

Name of meeting: Cabinet
Date: 8th October 2019
Title of report: Quarter (1) Corporate Performance Report

Purpose of report:

This report is to provide Cabinet Members with an overview of the Council’s corporate performance at the end of Quarter (1) 2019/20.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall – 26 September 2019
Is it also signed off by the Service Director for Finance	Eamonn Croston – 26 September 2019
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft – 26 September 2019
Cabinet member portfolio	Cllr Graham Turner

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

Has GDPR been considered? No personal data within report

1. Summary

Corporate performance for 19/20 aims to provide 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 refreshed Corporate Plan for 2019/20. This approach continues to be in development. The major part of this development process took place in the second half of 2018/19, and is being finessed through the course of 19/20. From Quarter (2) in 2018/19 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 Key Highlights section of the report provides an overview 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 2019/20. In that the Quarter (1) 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

- **Working with People**
- **Working with Partners**
- **Place Based Working**
- **Improving outcomes for children**
- **Other (e.g. Legal/Financial or Human Resources)**

4. Consultees and their opinion

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 2019/20.

5. Next steps and timelines

The report 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
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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 (1)
April to June 2019



Key Highlights

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

High quality children's services



Ofsted inspectors now assess services for vulnerable young children to have improved significantly and are no longer considered "inadequate" in any area of service

Thriving Kirklees has **1,837 young people at various stages of Child and Adolescent Mental Health Services (CAMHS)** support (ranging from assessment through to face-to-face interventions). We have been able to offer services to an increasing number of young people compared with Q4 (1,401 young people).



372 new children and young people registered in with Kooth (the anonymous online counselling service with no waiting times for secondary school children) 19.6% of these identified as BME and there were **2,224 log-ins**



428 Q1 introductions through Community Plus, targeting adults at risk of social isolation and/or developing health and social care needs, together with the local groups and networks that support them. In follow-up contacts with 147 people, **94% reported improvement as a result of participation**

Happy healthy lives

19 volunteers supported to run **eight weekly community MAGIC** sessions (Movement and Games in Chairs), each session having an average of 10 participants

Five 'Moving More Often' modules delivered, with 64 people attending; this course trains the leaders to deliver chair-based activities in their local settings



Increases in the proportion of new clients who received short-term reablement services to maximise independence, where no further request was made for ongoing support



18-19 outcomes data suggests Kirklees best in region on outcomes for carers around quality of life and social contact

High quality health services

A larger proportion of people in receipt of longer term adult social care have as much control over their daily lives as they want. **95.8% of people receive services in the community via self-directed support** (compared with 90.8% in 17/18)

67.8% of people receiving adult social care **found information and advice "very easy or fairly easy to find"** (72.2% in 17-18) **62.1% of carers** know what choices are available to them locally and **find it very or fairly easy to access information and advice** (67.1% in 2016-17)



Improved school attainment

97% of children are now accessing free early education in **'Good or above' settings**



Current analysis shows that **78% of Kirklees pupils are taught in good or outstanding schools**. This compares to 83.3% for England and 76.7% for the region



The "**50 Things To Do Before You're 5**" app has been successfully launched and is being used across Kirklees. Created by St Edmund's Nursery and the Children's Centre in Bradford, the app provides families with a list of low cost, or no cost fun activities that will support learning and development in the pre-school years

The Council to invest over **£1.5million in supporting children and young people with special educational needs and disabilities**, in developing specialist facilities at 3 schools in the district



Of note, the number of **permanent exclusions** continue to rise – they were at 64 at the close of the previous quarter and there are now **95**

Kirklees has **one of the lowest rates** of 16-17 year olds who are not in education, employment or training (**NEET**) across the country (in the top quintile)



The 'Huddersfield Blueprint, a decade of ambition' has been launched for consultation. This is a £250m, ten-year vision to create a thriving and modern town centre, with funds coming from national government, private investors, West Yorkshire Combined Authority and Kirklees Council

Economically successful and vibrant

Kirklees' Museums and Galleries have successfully bid for **£216,700 from the National Lottery Heritage Fund's** (NLHF) Resilient Heritage Fund, to support a transformative 18 month programme for museums



44% of Council spend with its top 300 suppliers (by value) is with Kirklees based suppliers, amounting to £111m

1,308 people supported through Employment and Skills provision over the course of Quarter (1), with 160 people moved into work or apprenticeships as a result



Safe and green places and spaces

Supporting the 3rd Sector - **development of new partnerships** and support through a funding road show which resulted in 2 successful bids **securing £119K and 3 further applications totalling £655K**



250 young people participated in diversionary activities to tackle ASB in three key areas (Crosland Moor, Dewsbury Moor and Linthwaite), funded from the Police Crime Commissioner Safer Communities Fund

Kirklees' work in addressing **Modern Day Slavery** has been identified as an **example of best practice** by the Local Government Association



60% of street lighting in Kirklees (6,380 lights) has been **converted to environmentally** friendly LEDs. This has reduced electricity use by the equivalent of running 18,116 televisions for four hours every day for a year

The council to invest in **27 electric vans, 20 full electric cars and 50 hybrid** cars to replace diesel vehicles. And has commissioned the provision of **17 OLEV taxi charging points**



Sickness absence reduces by an average of 1.5 days per employee over the past year, with 10.7 as an average number of days absence

Making the most of resources



Agency spend continues to fall, following the pattern that we have seen throughout the year. Spend in Q1 was £1.26m - the lowest spend over the last 5 quarters.

The percentage of staff seeking employment outside the Council has also fallen significantly in the past 12 months from 20% to 13%





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.

[Data unchanged: National statistical release, September 2018]

Healthy weight is a key indicator for health in children and adults. Work continues around the Healthy Weight Declaration, with a date set for the Healthy Weight Declaration Strategic Steering Group to begin to create an action plan. A whole school approach to obesity is being piloted in Ravensthorpe, which included a 'Healthy Ramadan' community based event, targeted information for parents, healthier school food offer (including low cost fresh fruit), 'Bikeability' and 'Balanceability' cycle training, and incorporation of physical activity into daily lessons by teachers.

(1) High quality early education and childcare

Across Kirklees as a whole there is sufficiency of places for parents accessing 30 hours of free education for eligible 2 year olds. As has been reported in previous quarters, as uptake increases, some localised pressures remain. These include Holme Valley North and Batley East. Birkenshaw/ Birstall have the lowest number of surplus places of any Ward.

Outputs & Impacts

- The number of children accessing 30 hours this summer term has increased by 12.3% compared with last summer. With limited history to draw upon, there are still risks associated with the accuracy of forecasting.
- Take up of early education by 2 year olds this summer term was 71%. This has fallen 3% since spring term. Kirklees remains above the national average benchmark of 68%, measured in January 2019.
- Kirklees average take-up level is masked by significant variations at a local level. This is particularly evident for Ashbrow, Batley East, Dewsbury West and Greenhead wards. An action plan is in place to increase take-up in these areas and aspire to a longer term target of 95%.
- 97% of children are now accessing free early education in 'Good or above' settings. The revised Early Years Challenge and Support Strategy is proving effective in ensuring these early childhood services remain high quality and consultants feel confident in their role in supporting across the sectors.

Some sessional providers are continuing to struggle due to a fall in numbers of children. The Council has a proactive approach to identifying settings who may 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.

(2) Local support for families and children

The Council has undertaken to develop a Best Start strategy (from conception to 5 years) working with Save the Children to facilitate co-production with partners, children and families.

There has been positive feedback regarding the roles being performed by the School and Community Hub Coordinators. All Hub Coordinators have undertaken a thorough induction and have an agreed development programme. An evaluation of the role of the Consultant has been commissioned. Hubs welcome closer alignment of Family Support Workers to add greater capacity to early support efforts at the local level. Funding has been applied for from the West Yorkshire Combined Authority as part of the work of the Inclusive Growth Panel to look at developing activities to 'Poverty Proof the School Day'.

Kirklees Early Support has been externally evaluated in the context of delivering social value, with a number of recommendations. These include facilitation for the Early Support Partnership to drive its development, increasing the management capacity and developing a multi-agency pathway with panel process. Management capacity is the current priority.

