

**Name of meeting:** Cabinet

**Date:** 20<sup>th</sup> January 2020

**Title of report:** Quarter (2) 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 (2) 2019/20 in the context of the strategic intent in the Corporate Plan.

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 – 9 January 2020
Is it also signed off by the Service Director for Finance IT	Eamonn Croston – 9 January 2020
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft – 9 January 2020
Cabinet member <a href="#">portfolio</a>	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, with the assignment 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 (2) Corporate Performance Report provides a high level overview of performance across all council activity, it sets out activity and impact in all of the following sub-headings

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

**4. Consultees and their opinions**

The attached reports show progress in relation to the Seven Kirklees Outcomes and the Council's aspirations for each, as expressed in the Corporate Plan for 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 (2)  
July to September 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.

## High quality children's services

**1,422 young people** at various stages of **Child and Adolescent Mental Health Services (CAMHS)** support (ranging from assessment through to face-to-face interventions) - lower than the Q1 figure of 1,837.

Thriving Kirklees

Current **Children's Emotional Wellbeing Service (CHEWS)** waiting times are an average of **23 weeks**, with waits for direct support with Senior Practitioners and Emotional Health Workers continuing to be the longest.



**Opening of "No 12" in Dewsbury**, providing a safe space where there is **advice and guidance** about healthy lifestyles, housing and finance, life skills, training, education and employment for **people who are leaving care** and preparing for the next stage in their lives.

**Launch of the Kirklees Integrated Wellness Service**, for adults who need support to improve their health behaviours and wellbeing – with 266 referrals to the service in Q2.

Happy healthy lives



**371 new introductions to the Community Plus Programme** in Q2; most common reasons for introduction were to improve health, meet new people and interested in joining a group.

**546 people attended the 'Flame' event in Greenhead Park** (a festival of free inclusive sport and activities for all ages and abilities), with 24% of the participants having a disability.



**278 cases where homelessness has been prevented** during the quarter (535 cases year-to-date).



**Launch of the Kirklees Intervention and Support Service**, for people who may struggle to live independently, be at risk of homelessness or needing support to maintain their independence. – bringing **£6.6m of govt. funding** and a **£4.6m social impact bond**.



Of the **188 organisations providing social care** across Kirklees - **71% are Good or Outstanding**. But 28% require improvement and there are 2 rated inadequate.

High quality health services

**72% of Year 9 pupils in 2019** (age 13-14) rate their health as **good or very good**. But this was 86% in the previous equivalent survey.



This is **less about physical health behaviours** - less smoking, drinking, sex. It is **more about emotional wellbeing** – greater anxiety around appearance and what the future holds.

## Improved school attainment

**62% of Kirklees children** are **meeting the expected standard at Key Stage 2** in combined reading, writing and mathematics (the same as last year) but **3% lower than the national average**.



The provisional **average attainment 8 score at Key Stage 4** for all pupils with Grade 5+ is 45.1, a **decrease of 0.3 on the previous year** – but 0.6 above the national average (44.5).



**1,664 Businesses** signed up and **active on the Kirklees Business Hub** - the vibrant on-line Business Community looking to support and promote commerce across Kirklees.

**Economically successful and vibrant**

**2,105 people**, who are most disadvantaged/removed from the labour market, have been **supported through Employment and Skills** provision year to date, with **279** of these having **found employment**.



**Successful bid** for up to **£1million** from Historic England to help deliver our visions for **Estate Buildings at St Georges Square**, which will help deliver our plans to bring the existing Estate Buildings back to life and back into use.

Ambitious plans to build a **£15 million state-of-the-art Spenborough leisure centre** have **begun**, with current pool now closed and demolition in September. The new facilities is expected to take around two years from early 2020.



A record **68 sites and events** contributed to the **Heritage Open Days Festival**, offering an insight into places not always open to the public, with over **5,000 people taking part**.

## Safe and green places and spaces

**1,750 people took part in Place Standard engagement**, across 8 neighbourhoods covering 5 wards. This work included conversations with citizens, groups and key stakeholders on the Huddersfield Town Centre Blueprint.



**Delivered** a further **1,550 homes** across the District in the preceding twelve months, short of historically set targets. Local Plan adoption provides significant development land which is likely to increase the rate of completions.

**Beaumont Park and Greenhead Park** achieved the coveted '**Much Loved**' status in a national competition, with Beaumont Park winning the regional title.



Over **2,000 pupils** at local primary schools throughout the District viewed an educational performance about child exploitation, county lines drug trafficking, knife crime and domestic violence.

## Making the most of resources



**Sickness absence continues to reduce**, now at 10.7days per FTE, a small improvement on the previous quarter (10.76) and the lowest since January 2017.



**300 expressions of interest** for the **apprenticeships scheme** were received which is double the number received in the previous year.



## 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 girls in Kirklees and nationally is currently 2.2% and the gap between boys in Kirklees and nationally is 2.1% (the smallest it has been since 2015).

[Data unchanged: National statistical release, September 2018 (new data due December 2019)]

72% of Year 9 pupils (age 13-14) rate their health as good or very good. Comparing this to the equivalent survey carried out in the year these pupils were born (2005), 86% of Year 9 pupils then rated their health as good or very good. Despite a lower proportion of pupils now saying they are in good health, we have seen improvements across a range of health-related behaviours during the lifespan of current Year 9 pupils:

- In 2005, 47% of Year 9 pupils had tried a cigarette; in 2019 this had dropped to 15%
- In 2005, 83% had tried an alcoholic drink; in 2019 this was 48%
- In 2005, 15% had had sex; in 2019 this was 7%

One contributing factor to the downward trend in perceived health may be a decline in young people's emotional wellbeing. The proportion of Year 9 pupils worrying about specific issues has increased over time:

- In 2005, 13% often worried about their appearance; in 2019 this was 32%
- In 2005, 9% often worried about the future; in 2019 this was 25%

*Further analysis of this survey data will provide additional insights into young people's health and wellbeing.*

[New Data: Kirklees Young People's Survey, 2019]

## Our ambition in the Corporate Plan

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

## Thriving Kirklees

There has been progress in increasing capacity to deliver the Children's Emotional Wellbeing Service, including appointment of a senior practitioner, a wellbeing support worker and three emotional health workers. Two additional wellbeing support workers and three emotional health workers due to start in Q3.

'Safety Nets' (a health and wellbeing programme for young people aged 11-14 on the waiting list) is being developed with South West Yorkshire Partnership Foundation Trust and Huddersfield Town, to begin in January 2020. A regular weekly drop in will be offered from January which will be run alongside the young people's workshops already available.

Other ongoing developments include the Children's Social Care family worker offer and the implementation of 'Mental Health in Schools Teams' within Kirklees. The bid for funding Wave II of these schools teams was successful. A new Senior Mental Health Practitioner for Care Leavers is now in post.

The number of parent information sessions has increased over the quarter due to high demand; the first parent/carer 'Chill and Chat' session has been advertised for October. During Q2 there were two development sessions for volunteers, and six new volunteers have been recruited. A new Senior Mental Health Practitioner for Care Leavers has also been recruited.

In Crisis Support, two meetings have now taken place to discuss All Age Mental Health Liaison and the funding has been agreed. Service user feedback continues to be sought via surveys to help inform future service provision.

## Outputs & Impacts

- Thriving Kirklees has 1,422 young people at various stages of Child and Adolescent Mental Health Services support (ranging from assessment through to face-to-face interventions). This is a reduction on the Q1 figure (1,837).
- Children's Emotional Wellbeing Service waiting times currently average 23 weeks (compared with 24 weeks at Q1), with the longest waits continuing to be for direct support with Senior Practitioners and Emotional Health Workers. A meeting on waiting times will be held in November. Support requests into the service remain high with 280 additional support requests received in Q1 and Q2 this year compared to those received in the same period in 2018/19.
- The Vulnerable Young Persons team continue to achieve the 28 day target for consultation/ assessment for Looked-After Children.
- In terms of Autistic Spectrum Conditions for children and young people up to the age of 18, at the beginning of September 2019 waiting times for all neurodevelopmental difficulties is 7 months. A recent increase in referrals may impact on waiting times. (Referrals to the team are made by Speech and Language Therapists, Paediatricians, SENCOs or Educational Psychologists.)



