to share good practice, expertise and learning.</p> <p>We have created a number of new specialist roles to lead and deliver on a pivotal programme of work to transform the Council’s data. This work will provide opportunities to generate new insights about people and places across Kirklees to inform the Council’s future strategic direction and service delivery.</p> <p>We have invested in new intelligence and analytics technology that will enable the development of a state of the art self-service intelligence platform resulting in quicker and more in-depth intelligence and insights to support decision making.</p>
<p>Understanding and managing demand, identifying opportunities to improve outcomes, making better use of resources and achieving efficiencies, including via a shift towards digital by design.</p>	<p>Continued to develop and grow our self-service and assisted digital agenda, with 80,000 calls received from residents related to welfare and benefits, resulting in a household income contribution of £46.2m for residents in Kirklees – ensuring residents have been able to claim the benefits and welfare support they are entitled to.</p> <p>100,000 people have signed up to a My Kirklees online account.</p>

<p>Understanding how the way we spend our resources could better support local supply chains, and working out how we and other big organisations in Kirklees can use our resources to encourage suppliers to contribute more to our shared outcomes and social value.</p>	<p>Won the Procurement team of the year award at the UK Public Procurement Awards 2019/20, for the power of the team’s unified approach to leadership, communication, innovation, and collaboration to deliver excellence.</p> <p>Analysis by the Centre for Local Economics (CLES), which focused on procurement, has shown that 44% of Council spend with its top 300 suppliers (by value) is with Kirklees based suppliers, which amounts to £111 million. Of this £111 million:</p> <ul style="list-style-type: none"> <li>• 35% of this is spent within the 20% most deprived communities</li> <li>• 57% of spend is with small to medium sized enterprises (SMEs)</li> <li>• 69% of Council spend with its top 300 suppliers (by value) is with suppliers in West Yorkshire (including Kirklees).</li> </ul>
<p>Developing the way in which we work with partners in our formal partnerships and improving the effectiveness of our regional engagement activity.</p>	<p>We have completed phase one of the Partnership Executive review, looking at how we can continue to improve our approach to collaborative working, ensuring the right individuals and organisations are playing an active role in delivering our shared outcomes.</p> <p>Held an event in March to re-engage partners in preparation for the re-launch of the Children and Young People’s Partnership.</p> <p>We continue to review and improve our approach to regional working to ensure we influence key agendas and take advantage of the benefits from partnership working at that level.</p> <ul style="list-style-type: none"> <li>• Senior Councillors and officers supported and briefed to carry out their role at a regional level</li> <li>• Much improved quality and flow of information between the council and region</li> <li>• Increased influence on key strategic work areas in the City Region e.g. Housing</li> <li>• Promoting and leading the inclusive growth agenda for the City Region</li> <li>• Continue to take advantage of funding opportunities that come available e.g. Transforming Cities Fund</li> </ul>
<p>Delivering on the recommendations of the Democracy Commission by encouraging greater active citizenship and developing a new democratic relationship between Kirklees residents. This includes redefining the role profile for Kirklees councillors, continuing our innovative approaches to electoral outreach work and working collaboratively with schools</p>	<p>Developed and adopted a set of citizen engagement principles which are being used to guide and inform the council’s approach to place based engagement – <u>How Good is Our Place</u>.</p> <p>Place Standard engagements delivered in 7 neighbourhoods covering 4 wards to date (Golcar, Longwood, Cowlersley, Milnsbridge, Berry Brow, Shepley and Linthwaite) engaging approximately 932 citizens.</p> <p>Putting Councillors at the Heart of the Organisation has been adopted as a strategic priority. 29 Working in a Political Environment (WIPE) sessions have been delivered to a total of 578 staff.</p>

<p>to develop an optional approach to registering young people at the age of 16.</p>	<p>We have gathered insights from 40% of Kirklees Councillors (so far) about their confidence, skills and experience with using digital technologies to connect with citizens in their wards.</p> <p>Following co-design with Councillors, the first iteration of the Councillor Account was launched in June 2019.</p> <p>Development of an integrated electoral registration portal for all students as part of the enrolment process through partnership working with Huddersfield University. Approximately 1200 successful registrations from the 2018 intake.</p>
<p>Clarifying our messages and joining up communication to encourage pride in our places and inspire community action.</p>	<p>Internal and external mini-campaigns for special celebrations encouraging community action or pride in place, e.g. Refugee Week, Carers Week, Huddersfield Pride.</p> <p>Encouraging residents to report fly-tipping and condemn those that fly-tip or drop litter Campaigns to encourage residents to recycle, and recycle correctly.</p> <p>External campaign for fostering.</p>