Outputs & Impacts

- The "50 things" app has been successfully launched and is being used across Kirklees. Created by St Edmund's Nursery and the Children's Centre in Bradford, '50 Things To Do Before You're 5' provides families with a list of low cost, or no cost fun activities that will support learning and development in the pre-school years, including visiting local woods for a ramble, blowing bubbles, laughing, dressing up, experiencing water such as rivers or canals and visiting local museums. Performance information on uptake and usage will be available at Quarter (2).
- A Youth Summit was held in May with over 100 attendees and key note speakers from the Children's Commissioner for England and the West Yorkshire Crime Commissioner. There was a follow up workshop in June to support the development of a Kirklees Youth Offer.

(3) Thriving Kirklees

Year 3 key transformation priorities have been agreed for the partnership, they include:

- Waiting times
 - o Reduce times from support request to face to face meeting to 22 weeks average by March 2020
 - o Reduce times for Autism Spectrum Condition (ASC) diagnosis to an average of 26 weeks by September 2019
- Strengthen the voice of children and young people (CYP) and their families in shaping their care, contribute to the development of Thriving Kirklees
- Maximise the capability and capacity of volunteering across the Thriving Kirklees partnership

The partnership is on track to achieve both waiting times targets. Work is underway to develop a new offer to parents and carers whose children are waiting for assessments and support post-diagnosis. And the partnership is on track to achieve both waiting times targets.

Our local bid for two additional 'Mental Health in Schools' teams has been successful; the partnership is working with the national team and Manchester University on a very tight timescale to ensure the new trainees are in post by September 2019. Wave 1 of the trailblazer is on schedule to be fully operationally by December 2019.

In addition, the partnership successfully launched their new Young Parents Network led by HomeStart. A young parent's conference is planned for March 2020. And Public Health and Thriving Kirklees partners achieved Highly Commended in the Public Health Improvement category at the recent Municipal Journal awards.

Outputs & Impacts

- Thriving Kirklees has 1,837 young people at various stages of Child and Adolescent Mental Health Services (CAMHS) support (ranging from assessment through to face-to-face interventions); this is a significant increase on Q4 (1,401 young people), with positive strides continuing to be made. A further meeting is to be held in September to discuss waiting times, which are around 24 weeks on average, although face-to-face wait times are longer. Additional telephone support staff are now in place. The Neurodevelopment Pathway is also in place, and is receiving positive feedback from families.
- Looked-after children continue to have an increased offer, allowing them quicker access to Children's Emotional Wellbeing Services (ChEWS) and longer time within the service as required where there is continued engagement and identified need.
- 80% of children and young people accessing CAMHS have had two significant contacts within two weeks (slightly lower than Q4: 85%).
- During Q1, there were 372 new children and young people registered with Kooth - the anonymous, online counselling and support service. 19.6% of these identified as BME and there were 2,224 log-ins.
- During April and May, Chat Health received 407 messages, a significant increase from the start of the intervention.
- Crisis Support – there have been ongoing discussions regarding all-age mental health liaison. Meeting with Commissioners and Adult services arranged for July 2019.

Key risks/issues

The need for CAMHS continues to be high but a clear waiting times plan is now in place with additional funding attached. The partnership is confident that average waits for CAMHS will be down to 22 weeks by March 2020.

Safeguarding capacity is an ongoing issue, alongside working with Early Support colleagues to improve joint working. Thriving Kirklees are commissioning an external review of their safeguarding capacity within the 0-19 practitioner team.

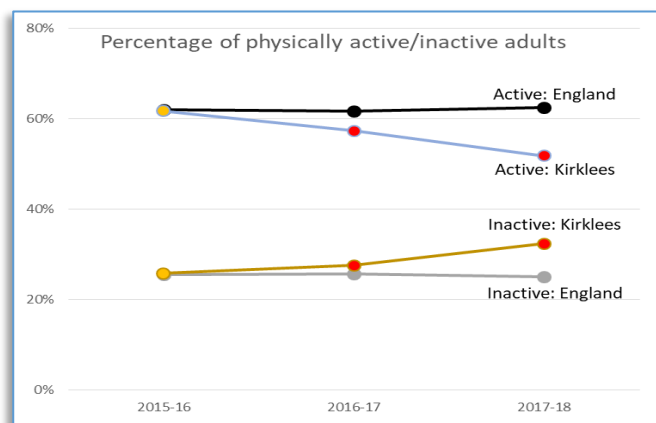
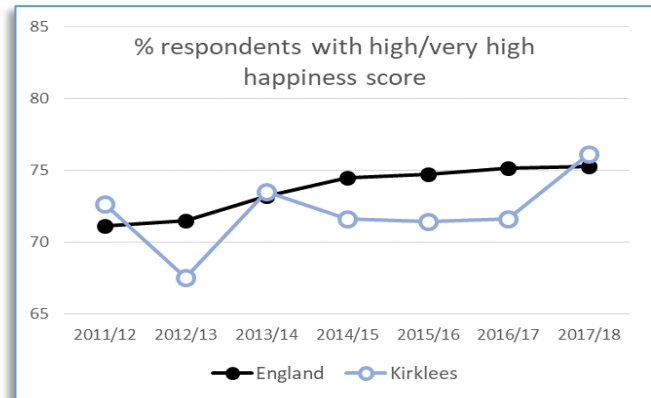


Well

The Bigger Picture

Recently published national survey data shows an increase in the proportion of Kirklees respondents rating their happiness levels as high or very high - see adjacent chart. The data is from Annual Population Survey, Office for National Statistics, 2011/12-2017/18 - self-reported wellbeing measure 'How happy did you feel yesterday?'

However, a separate national survey shows the proportion of adults in Kirklees achieving the recommended levels of physical activity is declining and levels of physical inactivity are rising (see chart below). Further data from this survey (on a national level) shows that physically active adults score significantly higher on self-reported happiness compared with inactive adults, although this is not currently reflected in the Kirklees results. The data from Active Lives Survey, Sport England, 2015/16-2017/18; Active = 150 minutes or more of moderate physical activity in a week; Inactive = less than 30 minutes of moderate physical activity in a week)



(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.

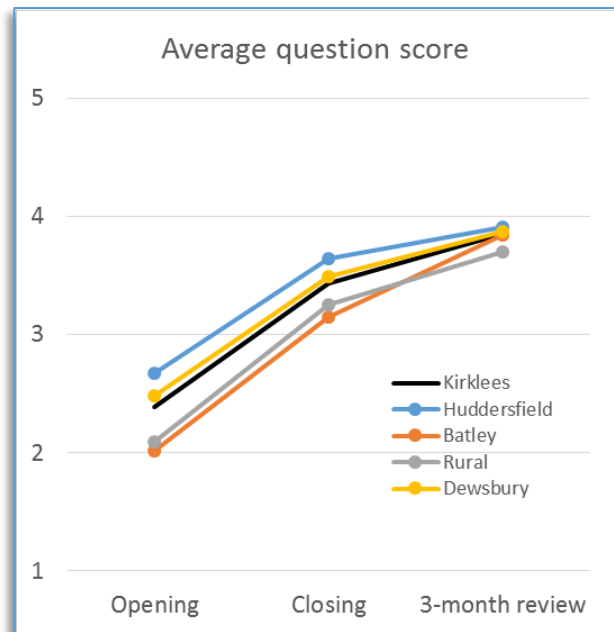
428 introductions were received in Q1 (Huddersfield = 141; Batley and Spen = 111; Dewsbury and Mirfield = 89; Rural = 87). The most common referral route was 'Health' (31% of those where referral route was known); 'Adult social care' accounted for 23% (7% Front Door/Gateway to Care, 2% Care Navigation, 14% Other Adult Social Workers), and 23% of referrals came via a non-specified 'Other' route.

77% of introductions were of White ethnicity, with 12% of South Asian ethnicity; in Dewsbury and Mirfield a higher proportion of introductions were of South Asian ethnicity (63% White, 23% South Asian). A slightly higher proportion of overall introductions were female (57% of known gender); this difference was most pronounced in Huddersfield (71% female), but Batley and Spen showed the inverse (35% female).

More than one in three introductions were aged 65+ (38%), with around one in eight being under 25 (12%); Rural had higher proportions of both younger and older people (17% under 25 and 45% aged 65+). The most common reasons for introduction were to improve health (33%), meet new people (22%) and social activity (17%).