Well

## The Bigger Picture

Lung cancer incidence rates in North Kirklees are significantly higher than national rates and higher than rates in Greater Huddersfield, with lung cancer being the most commonly diagnosed cancer in North Kirklees. To address this issue, current and former smokers aged 55-75 in North Kirklees will be amongst the first in the country to be offered free lung health checks from January 2020. In addition, a project funded by Yorkshire Cancer Research will trial e-cigarettes as an aid to quitting smoking with a population cohort in North Kirklees.

[New Data: Macmillan Cancer Support 2019]

## Our ambition in the Corporate Plan

- People have access to opportunities to improve their health and wellbeing, together with support, help and advice for people in the communities where they live
- A joined up health and care system in Kirklees

With the aim of protecting the public's health through education, support, and interventions

## (1) Improving Health and Wellbeing

### **Community Plus programme**

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

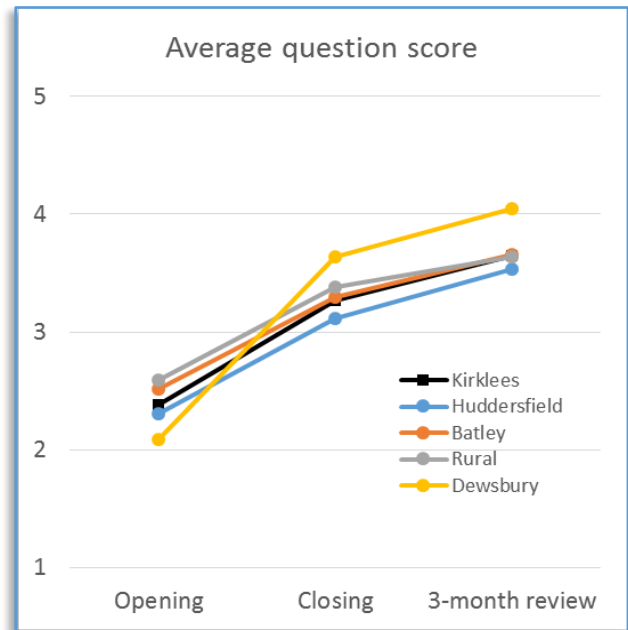
### **Outputs and Impacts**

- 371 new introductions were received in Q2 (Huddersfield = 114; Batley and Spen = 96; Dewsbury and Mirfield = 67; Rural = 94), compared with 428 received in Q1.
- The most common reasons for introduction were to improve health (36%), meet new people (16%) and interested in joining a group (15%).
- The most common referral routes in Q2 were 'Health' (32% of those where referral route was known) and 'Adult Social Care' (32%, including 8% Front Door/Gateway to Care and 4% Care Navigation). 'Early Help' (including Early Support) accounted for 12% of referrals, and self-referrals accounted for 5%. Adult Social Care referrals have increased from 23% in Q1.
- 77% of new introductions in Q2 were of White ethnicity; 14% of South Asian ethnicity. In Dewsbury and Mirfield a higher proportion of new cases were of South Asian ethnicity (42% South Asian; 58% White ethnicity).
- Females accounted for a higher proportion of new cases in Q2 (62% of cases where gender was known) as was the case in Q1.
- More than one in three introductions in Q2 were aged 65+ (39%), with around one in eight being under 25 (12%); similar to Q1. Huddersfield and Rural had higher proportions of older people (45% and 46% aged 65+, respectively); only 25% of new cases in Dewsbury were aged 65+.



200 Community Plus participants followed up in Q2, 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 3.6 at the three month review. This is a 53% increase from the opening score (lower than the 62% increase in Q1). The largest increase was in Dewsbury - a 94% increase, from 2.1 to 4.0, taking it from the lowest initial score across all four areas to the highest three-month review score.



## The Kirklees Integrated Wellness Service

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

A 'soft launch' of the service took place on 2 September 2019. Systems (including a new database) and processes for monitoring outcomes are being developed, tested and reviewed. Until the database is up and running, some referral data is being manually collated. Initial reporting on the beginning of the user journey will be provided by the end of December 2019 (referrals, triages and assessment). Further elements of the framework to follow the user journey will be added to the database, with full functional reporting planned for the end of March 2020.

### Outputs and Impacts

- Referrals to the new service are steadily increasing. 266 referrals for the new Wellness Service were received between 2 September and 11 October 2019. This included 175 GP referrals; 24 self-referrals; and 67 referrals from other sources (including Physiotherapy, Occupational Therapy, Cardiac Rehabilitation, Gateway to Care, Care Navigation, Adult Social Care, Locala, and Work Coaching from the Department of Work and Pensions).

### Increased physical activity

*Targeting support to the Voluntary Community Sector in the delivery of physical activity opportunities across Kirklees*

### Outputs and Impacts

- In partnership with Pennine School Sports Partnership, five schools (Holmfirth High School, Honley High School, North Huddersfield Trust, Salendine Nook High School and Shelley College) took part in a cricket tournament at Leeds Road Sports Complex. Further cricket sessions are planned.
- Monthly Movement and Dance in chairs session were delivered at John Smith's Stadium. Three volunteers have now been trained to deliver this locally, benefitting over 100 community members.
- A 'Roundersfest' event took place in Greenhead Park, to promote existing Rounders pathways, how to set up new teams and how to get trained up as a Rounders coach.
- 30 young people benefitted from a variety of activities at Healey Community Centre, Dewsbury, with the equipment borrowed through Comoodle.
- 546 people attended the 'Flame' event in Greenhead Park (a festival of free inclusive sport and activities for all ages and abilities), with 24% of the participants having a disability. The event showcased the work of inclusive sports clubs in Kirklees and it is hoped more people will now access inclusive activities on a regular basis.

## (2) A Joined Up Health & Care System in Kirklees

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

The Integrated Commissioning Board (ICB) continues to oversee the implementation of the Integrated Commissioning Strategy. A single picture of health and care system finances was presented to the Health and Wellbeing Board. The ICB has agreed an approach to developing pooled budgets, building on the experiences of the Better Care Fund and Healthy Child Programme. Further alignment of teams is ongoing, particularly around care home commissioning and support.

The Integrated Provider Board is continuing to evolve with a focus on supporting the implementation of key programmes that are delivering the Health & Wellbeing Plan. There has been a particular focus on supporting the development of Primary Care Networks and ensuring partners, including the Council, are actively involved.

An implementation plan for the Integrated Workforce Strategy has been developed. Key elements of the strategy are outlined in the box below:

### Integrated health and social care workforce development strategy 2019-21

This workforce development strategy sets a clear plan for developing an integrated health and social care workforce linked to the Kirklees Health and Wellbeing plan and the Kirklees Economic Strategy, focused on those areas where we feel we can make the most difference by working together across Kirklees.

#### Our vision is:

To make Kirklees a place where people want to work in health and social care because they see it as being a vibrant, rewarding and dynamic place to work. To develop a Kirklees workforce that is able to deliver integrated care based around the needs of our populations and individuals, based on support for carers, building integrated teams, and building core skill sets.



86,000 volunteers



60,500 unpaid carers



20,500 paid health and social care workforce

#### 3 Strategic Priorities

- Improved Wellbeing of our Workforce: supporting employees in reducing stress, supporting the balance between work and lifestyle, including improved flexibility in ways of working.
- Promoting Jobs and Careers: Kirklees as place where people want to work in health and social care because they see it as being a vibrant, rewarding and dynamic place to work.
- Integrated and Shared Learning and Development: access to appropriate training for health and social care workers do their jobs better. We also want to support their wider development and in particular help them to achieve their leadership potential.

#### 2 Underpinning Themes

- Carers in the workforce, recognising their value and their needs for quality support
- Meaningful and accurate data, consistent across organisations

Work has been ongoing with partners across the local health and social care system to prepare for a potential Care Quality Commission review of older people's experience of integrated working around hospital admissions and discharge. This builds on the significant improvements in collaboration across the system over the last 12 months and the continuing improvements in performance on key measures, including delayed transfers of care.