Outputs & Impacts

- 147 Community Plus participants followed up in Q1 rated themselves on a scale of 1-5 across three self-assessment areas:
 - I feel I have a good life; I am confident about making changes to my life; I know what support and advice is available and am able to access it locally
- Average scores across all three questions increased from 2.4 at the opening conversation to 3.4 at the closing conversation and 3.9 at the three month review (a 62% increase from the opening score). The largest increases were in Rural (a 77% increase, from 2.1 to 3.7) and Batley (a 91% increase, from 2.0 to 3.8).
- Scores showed an improvement for 138 out of 147 participants (94%), with 42 participants (29%) showing a total score improvement of 6 points or more (an average increase of 2 scale points per question).



(2) The Kirklees Integrated Wellness Service

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

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. As teams transition during this phase there will be no formal reporting against the existing performance management framework. The existing Health Trainers service saw 194 new client referrals and 74 reviews completed for existing clients.

(3) Physical activity programmes

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

Practice Active Leisure Scheme (PALS)

- 631 first appointments booked, with 455 attended.
- 1,177 reviews booked, with 80 attended.

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

- Active for Life: 417 individuals worked with (91% under age 65).
- Steps for Life: 16 individuals worked with (all over 65).
- In total there were 42 referrals into these services (32 into AfL and 10 into SfL), with the majority of AfL referrals (23) coming from Community Services and the majority of SfL referrals (9) from unspecified 'other' sources.
- SfL (Carers element): 52 carers supported (37 new to the service), with 77 hours of support accessed.

Strategic/physical assets and activities

The Everybody Active Board has commenced work on a 'Whole systems approach to physical activity'. This will be a partnership process with the Council playing a leading role, and will link closely with some of the commitments in the Healthy Weight Declaration.

Spenn Valley Leisure Centre plans are progressing on schedule with closure set on 31 August. Remedial works are being carried out over the summer at Dewsbury Leisure Centre and Batley Baths so they are able to take on

additional customers whilst Spenborough is closed. Work has commenced on reviewing options for Almondbury Sports Centre, with the hope that clarity will emerge in Q2.

Progress on Parklife continues, with a feasibility study of developing Leeds Road conducted; discussions with Sport England will follow. This also has potential implications for the type of facilities required at Bradley Park. The Playing Pitch Strategy refresh is continuing. Community hub networks have been advised of the approach to obtain the Healthy Pupils Capital fund monies and it is expected that monies will start to be distributed in Q2.

(4) Supporting voluntary and community sector to enable people to become more physically active

- CityConnect and BikeRight ran a taster event for council colleagues to trial bikes and e-bikes. Policies and procedures are being put together for a council pool bike scheme.
- Taster sessions took place at Greenhead Park to encourage people with a disability to be more active and experience new activities.
- Seven young people attended a 'Go Lead' course which will support their personal development and enable them to support and help deliver physical activities locally.
- Five 'Moving More Often' modules were delivered, with 64 people attending; this course trains the leaders to deliver chair-based activities in their local sessions, supporting people with limited movement or memory challenges to become more active. Through this training nine new sessions have been established.
- Further walk leader training was delivered to eight people. The training enables leaders to lead health walks in their locality to enable people to become more active. There is one new walk at Netherhall Campus and two support leaders at Slaithwaite and Cleckheaton.
- 19 volunteers are being directly supported to run eight weekly community MAGIC (Movement and Games in Chairs) sessions. These classes' average 10 participants per session and work with people who have mobility/memory challenges to encourage them to become more active. One new volunteer is supporting MAGIC at Scissett.



The Bigger Picture

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

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.

[Data unchanged: 'Current Living in Kirklees' survey, December 2016]

(1) Independent Living

The Council continues to develop the Kirklees Independent Living Team (KILT) model in collaboration with NHS partners to enable people to better regain their independence after an accident or illness. KILT aims to improve access to, and our provision of, short term adult social care services to reable people, promote and maximise their independence.

The Joint Intermediate Care project continues to move forward at pace with the business case presented at Integrated Commissioning Board in early July, well received. A KILT triage system will be adopted in a phased approach encompassing re-ablement requests only from August, Flexible and Intermediate Care beds from September, then the START and Hospital Avoidance Teams from April 2020. A communication plan is being drafted and 'new request for service' documentation currently being trialled via Primary Care Networks for hospital avoidance 'step-up' intermediate care. A review of adult social care pathways in the hospitals is currently being drafted, which include all requests into KILT and accommodation is also being explored at both Dewsbury and Huddersfield hospital sites.

The Short Term and Urgent Support Team are also working with a company called Konnektis to test out the concept of a hand-held patient record. This will be tested for a 3 month period, later in 2019-20, for people receiving short term services to maximise their independence, in both community reablement and in short term residential settings. Learning from this will be shared with the system to consider our future IT system configuration.

Outputs & Impacts

- Outcomes in this area showed some improvement in 18-19 with 81.2% of older people still at home 3 months following hospital discharge and reablement, an improvement on 80.7% in 17-18 where Kirklees ranked 13/15 in the region and 101/152 nationally.
- The proportion of new clients who received short-term reablement services during the year, where no further request was made for ongoing support has also increased year on year, providing evidence of improved outcomes in delaying dependency and supporting recovery. In 2018-19 this was 75%, an improvement on the 74.3% in 17/18 when Kirklees ranked 8/15 regionally and 90/152 nationally, and above the latest published regional average of 72.2%.

(2) Outcomes for Carers

The Survey of Adult Carers is a mandatory survey carried out every 2 years and enables us to understand more about whether services received by carers are helping them in their caring role and their life outside of caring, and about their perception of services provided to the person they care for. It poses questions about quality of life, the impact that the services carers in Kirklees receive have on their quality of life, and outcomes relating to self-reported general health and well-being. Carer experience information is critical in understanding the impact and outcomes achieved.

Result highlights for 2018-19 are as follows:

- A higher proportion of carers reported that they have enough social contact with the people they like, 45.4%, compared to 42.6% in 2016-17 (England average 39.8%, Comparator LA average 40.2%). Initial sharing of results via the Yorkshire and Humber ADASS Standards and Performance group indicate Kirklees as best in the region.
- Carer reported quality of life, a composite score based on 6 key survey questions including personal care, control and safety, has at 8.1 remained the same as 2016-17 when the England and Comparator LA averages were 7.9 and 8.0 respectively. Initial results in the region indicate Kirklees are again best in the region.
- 37.7% of carers reported that they were extremely or very satisfied with their experience of care and support, the same as in 2016-17.
- Carers feeling consulted about the person they care for and carers finding it easy to obtain information and advice are two areas where the outcomes measures have regressed. In 2018-19 71.5% of carers felt they were always or usually consulted in discussion about the person they care for, compared to 75.9% in 2016-17 (England average 71.2%). 62.1% of carers have told us that they know what choices are available to them locally and find it very or fairly easy to access information and advice, compared to 67.1% in 2016-17.

(3) Outcomes for people receiving longer term adult social care services

A representative sample of people receiving longer term adult social care services provided or commissioned by Kirklees e.g. direct payments, homecare, residential care, report their personal experience via our annual adult social care survey.

Result highlights for 2018-19 are as follow:

- Social care related quality of life improved in 2018-19. Responses to 8 questions in the survey covering control, personal care, food and nutrition, domestic cleanliness, safety, social contact, use of time and dignity, report an overall quality of life score of 19, improving on our 18.8 in 17-18 where Kirklees ranked 13/15 in the region and 102/152 nationally. The regional average is 19.2 and England average 19.1.
- 79.3% of people had 'as much control as they want', or 'adequate control over their daily life, an improvement on the 74.7% in 2017-18 when Kirklees ranked 14/15 regionally and 116/152 nationally. We need to continue to put people in control of their own care, and develop individual and community capacity to be able to take positive action to make long term improvements.
- 46.8% of people reported that they had "as much social contact as they want with people they like", down on the 47.9% last year, but still higher than the latest published England average of 46%.
- Overall people are less satisfied with their longer term care and support. In 18-19 58.4% of people were extremely or very satisfied, down from 60.5% in 17-18 and below latest regional and national averages
- 67.8% of people found information and advice "very easy or fairly easy to find", down from 72.2% in 17-18. This measure is at its lowest in the last 5 years and a number of planned actions have been identified and are being monitored via Adults Senior Leadership Team, including improvements to adult social care web pages, a new community directory of care information, Gateway to Care Quality framework.

(4) Adult Social Care Demand and Capacity

Two time and task studies have now been undertaken, involving up to 300 staff from across our social work teams as developments continue in this area. This has helped validate a range of demand and capacity factors for change. From the various recommended options, 6 have been prioritised for integrating in to the broader transformation of care pathways. Both this area and the pathways work are now increasingly joined up to ensure our redesign benefits from both quantitative and qualitative insights. Workforce implications have also been explored as part of this work and were presented to the Transformation Board in July, along with an initial set of redesign recommendations.

Outputs & Impacts

Demand for adult social care support and activity on services have been reported for 2018-19 with final data due to be published by NHS Digital in October, provisional outcomes include:

- Overall there were 13,280 requests for support in 18-19, 7% fewer than last year
- 37 people aged 18-64 had their long-term support needs met by admission to residential and nursing care homes in 18-19, 14.1 per 100,000 population. This is an improvement on the 17.6 in 17-18 where Kirklees ranked 11/15 regionally and reflects the best outcome in this area over the last 4 years.
- The equivalent measure for older people shows an outcome of 467 per 100k population, based on 354 admissions to longer term residential or nursing care for people aged 65+. In 17-18 Kirklees were ranked best performing council in the region in this area and we await early benchmarking data for 18-19.
- 4,055 people aged 65+ received longer term services during 18-19, down 17% on 17-18. As at 31st March 2019 there were 2,595 older people receiving longer term care, compared to 3,145 in 2018, an 18% decrease.
- 95.8% of people received long term services in the community, via self-directed support further improvement on the 90.8% in 2017-18 and representative of 2,685 adults and older people.
- 43.5% of adults and older people received a direct payment, improving on the 39.4% in 2017-18 where Kirklees ranked 2/15 regionally and 23/152 nationally.
- 78.4% of adults with a learning disability are living independently in their own home or with family, compared to 78.6% in 17-18 where Kirklees ranked 11/15 regionally and 72/152 nationally. Of note, the number of adults with LD receiving long term care in the year has increased from 1,237 to 1,261.
- The equivalent outcome for people with mental health needs currently stands at 60.3%, an improvement on the 53% reported in 17-18 where Kirklees were ranked 15/15 regionally and 94/152 nationally.

(5) Integrated Community Based Health and Social Care System

The Integrated Provider Board continues to meet monthly, the focus of which is the implementation of key programmes that are delivering the Health & Wellbeing Plan. These include: Primary Care Networks, End of Life Care, KILT, Frailty, Care Home support, and Mental Health provider Alliance. The Board is also supporting the work of a number of enabling workstreams including workforce - a new integrated workforce strategy has been agreed, Digital - digital/IT leads from across the system are meeting regularly and identifying a shared work plan, Estates - leads from across the system are starting to meet regularly.

Other developments within Integrated Health and Social Care include wheelchair provision and assistive technology. The wheelchair services contract has been awarded and the Assistive Technology review is progressing with Adult Social Care - both to bring opportunities for closer working

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

Changes to the Housing Allocations Policy gives Care Leavers ready for independence the highest banding on the housing register to ensure they have the greatest choice and least wait for permanent accommodation. Work continues to improve tailored support packages, using feedback from care leavers who are allocated a Housing Solutions Officer to help make the transition from care to independent living as smooth as possible. Housing Solutions Service are working closely with Leaving Care Team who have received funding for an additional Personal Advisor to work with care leavers who may be at risk of homelessness, to ensure the Personal Advisor understands the issues around homelessness.

The "Duty to Refer" process is now in force with mechanisms in place for agencies to refer, including an online form. Good work has been carried out this quarter with Dewsbury District Hospital to raise awareness of the risk of homelessness on discharge. A successful MHCLG bid to commission 'Tenant Finder Plus' service, through Fusion Housing, aims to provide suitable/affordable private rented tenancy quickly for 200 single people with no/low support needs. The service, now active will operate over 2 years from April 2019. Fewer people were accommodated than initially projected for Q1 but teething issues have been addressed with agreement to increase the quantity and quality of referrals during Q2. Fusion are increasing their dedicated resource for the scheme. 10 additional council properties have been added to Temporary Accommodation and a portfolio to minimise impact on B&B use. A number of proposed schemes, including Tenant Finder Plus scheme will increase range of wider options for single people, with both a direct/indirect positive impact on TA and B&B use.

(7) People live in accessible, warm and safe homes

An initial review of care packages requiring 2 carers to provide care has been completed and where appropriate home adaptations provided to reduce care costs and improve outcomes for people. New means testing thresholds have been implemented with a smooth transition to new limits, received well by customers.

Occupational Therapists (OT) continue to work in Adult Services to streamline reviews, prior to Housing OT's feeding into reviews and following provision of equipment/adaptations. Adults have recruited additional OT capacity to support this initiative. Initial findings from the Front Door pilots are positive with appropriate equipment/minor adaptations being provided quicker. Trusted Assessor training is being delivered to support this approach along with Adults and Children's Services.

A MHCLG funded Rogue Landlord Enforcement pilot project has been undertaken, including an initial proactive visual inspection of accommodation above shops within Fartown/Birkby area and Dewsbury West area. A programme of internal inspections (32 properties) based upon higher risk initial assessments is scheduled to be undertaken during Summer 2019 to ascertain property standards and management practices.



Aspire and achieve

The Bigger Picture

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 one position up the national ranking system to 90 out of 152, maintaining its position in Band C.

[Data unchanged: National statistical release, December 2018]

In Kirklees, 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 proportion by 9.5% in that fifteen year period. The 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 to England has more than doubled over these fifteen years – from a 2.3% gap in 2004.

[New Data: Update analysis carried out June 2019]

(1) Securing high quality learning places

Following agreement with 6 secondary schools in North Kirklees to introduce 102 additional places to meet the expected Year (7) population spike in September 2019, those additional places have been made available to the 'national offer day' for pupils moving into secondary education. In addition, detailed work is underway to develop a scheme which could enable a small increase in the number of middle school places. Plans have also been finalised to enlarge the temporary accommodation for Bramble Primary Academy for the September 2019 Reception cohort. Work continues to establish a permanent school building. This has been delayed subject to legal processes.

Additionally, preparation is underway towards the publication of the 2019 evidence base which will support the establishment of future priorities for school place planning.

(2) Ambitious educational attainment

[Note: Key Stage (2) and Key Stage (4) results are released once per year. Detailed analysis was presented as part of the previous Quarter (4) report.]

Outputs & Impacts (new data to what was reported in the previous report)

- Current analysis shows that 78% of Kirklees pupils are taught in good or outstanding schools. This compares with 83.3% for England and 76.7% for the Yorkshire & Humber region.
- In conjunction, 81% of schools in Kirklees are rated good or outstanding. This compares with 85.5% for England and 79.8% for the Yorkshire & Humber region.
- There have been nine inspections published since Quarter (4), and five waiting to be published. Of the published reports, three were short inspections where the grading remained the same (Good). In the two day inspections, two schools moved from 'Requires Improvement' to 'Good'. One school moved from

'Requires Improvement' to 'Inadequate'. Another dropped from 'Serious Weaknesses' to 'Special Measures'. Two schools had their first inspection following academy conversion and were judged to be 'Good'.

- For information, 366 children are 'missing in education – "...a child of compulsory school age who is not on a school roll, nor being educated otherwise (e.g. privately or in alternative provision) and who has been out of any educational provision for a substantial period of time". This is similar to the previous quarter which had a figure of 361.

Of note, the number of permanent exclusions continue to rise – they were at 64 at the close of the previous quarter and they are now 95. There are a number of strategies in place. Funding has been made available for two inclusion workers to support Primary Schools in enhancing the early intervention offer and ultimately to reduce primary exclusions. The workforce development strand of the High Needs Review includes a focus on Fair Access, Behaviour and Attendance Collaboratives, Alternative Provision and the mainstream secondary offer.