The West Yorkshire and Harrogate Health and Care Partnership has continued to develop, with the formal Partnership Board now meeting quarterly. A key focus in Q2 has been the development of a draft Five-Year Strategy which has been discussed at the Health and Wellbeing Board. Active involvement in the Partnership has also enabled the Council to access funding to support key programme areas, especially workforce and organisational development.



## The Bigger Picture

9% of adults need help or support to continue to live at home (Current Living in Kirklees survey 2016). This proportion is highest among those not in work because they are sick or disabled, those aged 75+, social tenants, people with an annual household income below £10,000 and those of a mixed ethnic background.

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

## Our ambition in the Corporate Plan

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

## **(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 re-able people, promote and maximise their independence.

The joint Intermediate Care project continues to make progress. KILT triage has received excellent feedback from the hospitals relating to pilot/early adopter activity. The multi-disciplinary approach, around full intensive care triage, encompassing re-ablement requests, has been agreed at strategic level.

Of concern, the pilot to explore the concept of hand-held patient records will not be progressing as a result of issues internal to the delivery company (Konnektis). The council will investigate how work currently underway on the Care Account could help in moving this pilot forward. The Council is also working in partnership with the Accessible Homes Team to mainstream the work undertaken by an occupational therapy pilot in Mobile Response. This work will support people who use the service around falls prevention, occupation and environment. And the outcome will support hospital avoidance.

## The Kirklees Intervention and Support Service

This service commenced in September and transforms the way that we deliver the former Supporting People floating support services. These are services to people who may struggle to live independently, be at risk of homelessness or needing support to maintain their independence.

We are expecting up to 1,260 new referrals per year. The new model is Payment for Outcomes and the sustainability of the outcomes therefore allowing for more creative approaches, innovative thinking, person-centred, service delivery. It is intended that current outcomes are enhanced, managing down future demand pressures and associated costs that would otherwise fall on statutory provision. The first year of the programme is focussed on baselining the data and performance reporting data will be provided in more detail during year 2.

The new model brings along up to £6.6m of funding from the Life Chances Fund (via the Department of Digital, Culture, Media and Sport in Government) over the next 5 years (up to September 2024) and utilises social investment through the use of a £4.6m social impact bond. The programme is delivered by Kirklees Better Outcomes Partnership who contract with 9 Voluntary Community Sector organisations. The outcomes to be achieved are entering/sustaining suitable accommodation, entering/sustaining employment, together with learning and stability/wellbeing.

## (2) Adult Social Care Demand and Capacity

Positive progress in understanding the impact of demand volumes on staffing capacity across the social work system, with a further test week (test week 3) recently undertaken to understand current duty systems in social work teams. This test week was prioritised through the analysis of data gathered throughout the programme of work which has already identified a range of priority options for change. Whilst this work is progressing the service is cited on existing risk within the system based on case backlogs across the social care pathway, as well as backlogs in safeguarding activity and deprivation of liberty. Backlogs in Deprivation of Liberty (DoLs) for people in hospital/residential care settings are being mitigated through additional external assessment capacity, with further work being done to assess the impact of DoLs backlogs for those people in community settings. The service is awaiting routine data/intelligence to support a risk based approach to responding to backlogs across the pathway.

Demand & Capacity and Pathways Redesign projects have joined, overseen by a Joint Programme Board to ensure a qualitative view of pathway redesign is informed through the quantitative insights gathered via demand analysis. A Service Managers workshop was held, with further sessions due in September, focussing on future workforce profile and to support new ways of working. To support the pace required in this area, externally commissioned support is being explored through a demand and capacity tender process.

Work is underway to scope the 'transitions preparing for adulthood protocol' in All Age Disability services; a joint piece of work across social care, education, health and wider partners. Three workshops have been held with further engagement sessions organised. A number of emerging themes were identified, including governance and project management, business intelligence, systems collecting data, education pressures in colleges and mental health transitions for young people. First insights are to be presented to Children and Adults Directors with further work to understand good practice areas across the region to be undertaken in the next quarter.

Work is continuing on mapping our customer pathways and end to end processes with the aim of streamlining them, reducing unnecessary hand-off and duplication, thereby improving customer experience and service efficiency. A number of design sprints have been held to identify opportunities for improvement and innovation. These will continue over the coming months, alongside testing of new ideas and solutions. These include areas such as the 'Duty function'; 'Carer Breakdown'; requests for miscellaneous support and changes to care packages.

Funding was secured from the LGA Digital Innovation Fund to undertake a period of 'Discovery' with users and carers relating to what they would want from an on-line care account. Following the findings, the Council is submitting an

application to secure funding to progress to implementation stage. A prototype of the Care Account has been developed, which would enable users/carers to access their care and other information and give them more control. Enabling people to access the information they need and update their own information will reduce telephone contact volumes and waiting times; and enable staff to focus on more complex issues.

- The discovery findings showed that 61% of participants (77% of carers and 50% of service users) felt it would make a difference to their life if they could access their care information online.

### (3) Quality of Care

The following commentary summarises the current state of the Adult Social Care market in Kirklees in terms of Care Quality Commission (CQC) ratings and what we are doing to improve ratings across the market.

There are currently 188 organisations in Kirklees providing social care. The largest proportion of social care is provided by residential care homes accounting for nearly half of all social care organisations (46%), domiciliary care the second largest proportion (28%) and nursing care homes (18%).

174 Social Care Organisations have been inspected by CQC between 2015 and 2019 and have been awarded a rating, with the adjacent results.

14 Social Care Organisations are yet to be rated by the CQC as they have substantially changed since their last inspection.

Overall Rating (as at July '19)		
Outstanding	2	1%
Good	122	69%
Requires Improvement	48	16%
Inadequate	2	1%
Not Rated	14	7%

The main areas of concern are in the areas of being 'Safe' 'Effective' and being 'Well-Led'. Approximately 28% of organisations require improvement or are inadequate in these inspection areas.

The 177 organisations were rated against 5 inspection areas detailed below.

Rating	Rating (5 Inspection Areas)									
	Safe		Effective		Caring		Responsive		Well-Led	
Outstanding	0	0.0%	2	1.1%	2	1.1%	6	3.4%	4	2.3%
Good	117	67.2%	129	74.1%	164	94.3%	141	81.0%	118	67.8%
Requires Improvement	56	32.2%	42	24.1%	8	4.6%	27	15.5%	46	26.4%
Inadequate	1	0.6%	1	0.6%	0	0.0%	0	0.0%	6	3.4%

Overall, the Yorkshire & Humber region has an average of 81% of social care establishments rated either good or outstanding. By comparison, Kirklees has an overall score of 71% rated either good or outstanding. *(The above calculation does not include the 'not rated' properties).*

Previously, Care Homes were supported through the enhanced surveillance process to ensure action plans were in place to meet CQC regulatory requirements. Via the Care Home Early Support and Prevention Group process, there is now multi-agency engagement to ensure that Care Homes are supported to provide and deliver good care to the residents. Feedback received from Providers has been positive. Our aim is that all Care Homes in Kirklees achieve a Good or Outstanding rating from CQC.

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

Following a change in the Housing Allocations Policy that gives Care Leavers the highest banding on the housing register (to ensure they have the greatest choice and least wait for permanent accommodation), a number of support activities have been put in place. Prior to the band award they are given one-on-one intensive independent living skills training, specific to their needs. Work is ongoing to improve this tailored support package, including using feedback from care leavers. They 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 the 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 support provided to care leavers into independence was recognised in the latest Ofsted inspection report.

Following successful implementation of all requirements of the Homelessness Reduction Act, all people who are either homeless or threatened with homelessness are provided with a Personal Housing Plan and supported to secure a suitable and affordable home. The most vulnerable are given extra support to help them achieve the actions required. A restorative practice approach is adopted and this is constantly under review, implementing learning from other local authorities.

*Of note, both impact and operability of the Act are currently being reviewed by the Ministry of Housing, Communities and Local Government (MHCLG) and a representative from Kirklees has been invited to be part of the working group, providing challenge to MHCLG whilst they are carrying out their review.*

Of concern, the Tenant Finder Plus scheme is operational (to provide suitable/affordable private rented tenancy quickly for 200 single people with no/low support needs). Q2 target was 80 households to be housed out of 100 referrals. By the end of Q2 20 households had been housed. The expected outcomes were not achieved in part due to the 'soft start' of the scheme and customer preferences for specific accommodation. The service is in discussion with Fusion (the provider) and MHCLG, to make adjustments to the scheme.