(3) Special education needs and disability

The Council is set to invest over £1.5million in supporting children and young people with special educational needs and disabilities (SEND), in the development of specialist facilities at three schools in the district. Our current SEND performance at both Key Stage (2) and Key Stage (4) is challenging. Despite moving up the national ranking for Key Stage (2) from 142 to 139 out of 152 local authorities (band D), the rate of improvement seen over the last 3 years for SEN support children has been slower than that of national and regional comparators. And Kirklees currently ranks 123 out of 152 (also band D) at Key Stage (4). This investment is part of a wider programme to ensure that specialist schools and settings are able to meet the needs of children and young people with SEND locally, helping them to enjoy the best educational start in life. The money will provide more flexible accommodation and will support young people to make progress in all areas of the curriculum, which has a major impact on their successful transition to adult life.

Ravenshall School in Dewsbury will receive two new classrooms and a breakout space at. These will be used by all pupils and, in total, the project will cost an estimated £525k. Up to £450k will be spent on further improvements to SEND provision at Newsome High School, which has dedicated facilities for Hearing Impairment and Physical Impairment. And Honley High School is being reconfigured to create a new series of rooms allocated to specialist provision. These facilities will be integrated with the mainstream school whilst also having their own access and helping students with SEND to freely circulate – with an estimated cost of £550k.

Outputs & Impacts

- A continuum of support is being developed for complex communication and interaction and children with social emotional and mental health difficulties; with a further provision map that shows universal, targeted and specialist training available and provided by council teams and schools themselves in partnership.
- The Additional Needs Register is a live document and its findings are being used to commission and shape services.
- A termly newsletter to those on the register has received very positive feedback.

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

The Department for Work and Pensions (DWP) has confirmed that we will move to contracting on the successor to Works Better. This delivery is anticipated to overlap with the 'Works Better' programme to ensure that provision is continuous for residents.

Provision continues to deliver well across the suite of programmes. Of note, this is the final full year for some provision such as Works Better, Community Learning Works and Step by Step. It is anticipated that engagement figures for these programmes will decrease throughout the year, however other provision such as 1525 is still gaining momentum. The Council remains confident that these targets will be achievable.

A bid has been submitted for an Inclusive Growth programme to work with anchor institutions across the district. If successful this would start in the new calendar year. A Digital Inclusion group has been established and the Council is developing a plan to support digital inclusivity across the district. Digital inclusion is about ensuring individuals and disadvantaged groups have access to, and skills to use, Information and Communication Technologies (ICT) and are therefore able to participate in and benefit from today's growing knowledge and information society. In addition, work with Kirklees College and other providers will help to ensure that construction opportunities in the District are maximised. This aligns well with the inclusive growth agenda, for which a regional framework is being developed with input from Council staff through the Inclusive Growth Strategic Support group.

(5) Support into employment

Outputs & Impacts

- 1,308 people have been supported through Employment and Skills provision over the course of Quarter (1)
- 160 people moved into work or apprenticeships as a result, a strong start to the year, with a high volume of residents engaging in provision currently.
- The proportion of Year 12/13 young adults not in education, employment or training (NEET) has risen from 2.5% at the close of the previous quarter to 3.1% at the close of Quarter (1). NEET performance tends to increase cyclically in a summer spike. NEET in 2018 for Q1 was 3.8%. So current performance at 3.1% is showing a significant improvement in comparison the same time in the previous year.
- Kirklees has one of the lowest rates of 16-17 year olds who are not in education, employment or training (NEET) across the country. The latest draft NEET and Not Known Scorecard data to be published this month by the DfE shows Kirklees are in the top quintile for both its low numbers of 16-17 years olds NEET / not known and for its low numbers of 16-17 year olds whose activity is not known.



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 19 years. In 1998 the gap between Kirklees and England was £4,064 per head (a 26.24% gap) and 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%. However, GVA per head for England grew by 105.57%.

[New data: Update analysis carried out June 2019]

Gross Disposable Household Income (GDHI) per head of population

Over the last 21 years, the Gross Disposable Household Income (GDHI) has increased from £9,660 in 1997 to £15,725 in 2017. This represents a 63.5% increase over that time. Over the same 21 year period the growth in GDHI for England as a whole has been 80.6%. Over the same period, Kirklees has been slightly lower than for the Yorkshire & Humber region as a whole but with a similar rate of growth. However, both Kirklees and the Yorkshire & Humber region have been significantly lower than the GDHI for both England and the UK. In 2017, Kirklees had a GDHI per head of £15,752 in comparison with the England average of £19,791. In 1997 Kirklees had a GDHI that was 10.6% less than the England average. In 2017 Kirklees has a GDHI that is 20.4% lower than for England. It is also worthy of note that since 2015 the GDHI for both Kirklees and Yorkshire & Humber has been decreasing, after eighteen years of year on year growth.

[New data: Update analysis carried out June 2019]

(1) Dewsbury town centre regeneration

Following the completion of works on site, Pioneer House has been handed over to Kirklees College for the Landlord's fit-out. Next year 1,500 students and their teachers will be moving in, contributing significantly to the regeneration of Dewsbury.

The final two schemes of the Dewsbury Townscape Heritage Initiative are on site and due for completion in September/October 2019. This is the culmination of a five-year regeneration programme to preserve and enhance key buildings. The Initiative was awarded £2m by the Heritage Lottery Fund, which was matched with £1.7m by Kirklees Council. Grant funding has been available to property owners and long-term tenants wishing to repair, restore and reinstate their properties, and has also been geared towards bringing empty buildings back into use. The forecast is to achieve majority of original targets and within the allocated budgets.

(2) Huddersfield Town Centre regeneration

The 'Huddersfield Blueprint, a decade of ambition' has been launched for consultation. This is a ten-year vision to create a thriving, modern-day town centre. The plan aims to deliver five key objectives for Huddersfield Town Centre: A vibrant culture, art, leisure and nightlife offer, thriving businesses, a great place to live, improved access and enhanced public spaces. The overall costs of The Blueprint scheme could be up to £250million, with funds coming from national government, private investors, West Yorkshire Combined Authority and Kirklees Council.

It focuses on regenerating six key areas: Station Gateway, St Peter's, Kingsgate and King Street, New Street, the Civic Quarter and a new Cultural Heart in the Queensgate and Piazza area. Huddersfield will be a busy and family-friendly town centre that stays open for longer with a unique culture, arts and leisure offer and thriving businesses. Huddersfield's heritage will be celebrated in attractive, high-quality public spaces and breathing life back into our

historic buildings. Vibrant streets, walking and cycling routes and enhanced public transport will better connect the town centre. Quality, affordable homes will help build strong communities and bring an energy to the town centre, further boosting the economy.

(2) Joined up business growth support system

The Council's strategic and operational work to integrate business support continues with additional business resilience workshops in the pipeline. A refreshed Start Up and Retention Policy and new Open4Business Deal are in the final stages of sign off and a refresh of the approach to delivering key account engagement has commenced.

The Council continues to work with strategic partners on delivering an integrated business support offer. Of concern, the Council has been unable to award the scale-up/business intelligence research commission. Therefore, the preparation of its jointly owned business growth plan will be delayed.

European bids for Kirklees' Ad: Venture & Digital Enterprise schemes have been awarded and programmes are due to start during the summer. Ad:Venture is a comprehensive and innovative mix of tailored business support to boost growth and develop businesses in their early years. Digital Enterprise helps businesses to invest in digital technologies.

The 2019/20 Business Hub Live events programme is set and further work is planned to supplement this smaller programme of events with a topic based programme of business support workshops. As previously, all these events will be delivered in partnership with the University of Huddersfield, Kirklees College and the Chamber of Commerce to avoid duplication of subjects and displacement of attendees.