Additional capacity in the Accommodation Team means that we can increase efficiency by minimising the use (and, therefore, cost) of B&B and improving the occupancy rates of temporary accommodation units, reducing void times. Nationally there is an increasing use of temporary accommodation placements, following the introduction of the Homelessness Reduction Act and its focus on earlier intervention. Therefore, to help achieve the planned efficiencies, it is likely that our temporary accommodation property portfolio will need to increase by 18% (an additional 23 properties).

## Outputs & Impacts

- There has been an increase in the level of Temporary Accommodation held by the council in recent months by 5% to 127, aimed at minimising the impact on Bed & Breakfast use.
- There have been 54 homeless acceptances during the quarter (96 acceptances year-to-date). It remains the case that the Council is accepting a main duty to far fewer applicants than was the case previous to the introduction of the Homelessness Reduction Act. This is not having one of the Act's intended impact of reducing the use of temporary accommodation, both in Kirklees and nationally. One possible reason is the new requirement to complete a Personalised Housing Plan which means that support needs are being highlighted. The most common reasons for people losing accommodation continue to be the loss of assured shorthold tenancies and being asked to leave by family or friends.
- There have been 278 cases where homelessness has been prevented during the quarter (535 cases year-to-date). Performance on our prevention activity is good and MHCLG have advised us that we are doing well in this area. Systems are in place for households to seek help earlier rather than wait until crisis point. It also appears that our prevention solutions are sustainable in the long term, such as finding social or private rented tenancies, rather than temporary solutions such as keeping people with families or friends which can be precarious.
- The Council's relief performance also continues to be effective with 99 cases of homelessness relief in the quarter (192 cases year-to-date). The Council continues to work with partners to help identify those at risk of homelessness so we can try to resolve it before it becomes an urgent situation.



# Aspire and achieve

## The Bigger Picture

There is new (provisional) Attainment 8 data for Kirklees, which is presented in the 'Ambitious education attainment' section below. Attainment 8 is the primary performance indicator for overall Key Stage (4) assessment.

In Kirklees, 89,900 (33%) working age adults are qualified to Level 4 or above compared with 54,400 (24%) in January 2004. The gap between Kirklees and England has more than doubled over these fifteen years – from 2.3% in 2004 to 5.9% in 2019.

[Data unchanged: Update analysis carried out June 2019]

## Our ambition in the Corporate Plan

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

## (1) Securing high quality learning places

In September, pupils started in many of the 102 additional secondary places agreed with school leaders to temporarily meet demand. Further work is underway to understand the wider secondary dynamics to inform future school place planning. Detailed work continues to develop a scheme which could enable a small increase in the number of middle school places.

Bramble Primary Academy moved into additional temporary buildings to accommodate an extra cohort of reception children in September 2019. Work continues to establish a permanent school building. Of concern, this has been delayed subject to legal processes.

Preparation is underway for the publication of a 2019 evidence base which will support future priorities for school place planning.

## (2) Ambitious educational attainment

*[Note: Based on published **provisional** information, with final validated data not due until December 2019]*

### Key Stage 2:

- 62% of Kirklees children are meeting the expect standard at Key Stage 2 in combined reading, writing and mathematics. This has remained static in 2019 in comparison with the previous year. This places Kirklees at 3% lower than the National average (65%) and 1% lower than the average for the Yorkshire and Humber region (63%).

- Local improvements at the expected and higher standard for both writing and mathematics were greater than national improvements. As a result, the gap between the Kirklees and national averages is reducing in these areas.
- Reading took a slight dip at the 'expected standard' and 'higher standard', as it did nationally.

### Key Stage 4:

This is the third year that Key Stage 4 subjects have been graded with the new grading scale of 9 to 1 (instead of the more traditional A to E). Attainment 8 is a measure of a pupil's average grade across a set suite of eight subjects.

- The provisional average attainment 8 score at Key Stage 4 for all pupils is 45.1, a decrease of 0.3 on the previous year.
- Kirklees is 0.6 above the national average (44.5), compared with 0.9 above the national average in the previous year and is 0.1 lower than the Yorkshire and Humber region (45.2).
- The proportion of Kirklees students who achieved at least a Grade 4 (standard pass) in maths has increased slightly from 69% last year to 70% this year.
- English remains similar to last year for students achieving at least a Grade 5 (strong pass) at 59%.

### Outputs & Impacts

- 79.1% of Kirklees pupils are taught in good or outstanding schools – a slight rise from 78% in Q1. This compares with 84.1% for England and 77% for the Yorkshire & Humber region.
- There have been 7 inspections published since Q1 and 7 waiting to be published (not included in these figures). Of the published reports, 5 were short inspections where the grading remained the same (4 Good and 1 Outstanding). There were two Full inspections where the schools moved from Requires Improvement to Good.

## (3) Good Educational progress and improved life chances for all

A 10 point Special Education Needs & Disability (SEND) improvement plan is under development. This consolidates feedback from the High Needs Review, SEND Peer Challenge and 'Peopletoo' reports into a single document enabling clarity and focus to inform the SEND Improvement Journey. Its key points of reference include:

- Accountability and governance for SEND
- A sustainable High Needs Block 3-5 year plan
- Sufficiency of specialist educational placements
- Review of wheelchair services provision
- Co-production of a short breaks plan and statement
- A high quality offer which prepares young people with SEND for adulthood
- High quality, clear outcomes evident in all Education, Health and Care Plans
- Developing a system wide SEND workforce development strategy

Key Stage outcomes are undergoing analysis and will inform a Quarter 3 update once results are validated. Work is underway on the development of a SEND Data Dashboard which will be complete by December 2019.

A child 'missing in education' is defined as "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". The Council aims to identify as many children that do not have a secured school placement as possible.

There has been an increased effort in partnership work with schools and agencies to refer children that are missing in education more effectively. As a result, the figure in September 2019 rose to 366, significantly higher than the figures for September 2017 (240) and 2018 (295).



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

Both the Mental Health for Young People and the Inclusive Growth bid are moving through appraisal with the Department of Work & Pensions.

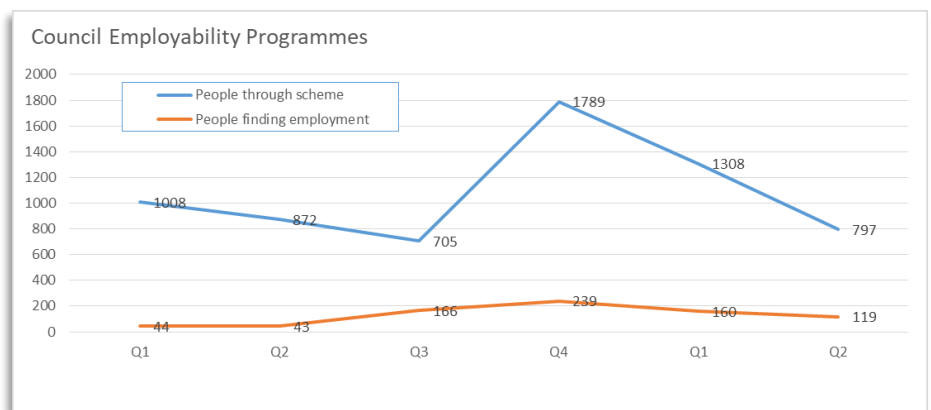
Works Better (Enhanced) is now live and an additional partner is in place. This allows for further integration of the employment and skills agenda and embeds an integrated working approach across the council. Further implementation activity on this will take place over the next couple of months. Work with Kirklees College has taken place to operationally align Adult Community Learning activity to support the needs of residents, ensure progression routes and to ensure that this budget is maximised by the College. This is essential as we look towards devolution.

A Construction Industry Training Board commission for offsite skills centres is being considered, in partnership with the College and the Construction Sector Sub Group. The deadline for application is November 2019.