Outputs & Impacts

- Kirklees continues to exceeding SME Growth Management output targets, having secured 19.1% of all the Economic Services Grants from the Leeds City Region, exceeding Kirklees' 13% share of SME stock across the City Region.
- Since the Regional Growth programmes commenced, to date Kirklees has been offered 1,027 grants resulting in £6.2m grants paid, leveraging £26.7m of private sector match funding into the District
- In turn, this resulted in a collective commitment to deliver 1,368 new jobs across Kirklees as a consequence of that business growth
- Take up and engagement with the Business Hub (the free on-line service for companies based in Kirklees) continues to rise with 1,620 local businesses now signed up

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

Kirklees' Museums and Galleries have successfully bid for £216,700 from the National Lottery Heritage Fund's (NLHF) Resilient Heritage Fund. This grant supports a transformative 18 month programme for museums, building on recent work carried out during projects supported by the NLHF and Arts Council England. An advisory group will be established involving local groups and organisations to develop an ambitious vision for museums and heritage in Kirklees. This new project will explore how the unique stories of the people and places of the past can inspire the future and play an important role in tourism, economic regeneration, education and people's health and well-being. Starting in summer 2019, the Council will work with an experienced NLHF approved Mentor on the first stages of major strategic planning. Once produced, these plans will help the museums service to bid for more investment. The first phase of engagement underway, as is commissioning of NLHF mentors. Mentors will be in place by August. The Project will link closely with Huddersfield Blueprint's Cultural Heart development now launched.

As part of the WOVEN Kirklees festival, the Council has been part of textile trails at sites. Huddersfield University Fashion and Costume shows successfully took place at Huddersfield Art Gallery, raising the profile of both the Gallery and the University. "Run for Jo", the showcase event in the Jo Cox programme, was hosted by Oakwell Hall Country Park. Museums have also partnered with Huddersfield Library in the "Making Your Mark" exhibition of museum objects, as part of the British Library national programme. In addition, Bagshaw Museum hosted a visit by the British Museum, National Programmes manager, and is in discussion about a partnership for the site.

Outputs & Impacts

- New Instagram accounts have been launched for museums and galleries. Social media followers are at second highest level for any West Yorkshire Museum service at 24,300.
- Recent benchmarking with West Yorkshire museums partners shows Kirklees has the largest/most ambitious museum volunteer programme (9,482 hours delivered in 17/18, equating to £166,200)
- A new Bike Track facility at Oakwell Hall, providing health activity for local people and attracting regional audiences, is now fully open. It is proving popular. This facility was funded by District Committee, Sport England and the Big Lottery at a total investment of £80k.
- 560 artists and creative organisations now have profiles on Creative Kirklees (the comprehensive guide to all arts and creative events taking place throughout Kirklees), a jump of 62 since the previous quarter, due to the success of the WOVEN festival and the extensive social media campaign reaching new audiences.

(4) Promotion of Kirklees as a place to invest

Council activity to prepare the Kirklees Investment Pipeline is underway. Once completed this schedule will be used to engage with our Construction Supply Chain Partnership and Employment and Skills Sector working groups (North Kirklees Growth Zone, Rail & Road & Big Build) to support development of business and people supply chains across Kirklees.

Local Wealth Creation

This subject was raised in reaction to the 'GVA' and 'Gross Disposable Household Income' trends data presented in the Q4 corporate performance report. In response, below is an introductory feature. Progress will be reported through the year.

For the Council in 2019/20, local wealth building has a number of strands which include spend for local impact, procurement, barriers to employment, local assets, tackling poverty, inclusive economic growth and understanding our local economic data. Activities during the Quarter have centred on three areas of delivery.

- **Relationship building:** the Council is working to build strong connections with local anchor institutions - the larger established organisations, rooted in local communities, which can improve local economic and social wellbeing through the use of their spend, employment practices, and use of land and assets. The Kirklees Inclusive Growth Group is now well established with anchor institutions. The leader of the Council is chair of the group. Engagement with anchor institutions is growing, as is an understanding of a shared purpose. Care is being taken to encourage leadership from within the group rather than to be dependent on council officers. In support, a bid is being made to the European Social Fund for extra posts to be co-located across the Council and larger anchor institutions with the aim of reforming recruitment processes to be more inclusive.
- **Asset transfer:** The Council currently offers a £5k grant to community organisations for asset transfer business case production and is looking to raising the value of this grant to £10k for complex asset transfers. Also, an analysis is currently underway to explore how the asset transfer process can be simplified where possible.
- **Tackling poverty:** Apprentices working for the Council have seen their wages doubled from April 2019. Also, the Council is currently writing a bid to poverty-proof the school day which, if successful, will support schools to identify and tackle the many financial barriers that prevent pupils from fully partaking in school life. The aim is to make school a more equitable place for all students, so that no activity or event within school life excludes those who have fewer financial resources.

Outputs & Impacts

- 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, 35% is spent within the 20% most deprived communities
- 57% of spend is with small to medium sized enterprises (SMEs)
- 69% of Council spend with its top 300 suppliers (by value) is with suppliers in West Yorkshire (including Kirklees)



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.

[Data unchanged: ‘Current Living in Kirklees’ survey, December 2016]

(1) Citizen engagement

Working with communities in ways that reflect the diversity of the towns, villages and people of Kirklees so they are actively involved in the decisions that affect them, and developing relationships and partnership working with community hubs.

During Quarter (1), Place Standard engagements were delivered in 7 neighbourhoods, covering 4 Wards in the District. A further 17 neighbourhood place engagements, covering 10 more Wards, are planned. In order to meet this further delivery, over 200 people have received training in using the tool.

As part of the work to improve Electoral Registration, Quarter (1) saw research undertaken with Huddersfield University and Further Education Establishments to explore reasons why young people do not vote.

Membership of the citizen engagement reference group has grown to include Kirklees Neighbourhood Housing, North and South Kirklees CCGs, Health Watch and West Yorkshire Police in addition to Council services. The quarter saw over 1,500 young people and stakeholders engaged with, to better understand how young citizens might be supported.

(2) Voluntary and community sector engagement

To increase and co-ordinate the resources and assets that are available and maximise their impact.

As part of the “Supporting the 3rd Sector” programme, the quarter saw the development of new partnerships and support through a funding road show which resulted in 2 successful bids securing £119K and 3 further applications totalling £655K.

The quarter also saw the delivery of volunteer recruitment roadshows in Volunteer Week and the Third Sector Team picking up the delivery of the Comoodle community sharing platform.

(3) Making safeguarding 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 the availability of effective, timely and proportionate responses when abuse or neglect occur.

A full programme of events were delivered as part of National Safeguarding week in June 2019. This included briefings and training delivered to over 250 staff and community groups regarding identifying and supporting individuals at risk of harm such as modern day slavery, hate crime and domestic abuse.

Child Safeguarding

- Children's Services had its full Ofsted Inspection in early June. Results from this indicate that services for vulnerable young children have improved significantly and are no longer considered "inadequate" in any area of service.
- Q1 saw month on month increases in the number of children subject to a Child Protection Plan and that the number of Initial Child Protection Conferences held within timescales continues to increase.
- A weekly External Placement Review Panel oversees looked after children who are placed out of the Local Authority. Options of returning to the local area are explored but only when it is appropriate to meet the children and young person's needs. Progress has been made in reducing the number placed more than twenty miles away from Kirklees from 127 in 2017 to 103 in May 2019.
- Weekly life skills and pre-tenancy training is in place for young care leavers, held in "No.11". No.11 has recently recruited a Personal Advisor with a specific role in working with young people who are at risk of losing their tenancy. This has been funded as part of the government's Homeless Strategy.
- Q1 also saw work to secure apprenticeships for Care Leavers within the council. Managers have been offered training in order to enable them to offer the appropriate support to our young people. An example of work in this area includes the introduction of a Saturday job scheme which will give our young people opportunities for part time employment.
- The Early Support service within Children with Disabilities Service is now operational ensuring children receive support at the earliest opportunity, preventing the need for social work intervention.

Adult Safeguarding

- Q1 saw the Strategic Boards for Safeguarding, Communities and Health & Wellbeing come together to develop an inter-board "Working Together" protocol which provides effective safeguarding leadership across Kirklees.
- The previously flagged risks relating to Deprivation of Liberty volumes are been addressed through the use of externally commissioned support to undertake assessments thereby mitigating risks and also preparing for the upcoming implementation of Liberty Protection Safeguards.
- The quarter saw the 3rd Quality Summit held in June, engaging almost 100 Adult Safeguarding staff to develop evidence based practice and best practice, dementia design and improving quality across in house care provision.

(4) Developing community capacity

Which builds good community relations, improves understanding between people from different backgrounds and works with existing community assets in order to increase community connectivity and cohesion, wellbeing and tackle inequality.

Q1 saw a focus on working with communities to enable communities to access funding, in particular in areas of North Kirklees which have had limited success in the past. An "it's up to you" participatory funding event saw 6 groups and individuals in Fieldhead and Birstall access funding to support activities developed by local people to address issues of concern in their area.

During the quarter, 5 Big Iftar and 6 Great Get Together events took place. 475 people from different communities (who had previously not engaged with one another) came together to build understanding and collaborative work to develop future joint work to improve cohesion and deliver shared outcomes.

(5) Making communities safer

By preventing and tackling community safety issues (such as crime and anti-social behaviour) at the earliest possible opportunity

Using monies from the Police Crime Commissioner Safer Communities Fund, over 250 young people participated in diversionary activities to tackle anti-social behaviour (ASB) in Crosland Moor (Ultimate Sport Youth Club), Dewsbury Moor (Bramwell Sports / St. John Fisher Football & Sports) and Pride in Linthwaite (Young People's Outreach). Also, an innovative scheme called "I'm being good in my neighbourhood" was piloted in the quarter. This involved working in partnership with primary schools located in area of high youth ASB to engage younger children in out of school activities to develop team work, confidence to not be led astray and to provide a safe space to share concerns. Initial feedback from the school is extremely positive and parents / carers are attending to share quality time and family time.

In relation to gangs, this quarter saw delivery of Early Intervention Youth Fund Programme started in the quarter focusing on 3 tier model (Schools / Mentoring / Enhancing the multi-agency gang's strategy). 4 community mentors are now in place in target communities. A further 10 are currently been trained to undertake this role. The quarter also saw awareness raising on risk factors associated with gang involvement delivered to over 100 front line staff and individuals from the community and voluntary sector, along with 25 individuals who were identified as at significant risk of gang involvement being supported to prevent and divert further involvement.

In response to increases in knife crime associated with the night time economy, targeted work has been undertaken with licensed premises to improve pre-entry searches.

Community and Voluntary Sector Groups continue to be supported (including through development of Community Mentors) to engage with communities around PREVENT and violent extremism through workshops. WRAP sessions were delivered to over 150 participants working in educational settings and supporting 24 individuals referred through the Channel Process.

The first Youth-Talk event has taken place, Civil Society Organisations working with Young People aged 14-19 to offer a safe and informal environment to discuss Prevent, meet new people and share skills. And also to explore the Local and National context in line with Far Right activity, to examine and understand the harmful impact on communities.

The work undertaken by the operational and strategic groups operating in Kirklees to tackle Modern Day Slavery has been identified as an example of best practice by the Local Government Association.

(6) Vulnerable migrants, asylum seekers and refugees

Assessing the support that is available to them from the council and partners including the voluntary and faith sectors, to ensure their settlement and community integration. We are also developing guidelines to support people who have no recourse to public funds.

As part of Refugee week, Kirklees delivered over 35 events across Kirklees providing information and celebrating the work undertaken to settle refugees and asylum seekers in the District - key activities included the following.

- Launch of a directory of services to support refugees and asylum seekers
- Open call for small grants to support organisations to deliver support
- Launch of a locally produced film in 5 languages to support people to integrate into society, understand values and break down barriers
- Presentation of a play based on the experience of Syrian Refugees, music events and awareness raising sessions



Clean and green

The Bigger Picture

As part of the Current Living in Kirklees survey in 2016, 79% of residents were satisfied with their local place. This compares favourably with the results in the previous 'Your Place, Your Say' survey, where 76% of residents were satisfied with local place. There is a link between satisfaction with local area and the Index of Multiple Deprivation, with each successive quintile reporting higher levels of satisfaction.

[Data unchanged: 'Current Living in Kirklees' survey, December 2016]

Resident satisfaction with local area is included in the quarterly survey of residents across West Yorkshire, as carried out by the West Yorkshire Crime Commissioner. In the latest available results, 71.8% of Kirklees residents are satisfied with their local area (defined as a 15 minute walk from their home). The average for West Yorkshire is 71.5%, with a span between the lowest score of 67.1% (Wakefield) and the highest score of 77.1% (Calderdale). In Kirklees, similar to Leeds, there is a trend of small reductions in positive scoring from quarter to quarter.

[New data: West Yorkshire 'Your Views' survey, March 2019]

(1) Responding to the declared climate emergency

The cross-party Councillor-led Climate Emergency Working Party is leading a dynamic audit process of information gathering and engagement in order to identify practical measures to reduce carbon emissions across the district and address the challenges of a changing climate. The Working Party will report back to the Council in late 2019 with recommendations for next steps. Since the declaration of a climate emergency the Council took immediate action to put the following measures in place:

- Disclosing Kirklees' district climate emissions in an open and transparent way.
- A business case for a Huddersfield Heat Network is being made.
- The council will encourage more woodland and green infrastructure via the White Rose Forest Partnership.
- An engagement campaign will begin soon to encourage council staff to make a positive difference to the environment.
- The council will work with partners to establish a Kirklees Climate Commission.
- A Kirklees Youth Summit is under development, with a climate emergency focus.
- The Council is supporting the West Yorkshire Combined Authority's pledge for the Leeds City Region to reach net zero carbon emissions by 2038.

Outputs & Impacts

Kirklees Council has been committed to the greener agenda for a number of years. Some of this ongoing work includes:

- 60 per cent of street lighting in Kirklees (6,380 lights) has been converted to environmentally-friendly LEDs. This has reduced electricity use by 3,025,378kwh – the equivalent of running 18,116 televisions for four hours every day for a year.
- Started a £12.5million four-year LED conversion programme for the remaining 31,000 lights and significantly reduced the number of street lighting faults compared to the previous year
- Kirklees Council refers local businesses to the Leeds City Region Resource Efficiency Fund. Over 170 Kirklees businesses have been engaged with, 76 have had free assessments and almost £214,000 of grants have been awarded. 609 tonnes of carbon dioxide savings have been made.
- In the last six years, over 1,000 council properties have had wall insulation and almost 2,000 have received loft insulation. This has saved 1,543 and 241 tonnes of carbon respectively. Over 600 council houses have been fitted with solar panels in the same period. Kirklees is a partner in the Leeds City Region's Better

Homes Yorkshire energy efficiency scheme. Since 2015 over 130 private houses in Kirklees have benefitted from free or low cost energy efficiency measures.

- The council has reviewed its planning policy so, where appropriate, permission is granted on the condition that charging points for electric vehicles are provided in new residential and commercial developments.
- Kirklees Council has a target to reduce carbon emissions by 40 per cent by 2020-21. The council is now developing targets beyond 2020-21 to align with the new proposed national target of 'net zero' by 2050. A report on this will be presented to Full Council later this year.

(2) High quality environmental management

The Council successfully completed the feasibility study in 2018, which has established the basis for further development work on the Huddersfield Heat Network. The Council has followed this up with a further successful funding bid to the Government's Heat Network Delivery Unit for the next stage of work, which will include an outline business case. This is expected to commence later in 2019.

The Kirklees White Rose Forest (WRF) Group oversees delivers the White Rose Forest Plan in the District, enhancing green infrastructure, increasing tree cover and strengthening 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). The partnership continues to use the baseline 'Landscapes for Water' GIS dataset to develop and inform this approach.
- The Green Streets® task group for the Leeds City Region (including Kirklees) is continuing its work to incorporate Green Streets® green infrastructure principles into future infrastructure schemes across the region.

(3) Air Quality Action Plan

The updated Air Quality Action Plan for Kirklees has been released for consultation in June 2019. That consultation process may result in some minor amendments. However, this will not affect the following commentary as this focuses on the data for Kirklees and high level actions only.

Air pollution is associated with a number of adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. There is also a strong correlation with equalities issues, because areas with poor air quality are most often the less affluent areas. Air quality issues within Kirklees are focussed around the road network connecting the towns, and traffic which passes between the West Yorkshire conurbation along the M62 and Greater Manchester. Kirklees has identified 2 primary pollutants of concern. They are Nitrogen Dioxide and Particulate Matter.