## (5) Support into employment

### Outputs & Impacts

- 797 people, who are most disadvantaged/removed from the labour market, have been supported through Employment and Skills provision over the course of Q2, with a total of 2,105 people year-to-date.
- 119 people moved into work or apprenticeships as a result. The strong start to the year has been maintained, with 279 people having found employment year-to-date.
- In comparison to the same time last year, the success rate has significantly increased. At Q2 in 18/19 4.6% of all people supported found employment and at Q2 in 19/20 the proportion is 13.25%.
- 2.8% of year 12/13 young people are currently not in education, employment or training (NEET). This is slightly higher than Q1 (2.5%). However, data is still being processed as Colleges work to close down their final enrolment data and late transfers between colleges.
- Historically, this time of year shows higher than normal "not knowns" as young people's destinations are confirmed. Currently, the proportion of "not knowns" is 21.5%, compared with a typical figure for the rest of the year of 2.1%. It is anticipated that this figure will normalise by the end of October 2019.





## The Bigger Picture

### **Gross Value Added per head of population**

This is a yearly indicator and was last updated in June 2019. GVA per head in Kirklees (£17,490) remains significantly below that of England (£27,949). Of note, between 2016 and 2017 (the most current data set), the gap to England reduced by 2.45%.

[Last analysis carried out June 2019]

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

This is a yearly indicator and was last updated in June 2019. GDHI in Kirklees (£15,752) remains significantly below that of England (£19,791). Of note, since 2015 the GDHI for both Kirklees and Yorkshire & Humber (currently at £16,153) has been decreasing, after eighteen years of year on year growth.

Further work will need to be undertaken to understand the story behind this dip. However, there are some key headlines in government policy that will have made a contribution. A number significant changes to taxation and benefits took place between 2016 and 2017. Certain working-age benefits were frozen, the benefits cap was reduced, elements of the family premium within Housing Benefit were removed and there was a reduction in Universal Credit work allowances. Given that Kirklees is a relatively low wage economy, it is likely that the impact of these changes may have been disproportionately higher in Kirklees compared with other authority areas. Yorkshire has been the only UK region to have had negative growth in 2017. And, by way of comparison, Kensington & Chelsea and Hammersmith & Fulham was the local area with the highest GDHI per head (£60,343), more than three times the UK average.

[Last analysis carried out June 2019]

## Our ambition in the Corporate Plan

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

## **(1) Joined up business growth support system**

Leeds City Region Business Rate Pool funding was successfully secured to procure research to inform a Business Growth Plan. The Council has been unable to award the work in the first round of procurement, with a second round of procurement imminent. The Working Together partnership with the Mid-Yorkshire Chamber of Commerce, University of Huddersfield and Kirklees College continues to meet under its mandate to continue to work towards an integrated business support offer.

Following successful European bids, preparations are underway for the launch of Ad:Venture & Digital Enterprise. 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. There has been a slight delay in programme start, which are now due to commence autumn 2019. We are awaiting the final decision on funding for Resource Efficiency 2 which is designed to help SMEs lower their carbon footprint, energy use and water and waste costs.

The 2019/20 Business Hub Live events programme is set and the first event will take place in November. Further work to supplement this with a topic based programme of business support workshops will take place in Q3. 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. The Business Hub is to undertake a refresh as a priority project, with a cross functional development team now in place to design and deliver an upgraded offer. A project plan is being prepared and initial meetings to inform the refresh will take place with Kirklees Business Hub Advocates.

## Outputs & Impacts

- 32 SME businesses supported during Q2, with a cumulative figure year to date of 60 SMEs supported – ahead of schedule in relation to the year-end target of 90 businesses.
- 23 jobs created as a result of successful applications by SMEs, supported by the Council, for Leeds City Region’s business development funding, with a cumulative figure year-to-date of 101 jobs created.
- Business Hub take-up and engagement continues to rise with 1,664 businesses now signed up (an increase of 44 from 1,620 businesses at the close of Q1).
- Over time, the Council continues to exceed the SME growth manager output targets. Kirklees has secured 19.1% (1,027) of all the Economic Services Grants, exceeding Kirklees’ 13% share of SME Stock.
- The total grant offered since the programmes started is £7.9m out of which £6.4m has been paid, leveraging actual private sector match investment of £27.3m into the Kirklees Economy.

## (2) Dewsbury Town Centre regeneration

The Council has approved plans to improve shop fronts and bring vacant space back into use in Dewsbury Town Centre, with a view to launching the scheme in early 2020 in the Dewsbury Town Centre Conservation Area. The scheme will follow the success of The Dewsbury Townscape Heritage Initiative (THI); a joint funded programme which commenced in 2013 between Kirklees Council and the Heritage Lottery Fund with funding of £3.7 million. Areas of activity will cover all the Dewsbury Town Centre Conservation Area; with a specific focus on the core part of the town centre including Northgate, Westgate, and Corporation Street.

As part of the Dewsbury Masterplan, a Strategic Development Framework and associated Delivery Programme has been approved. As part of the Better Spaces programme, initial ‘spring cleaning’ work is now complete - including painting of Market Gates, gazebos, band stand, road repairs and revamped landscape beds. Initial feasibility and business planning for the Market has been completed, with project planning work now underway.

## (3) Huddersfield Town Centre regeneration

Huddersfield Town Centre has been shortlisted for £25million in government funding to help deliver its new Cultural Heart, from the Government’s Future High Streets Fund (which aims to support and fund local areas’ plans to make their high streets and town centres fit for the future). The application for Huddersfield has been shortlisted (from a total of more than 300 bids) for the next phase of assessment which will involve the development of a full business case for capital investment by the Future High Streets Fund.

A bid for up to £1million from Historic England to help deliver our visions for Estate Buildings at St Georges Square, as laid out in the Huddersfield Blueprint, has been successful. The funding will help deliver our plans to bring the existing Estate Building back to life and back into use. The ground floor could be used for retail, with upper floors being converted and utilised as apartments. The next step will be the Programme Design stage, which will be completed by January 2020 and will influence the final allocation amount.

Huddersfield businesses have voted ‘yes’ to the Huddersfield BID (Business Improvement District) in a recent ballot. The vote means Huddersfield BID’s five-year Business plan has now been activated and will commence in the autumn. Business Improvement Districts (BIDs) were launched by the government to allow an extra levy to be charged on firms in certain areas that want to group together to finance long term projects. This provides Town

Centre businesses with real influence on their local environment and it is hoped that a collective fund of more than £2million will be raised to spend over the next five years. Plans were spearheaded and driven by a steering group of business representatives from across the town.

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

Between June and September, Huddersfield Art Gallery was selected to host the Royal Society of Sculptors, 'Conversations in Sculpture' exhibition, representing the society's Northern and Midlands region in a rare opportunity to work with this organisation. The activity programme was funded by the Arts Council and attracted audiences from across the region.

Kirklees has taken part in a regional exhibition programme "We are West Yorkshire" with the launch of 'A Woman's Work is Never Done' in July 2019, and subsequent special event 'Excellent Women', allowing us to work with regional partners to raise the profile of West Yorkshire. Outcomes from the exhibition and event include the attraction/ inclusion of new diverse audiences and raising the profile of local women.

Our Plans for the Year of Music 2023 were presented as a case study at the global Music Cities Forum in Norrköping, Sweden. Kirklees was also represented as a panellist on the Music Tourism Convention in Liverpool. These presentations are helping to promote Kirklees and establish a global reputation for the work being undertaken in the district around music and place-making.

September's Heritage Open Days Festival is more widely spread across Kirklees this year, with ten new events in Dewsbury and Mirfield alone, alongside well-established strengths in Huddersfield and the Valleys. Amongst some of this year's new entries are visits to Dewsbury's oldest shop, trading since 1860 and now an intimate museum; a converted piggery (c1900s) with Bronte connections in Mirfield; the remote Shred Mission Chapel above Slaithwaite; a walk to discover Lockwood and the history of its Spa; and a chance to explore and understand Huddersfield's Buddhist centre in Birkby.

#### Outputs & Impacts

- A record 68 sites and events contributed to the Heritage Open Days Festival, offering an insight into places not always open to the public.
- Over 5,000 participants enjoyed the chance to explore a range of historic places and participate in a variety of events.
- 579 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 81 since the beginning of the year, as a result of high profile creative arts events in Kirklees.
- Figures from Oakwell Hall & Country Park show a 25% increase in visitors to the Visitor Centre since the Bike Track facility was launched during the quarter.