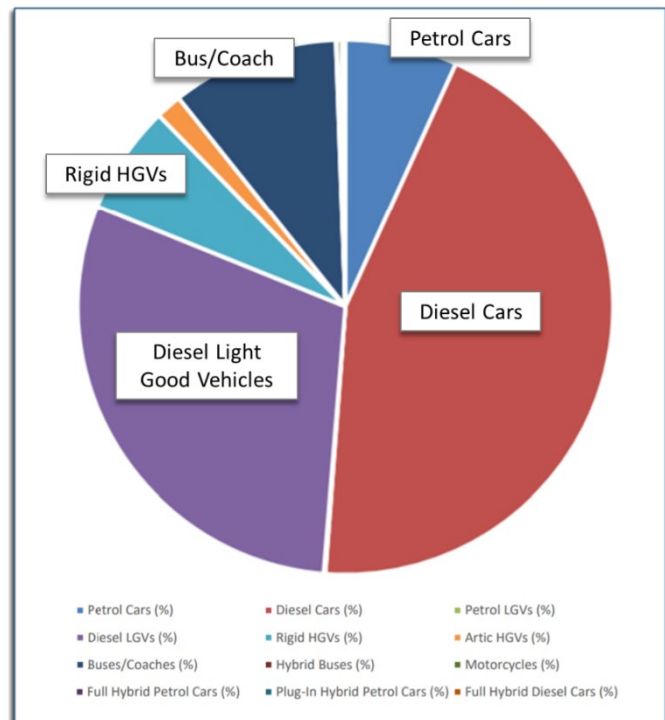
Kirklees has 10 Air Quality Management Areas (AQMAs) where monitoring of both indicate levels above target emissions and which require improvements to be made. These are Bradley, Ainley Top, Birkenshaw, Eastborough, Edgerton, Liversedge, Outlane, a new one in Thornton Lodge and Huddersfield. The tenth, Scouthill, is currently not exceeding particulate matter exceedances and is in the process of being removed from AQMA status.

Between 2012 and 2013 concentrations within the Air Quality Management Areas (AQMAs) and overall for Kirklees fell significantly. However, since that time trends across our AQMAs at other non AQMA monitoring locations have seen slight increases. This indicates that further measures are needed to return to a downward trend.

Analysis has undertaken across our AQMAs as to where originate, with the following results. Overall NO₂ emissions from the vehicle at AQMA's are heavily contributed to by Light Duty Vehicles, with an average of 80% emissions compared with 20% from Heavy Goods Vehicles

In breaking the analysis down further (adjacent diagram), by far the most significant sources of NO2 emissions come from diesel cars and light good vehicles. Both buses/coaches and rigid heavy goods vehicles contribute significant proportions. Petrol cars, by comparison, contribute a far lower proportion of emissions - and articulated lorries even less.

A pre-existing Air Quality Strategy and Action Plan are in place, adopted in 2007. While some of the actions and policies outlined in these documents are still relevant, the majority are either out of date or have been superseded by adoption of other policy documents. As such, the Council plans to replace these documents with this 5 year action plan and the creation of a new overarching Air Quality Strategy for the district. In conjunction, air quality is named within the Corporate Plan as a primary key measure for success within the Clean and Green outcomes section. The target within the plan is to “Improve air quality via a Kirklees Air Quality Action Plan and other interventions across the Council and with partners.”



The Council is also in the process of developing new strategic documents to promote the reduction of health impacting emissions. These documents are listed below and contained within the action plan schedule of work:

- Kirklees Local Plan Air Quality Policy (*Adoption*)
- New Kirklees Air Quality Strategy (*going to Cabinet in September*)
- New Kirklees Air Quality Action Plan (*going to Cabinet in September*)
- Kirklees Electric Vehicle Charging Strategy (*early stages of development*)
- Kirklees Climate Emergency Action Plan (*in development*)

Outputs & Impacts

- Over the course of 2019-20, the council will invest in 27 electric vans, 20 full electric cars and 50 hybrid cars to replace diesel vehicles.
- The Council has commissioned the provision of 17 OLEV taxi charging points, to be installed across Kirklees between September and December 2019.

(4) Infrastructure across Kirklees for greater connectivity

Additional resource have been allocated to lead on the preparation of the Kirklees Digital Strategy and Plan alongside the commitment to project manage the infrastructure build that has been secured. A Digital Infrastructure Project Manager post is under external recruitment. Of concern, substantial resource needs remain in managing current and future infrastructure projects.

The City Fibre Huddersfield build has commenced and urgent work is still taking place to agree Wayleaves for our social housing Multiple Dwelling Units. External consultants have been engaged to undertake this work. *[Wayleaves are a statutory right which gives the licence holder the power to install their lines and associated equipment on, over or under private land to keep the electricity line there and to have access to that land.]*

City Fibre have announced plans to build in North Kirklees and the Council has received interest from another broadband infrastructure provider to build in our area. The Super-Fast West Yorkshire Contact 3 (delivering infrastructure to reduce our non-commercially viable not spots/white spots) is planned to be procured again in the autumn.



Efficient and Effective

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

This quarter, there has been a focus on improving the organisation's workforce diversity data, with a campaign to encourage staff to report their personal data. This campaign has been very successful, with a return rate of almost 70% for staff who do not have access to SAP. This improvement in our workforce intelligence will enable us to target areas of under-representation in the workforce.

The service has also started to focus on senior management development and has drawn up a specification for the development of our future leaders which will focus on system leadership, inclusive leadership, intelligence led decision-making and leading beyond the organisation. It is proposed that this development programme will commence in the autumn.

The Staff Volunteering Scheme has also launched. Staff are allocated two paid days a year to undertake volunteering activities in the workplace. This not only supports our communities but also supports the wellbeing of our workforce.

Outputs and Impacts

- The percentage of staff seeking employment outside the Council has also fallen significantly in the past 12 months from 20% to 13%.

(2) Sickness Absence

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

In this quarter, we have started to see significant outcomes from the work that has taken place over the previous 12 months, in particular wellbeing of staff.

- Sickness absence reduce by an average of 1.5 days per employee per annum, with the average number of days absence at the end of Q1 reporting as 10.7 days.
- This improvement is also reflected in the wellbeing indicators in the staff survey which have improved across the board

(3) Employee Resourcing

There continues to be an overall reduction in agency spend. HR staff continue to work 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 Q1, following the pattern that we have seen throughout the year. Spend in Q1 was £1.26 [Q4 was £1.58m], which is the lowest spend over the last 5 quarters.
- Whilst there is a definite downward trend in spend, we are still seeing spend continuing in some areas such as Adults and Economy & Infrastructure; 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

In Q1 the activities have continued to help implement the year 2 action plan.

Outputs and Impacts

- Continued targeted outreach and recruitment fairs creating a pool of potential applicants from diverse backgrounds
- A slight increase in Supported Internships for students with a learning disability - in an effort to improve a Project SEARCH Steering Group established with colleagues from across the Authority Including. Real Employment, plus Kirklees College, Project SEARCH and C and K Careers.
- An inclusive volunteering questionnaire designed and disseminated to identify barriers for people from diverse backgrounds getting involved in volunteering
- Specific training on unconscious bias in early 2019 was commissioned by the Youth Offending Team in response to the Lammy Report.
- A Diversity Awards Event is being planned for 15 November 2019 and a project manager has been appointed
- There continues to be improved support to new migrants and asylum seekers - over the past three months, 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.

(5) Procurement

An initial piece of work was undertaken in financial year 18/19 with the Centre for Local Economic Strategies (CLES) focussing more broadly on local wealth building (including supply chain analysis). A repeat supply chain analysis is anticipated in Quarter (2). Policy and procurement will be refreshing the procurement strategy and approach to embedding social value in contracts as part of this process. Timescales to be agreed but likely to be Quarter (4).

(6) Intelligence

The implementation of a new data preparation and visual analytics tool is underway within the Intelligence Service. A number of dashboards are being developed and tested during Quarters (1) & (2) to respond to corporate priorities and to provide decision makers with ready access to timely data, intelligence and insights. Additional capacity has been brought in to the service to support implementation and identify opportunities for wider deployment of the software.