#### (5) Local Wealth Building

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:

**Spend for local impact:** The Council is producing a £100m Spend for Local Impact Plan to support local suppliers and work with larger suppliers to maximise their social value over the next five years. A new contract management system is being implemented to ensure social value promises through our contracts are delivered and evidenced.

**Local Assets:** Funding has been provided for the Valley Care Cooperative, supporting responsible employment and adult social care services in the Colne Valley. The Anchors network (the larger established organisations, rooted in local communities, which can improve local economic and social wellbeing through the use of resident spend, employment practices and use of land and assets) is working to create links between anchors, SMEs and the Voluntary Community Sector.

## Outputs & Impacts

- Kirklees hosted the Social Enterprise Yorkshire & Humber conference
- A bid has been submitted from the European Social Fund for Kirklees anchors inclusive employment support
- A bid has been submitted to fund the 'Poverty Proofing the School Day' project (aiming to support schools to identify and tackle the many financial barriers that prevent pupils from fully partaking in school life)
- Work has started on the production of a revised Tackling Poverty Plan, with frontline services and stakeholders



## The Bigger Picture

Perceptions about the extent to which “people from different backgrounds get along” in their local area has reduced slightly in the past 12 months. In Kirklees, 53% respondents agreed (slightly lower than the West Yorkshire figure of 55%). Respondents were most positive in Huddersfield (60% agreed) and least positive in Dewsbury and Mirfield (41% agreed).

The proportion of people who say they feel safe in their area has slightly reduced in Kirklees to 77% - slightly below the figure for West Yorkshire as a whole (79%). Respondents from the rural areas expressed highest levels of safety whilst those in Dewsbury and Mirfield reported lowest levels.

[Data: ‘Police Crime Commissioner’s’ survey, June 2019]

## Our ambition in the Corporate Plan

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

## **(1) Active Communities and Local Democracy**

### **Community Cohesion**

As part of the commitment made by Kirklees to remember the massacre that took place in Srebrenica, a range of events took place in Q2, including awareness raising at schools, with the main memorial event at the University of Huddersfield. The purpose of the week was to commemorate the massacre, to promote mutual respect and challenge hate beliefs in the future. The next step is the launch of the pledges projects which will involve collecting 8,373 pledges from across Kirklees.

Partners worked with residents in Birkby as part of the Intensive Engagement Plan which brought people together to take stock of current cohesion related issues. As a result, activities are now being set up by people from different faiths and communities and run in conjunction with partner agencies.

Q2 saw intensive engagement with members of the public in 7 areas to establish the infrastructure and steering groups to ensure the community-led ‘It’s up to you’ funding programme reaches out to as many groups and individuals as possible.

### **Migration**

Pilot training sessions delivered to council staff who have limited knowledge of issues relating to providing emotional and practical support to vulnerable migrants, asylum seekers and refugees. Feedback from participants was very positive and, using monies secured externally, additional sessions are being developed and will be delivered later in the year.

The International New Arrivals Team is now in place to support new arrivals to start school and integrate into school through better connections between home and school life. Support for families includes a welcome mentor, applying for free school meals, uniform exchange and ESOL provision for 14 -16 year olds and adults.

During Q2, the new Home Office asylum contract transitioned from G4S to Mears. The quarter has seen significant issues with both a lack of accommodation regionally to meet current demand and insufficient response times from Migrant Help / Mears to support new arrivals appropriately in Kirklees. This has resulted in Voluntary and Community Sector organisations raising numerous concerns to the Council who have worked with the provider to address these and are in constant contact with the Home Office to hold the provider to account.

## Citizenship & Place

### Outputs & Impacts

- As part of the National Citizenship Scheme, Q2 saw over 800 young people participate in activities such as workshops, debates and projects aimed to improve involvement in democracy and improving electoral registration with under-represented groups.
- Place Standard engagement delivered in 8 neighbourhoods covering 5 wards, engaging approximately 1,750 citizens. This work included conversations with citizens, groups and key stakeholders to re-test the baseline for the Huddersfield Town Centre Blueprint.
- Over 200 people have received training in delivering Place Standard conversations up to July 2019. This includes staff from 26 service areas, 12 councillors, 6 voluntary organisations and 39 residents.

## (2) A Safer Kirklees

During Q2 multi-agency patrols have targeted street drinking and aggressive begging in Town Centres through the district. The approach has been to tackle minor incidents of ASB before they escalate but using enforcement action where this is not working. This approach has resulted in a reduction in anti-social behaviour and positive feedback from people using the town centres.

Anti-Social Behaviour turnaround camps have been held throughout the summer at Cliffe House and Oakwell Hall. These camps were funded using monies from the Police and Crime Commissioner and engaged with 25 young people aged 10 to 14 years who were at high risk of involvement in anti-social behaviour. Participants experienced a number of events including team building, drugs and alcohol awareness and practical steps around more sensible choices. Participants reported greater confidence and less likelihood of involvement in ASB as a result of the sessions.

Place based Partnership Problem Solving Groups have used multi-agency intelligence to tackle shared issues - Q2 saw seasonal issues such as a push on tackling Nuisance Motorcycles in North Kirklees. As a result of this work, 18 warning notices were served to nuisance bikers, 1 motor-bike was seized and positive feedback received from residents regarding the impact of the operation.

## PREVENT

Over the summer period, extensive targeted engagement took place with young people to reduce risks of involvement in extremism. This included working with Youth Sport Trust to deliver sessions with Sports Clubs around emerging risks and concerns.

The Kirklees Detached Youth Work team worked in partnership with voluntary and community sector organisations to deliver an outreach youth programme over the summer holidays. This work targeted areas with high levels of youth anti-social behaviour and engaged with young people to identify issues and concerns. This informed the provision of information and support on issues such as employment, training and substance misuse.

## Outputs & Impacts

- During Q2, over 2,000 pupils at local primary schools throughout Kirklees viewed an educational performance commissioned by Safer Kirklees which teaches young people across Kirklees about child exploitation, county lines drug trafficking, knife crime and domestic violence.
- 44 front line practitioners received training in Q2 and had the opportunity to share practice concerning sexual and criminal exploitation of young people.
- A range of partners co-ordinated an awareness raising event with over 500 members of the public on how communities can safeguard young people from violence.

## (3) A Thriving Voluntary Community Sector

### Outputs & Impacts

- As part of the Employee Volunteering Scheme, there are now 98 council volunteers who completed 3,185 volunteer hours during Q2. An example of this is 23 council volunteers who led 9 Nordic walking groups, delivering 10 sessions per week across Kirklees equating to 735 volunteer hours.
- Working in partnership with Sportworks, 12 young people who are not in education, employment or training (NEET) are now qualified to support delivery of activities within the community through the 'Go Lead' course, a nationally recognised qualification from Sport Leaders.
- 22 VCS organisations were supported to work towards the Quality for Health award. This recognises effective quality assurance, policy and practice - enabling them to become approved providers for NHS and other statutory partners including the council. 12 organisations have gained the 'approved provider' status.

## (4) Safeguarding of Children and Adults

### Children's Social Care

Q2 saw a further increase in the number of children subject to a Child Protection Plan, peaking in August at 42.3 per 10,000 children. However, September shows a slight decrease to 40.1. The number of Initial Child Protection Conferences held within timescales has increased over the year, peaking in August at 77.5% decreasing slightly in September to 77%.

Of concern at Q2, 24 hour decision making on referrals has reduced considerably from 90.9% in July to 59.2% in September 2019. This decrease is in part due to a staffing issues in both Social Workers and Team Managers relating to sickness and annual leave. High volumes of contacts, along with current staffing issues will continue to affect compliance levels.

There has been an increase in the number of Looked After Children during Q2 from 62.7 per 10,000 children in July to 64.2 in September. Also Q2 saw a decrease in the number of children who are placed out of the Local Authority, from 12.9% in July to 12.2% in September. A weekly External Placement Review Panel provides better oversight in considering the options of returning to the local area when it is appropriate to meet the children and young person's needs.

There is a great deal of activity in Foster Carer recruitment. A variety of awareness-raising activities have taken place:

- taking part in the Jo Cox fun run
- Presence at the Pride event
- Social Media Campaigns on Facebook, Twitter, Kirklees Intranet
- Marketing materials in a range of arenas (including coverage in regional news) together with the positive coverage in relation to the educational attainment of a young person, who is now an adult, talking about her time in Kirklees Foster Care.



## Alliances for fostering: example

The Council has joined forces with Huddersfield Town Football Club to urge local families to get involved in the vital area of foster care. There are currently more than 450 children and young people from Kirklees in foster care. Over 150 are placed with foster families outside the area because the council doesn't have enough local foster carers. Moving a child away from their school, their friends and family can be very distressing, and if it's a short term placement it can have a negative impact on schooling.

Huddersfield Town have pledged to support our ongoing campaign to recruit more foster carers throughout the 2019/20 season. There will be many opportunities for fans to find out how they can get involved in making a difference to Kirklees children.

## Outputs & Impacts

- The number of looked after children placed more than twenty miles away from their home in Kirklees has decreased from 127 in 2017 to 78 in September 2019.
- There had been a slight improvement in the percentage of Care Leavers who are in Education, Employment or Training (EET) at Q1 to 55.6%. However, at Q2 the number in EET has fallen to 52.2%. This figure is better than the most recent Statistical Neighbour at 51.1% and England figure of 51.0%.
- We now have an established service at our new drop in centre for Care Leavers in the North of Kirklees, 'No. 12', which will work to improve our reach with our young people.

## Feature on 'No. 12'

'Number 12', in the centre of Dewsbury, is the district's second facility for people who are leaving care and preparing for the next stage in their lives. When we opened the first centre – 'Number 11' in Huddersfield – it won praise from central government and was hailed as an innovative way of supporting looked after children and care leavers.

Number 12 offers similar help in providing a safe space where there is advice and guidance about healthy lifestyles, housing and finance, life skills, training, education and employment, amongst many others. It's also a place for young people to meet their social workers and contains handy facilities, from laundry to computer equipment and a kitchen where they can learn to cook.

Number 11 and Number 12 were developed in partnership with young people, so we have put their needs and wishes at the heart of everything we do. This is another great example of our strong focus on delivering high-quality support for children, young people and families.

## Adult Safeguarding

Deprivation of Liberty (DOLs) volumes have continued to fluctuate in Q2 from 233 In July to 202 in September, this remains a risk area for the service and is reflected in the corporate risk register. The Council is to use externally commissioned support to undertake DOLs assessments to alleviate the backlog which will support the Council in mitigating risk as well as with preparation for the upcoming implementation of Liberty Protection Safeguards.

The Domestic Abuse Strategy has been successfully launched, with a launch event during Q2. The Domestic Abuse Strategic Partnership is now developing the multi-agency action plan which underpins delivery of the strategy.

In Kirklees there are currently two domestic homicide reviews (DHR) currently under consideration, with a potential further DHR joint with Leeds Council linked to a recent domestic homicide in the area.

Corporate wide work on Safeguarding being 'Everybody's Business' continues to progress, with the newly formed Corporate Safeguarding Oversight Group overseeing policy and procedures across the Council. The Corporate Safeguarding Policy is undertaking signoff processes before an official launch.



## The Bigger Picture

The % of people satisfied with their local area in Kirklees has reduced to 72% from 74% at September 2018. It is currently similar to the West Yorkshire figure of 73%. Within Kirklees, Satisfaction levels were highest in the rural areas and lowest in Dewsbury and Mirfield.

[Data: 'Police Crime Commissioner's' survey, June 2019]

## Our ambition in the Corporate Plan

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

## (1) Well planned places and communities

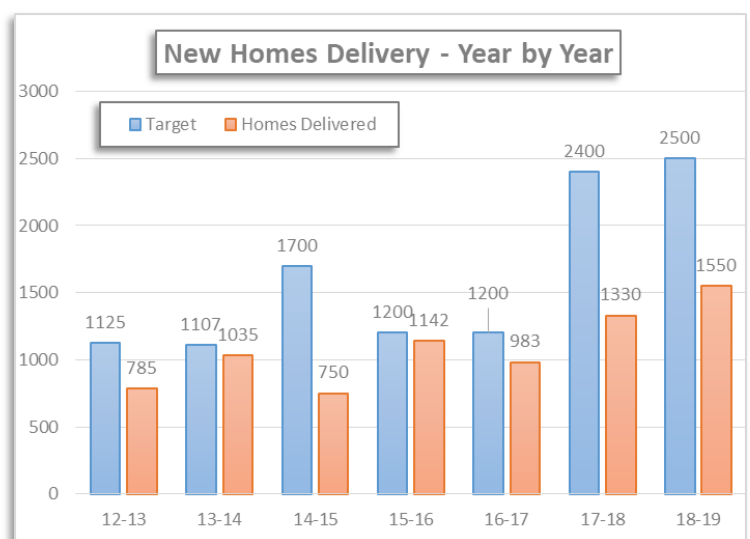
### Outputs & Impacts

#### Planning Applications

- There have been 45 major planning applications processed year to date (91% within agreed timescales), together with 301 minor applications (97.1% within agreed timescales).
- There are currently 1,083 applications in hand.
- The majority of applications are processed with 26 weeks. However, at Q2 the number of applications remaining undetermined between 27 and 52 weeks from submission is 129 and the number of applications remaining undetermined beyond 52 weeks is 208.

#### Results from the 2018/19 net annual housing completions are now available

- Kirklees has delivered a further 1,550 dwellings in the preceding twelve months
- Since 2012-13, the cumulative delivery has been 7,575 dwellings.
- This falls some way short of the District's cumulative target for delivery over the same period – a target of 12,307.
- However, the council has adopted the new Local Plan. This now provides a significant amount of development land which is likely to lead to increased completions over the coming years.



#### Road safety

- There have been 71 serious road traffic accident casualties during the quarter, with 35 in the previous quarter.

- Overall, accidents continue to be assessed for patterns and 'clusters' to determine the 2019/2020 capital plan and schemes, with Killed and Seriously Injured casualties falling in comparison to the same period in 2018. However, the increase in powered two-wheelers and cyclist collisions continues to be investigated as both categories have seen an increase on the 2018 figures.
- Pupils in Year 3 and Year 5 are now receiving practical training to improve their pedestrian skills. The Year 7 'Theatre in Education' package will be rolled out in High Schools across Kirklees from October onwards. Engagement with school pupils age 9 and 10 years began in September.

## (2) Infrastructure for our communities

A Digital Infrastructure Programme Manager has been successfully recruited and will start in post in January 2020. There remain concerns with regard to substantial resource needs in managing current and future infrastructure projects.

Significantly, both the City Fibre Huddersfield build and Fibre-nation Dewsbury builds have commenced. Work to agree wayleaves is underway with both suppliers. *[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.]*

The Super-Fast West Yorkshire Contract 3 (delivering infrastructure to reduce our non-commercially viable not spots/white areas) is planned to be procured in the late autumn.

## (3) Access to high quality greenspaces, sport and leisure opportunities

Kirklees has had a very successful quarter in recognition of the quality of its parks. It has achieved Green Flags for Almondbury Fort at Castle Hill, Beaumont Park, Crow Nest Park, Greenhead Park and Wilton Park. *(The Green Flag Awards scheme recognises and rewards well managed parks and green spaces. It sets the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world.)* An extra win for the district came with Oakwell Hall Country Park (Green Heritage Site). This recognises high quality collaboration with both community involvement and council support.

In addition, two of Huddersfield's parks have won 'Much Loved' status in a national competition which saw Beaumont Park win the regional title. Beaumont Park has been voted Yorkshire's Best Park for the Yorkshire and Humber region by Fields in Trust. It won the regional title following a nomination which identified the park as "an amazing, magical Victorian Park". Beaumont Park, is one of 73 parks and green spaces across the UK which has achieved 'Much Loved' status. Greenhead Park, in Huddersfield also achieved 'Much Loved' status after being placed in the top 20% of all UK's Best Park 2019 nominations throughout the UK. Much Loved status recognises the support of local people who use and love these parks and green spaces.

Finally, Oakwell Hall has won a seventh Gold Award from Yorkshire in Bloom. Yorkshire in Bloom is a charity and regional body representing the Britain in Bloom campaign that is organised by the Royal Horticultural Society. The Birstall based Oakwell Hall won the Gold award in the tourist attraction category. This award is the third for the park this year, joining their 15th successive Green Flag Award for excellence in green space management award, and their second successive Green Heritage Award in the trophy cabinet.

**Play area investment:** A £9.5million scheme to improve play areas across the borough is to be undertaken – and it will be shaped by residents. Consultation with residents on what they want in their local play areas will take place from spring 2020. The aim of the scheme – which was originally presented to the public earlier this year – is to enhance all of our play areas so they better meet local need. There are 314 play areas in Kirklees but some have outdated equipment, some also have equipment which isn't used by the local community. Replacing the equipment would cost around £4million but the council plans to do much more than this. This £9.5 million investment will take play areas in Kirklees to a new level of quality.

**A new leisure centre for Spenborough:** Ambitious plans to build a £15 million state-of-the-art leisure centre have been formally approved by councillors. The new leisure centre will replace the current Spenborough Pool, which has served the Spen Valley community for the past 50 years. It will feature an eight-lane 25m pool, 20m activity pool with moveable floor, a fitness suite, two exercise studios and a cycle studio. Following engagement sessions earlier in the year, the council listened to feedback from local people and also included improved catering facilities. The new centre is part of the council's commitment to regeneration and financial investment in North Kirklees. Spenborough Leisure Centre will also support local people for many years to come in being healthy, physically active and achieving better long-term health outcomes. The current pool was closed on August 31, with demolition scheduled for September 2019. The new facilities are expected to take around two years to complete from early 2020.

## (4) High Quality Environment

Consultation had been carried out on the Air Quality Strategy and Action Plan, with an amended version now available for Cabinet approval. Kirklees is taking the lead in co-ordinating air quality across the five West Yorkshire Authorities.

17 low emission vehicle taxi charging points are to be installed across Kirklees between September and December.

### Outputs & Impacts

- Monthly total waste managed by the council has fluctuated over the last 6 months between 15,481 and 17,710 tonnes per month and currently stands at 16,423 tonnes. (Total waste comprises: bin collections; bulky items and trade waste)
- 14,211 tonnes of Household waste was collected in August (latest data available) which equates to 87.5% of total waste managed.
- The current rate of recycling from household waste is 21.3% per month, equating to 3,023 tonnes. The highest rate of recycling has been 22.8% (in July) and the lowest 20.1% (in June).

## The Council's Ambition to become Carbon Neutral

For Kirklees, following independent analysis, we know we can emit no more than 11.9 million tonnes carbon dioxide by 2100 (our 'carbon budget') in order to align with the global goals of the 2015 Paris Agreement. At 2017 emissions levels, Kirklees would use this entire budget within 7 years from 2020. This means that Kirklees, as a district, needs to reduce its emissions as an urgent priority. The independent analysis has identified 2041 as the 'science-based' year for Kirklees to achieve 'net zero' carbon emissions (an equivalent 100% reduction from 1990 levels). This will require local and national action, along with working closely with our regional partners and local authorities.

### Regional Intelligence

The Yorkshire & Humber region spent a total of £708 million last year on all of its energy and fuel bills, meaning that 8.5% of everything that is earned leaves the area to pay the energy bill. Ambitious regional targets would mean:

- Households in the area would save £45 million a year from their energy bill.
- Schools, hospitals, offices, shops and restaurants in the area would save £19 million a year from their energy bill.
- The area's industry could cut its fuel costs by £10 million a year.
- Doing this would lead to the creation of an extra 1,936 years of employment in the area.
- This would mean the area's carbon emissions would fall by 24.0% over and above what is already expected.

### Current Successes across Kirklees

- Current 2017/18 progress for the Council is a 32% reduction and a 35% reduction for the district as a whole (the latter based on 2016 data, the most recent available).
- 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.
- Bradley junction's traffic management system can calculate pollution levels at junctions and make intelligent decisions to improve traffic flow and reduce emissions.
- Through a deep clean of the Ravensthorpe area we have dramatically reduced fine particulate pollution in the area to the point where DEFRA are satisfied we can remove the air quality management area
- The Council has successfully accessed £500K of external funding in order to deliver 17 rapid charge points for public use in Kirklees, these will be installed by March 2020 and include free electricity for electric vehicle users until October 2021.

### Seven Priority Proposals

1. Adopt an ambitious target for Kirklees to achieve district-wide 'net zero' carbon emissions no later than 2038 and implement the accompanying carbon budget
2. To publically disclose Council and District Carbon Emissions
3. Boost woodland and green infrastructure via the existing White Rose Forest partnership
4. To implement an extensive communications and engagement campaign to encourage council staff and Kirklees residents to make a positive difference to the environment
5. To work with partners to develop, initiate and establish a 'Kirklees Climate Commission' and Kirklees 'Green Charter
6. To develop a Kirklees Youth Summit and campaign for engaging with young people around the climate emergency
7. Support the West Yorkshire Combined Authority pledge for the Leeds City Region to reach net zero carbon emissions by 2038



## 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

In Q2 Kirklees Council has continued to embed the wellbeing and staff development work across the organisation and has also focused on talent attraction. Working with the intelligence team to identify the ten most deprived areas in Kirklees, a number of drop-in sessions were delivered in partnership with community groups to invite, encourage and sign post communities to apply for council roles and apprenticeships. The apprentice induction process has been reviewed and a different approach taken with HR, Real Employment, Employee Healthcare, Elections and Public Health, YEN and the BME networks all being involved. This has covered matters such as money management, wellbeing, inclusion and pensions.

In Q2, Kirklees Council launched its new mentoring scheme which complements the well-established coaching scheme and has seen a significant take up by the workforce. Mentoring sessions are up and running, with a network also being created for the mentors to share good practice and success stories.

Q2 has also seen the procurement of a new digital platform to improve our Employee Healthcare systems, which will significantly improve the efficiency of the unit, including the improvement of referral times. The procurement of a new recruitment system is also underway and will be concluded shortly. This will transform the way in which we attract and engage applicants.

### Outputs and Impacts

- 300 expressions of interest for the apprenticeships scheme were received - double the number received in the previous year. And we were able to take on 62 new apprentices.

### (2) Sickness Absence

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

### Outputs and Impacts

- The level of sickness absence continues to reduce. At Q2 it now stands at 10.7 days per FTE. This is the lowest sickness absence rate since January 2017.
- This is a small improvement on the previous quarter which stood at 10.76\* days lost per FTE – therefore, a very small reduction of 0.06 days lost per FTE.

- This is a reduction of 1.4 days since the same period in 2018 when sickness levels were at an average of 12.1 days lost per FTE.

*[\*Please note: The Q1 figure has been recalculated to 10.76 days. It was reported as 10.7 days in the Q1 report which was incorrect.]*

The Council is undertaking a range of health and wellbeing activity across all Directorates including counselling, wellbeing events and education initiatives, the establishment of 70 workplace health and wellbeing champions in services, job-specific health improvement (e.g. podiatry for manual workers) together with a programme of volunteering support to employees (there is clinical evidence to support the benefits of volunteering on health and wellbeing) with 8000 Kirklees staff in our services eligible to take two full days of volunteering time in a financial year.

### (3) Employee Resourcing

Agency spend has increased in Q2 for the first time in over a year. This increase relates in the main to anticipated and planned interim cover for vacancies pending recruitment exercises and spend on interim and additional capacity, pending a number of service reviews. 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 – it is planned expenditure.

#### Outputs and Impacts

- Economy & Infrastructure saw the biggest increase in agency costs from £476k in Q1 to £784k in Q2. This is due to an increase in spend in Highways and Waste Services. The increase in Highways spend relates to cover for a number of vacancies, pending the outcome of recruitment exercises; the increase in spend in Waste is due to additional temporary resources being in place, pending a service review.
- Children & Families also saw an increase in agency costs from £256k in Q1 to £443k in Q2. The increase in agency spend relates to a review of the Emergency Duty Service, which saw a transition in our approach with a requirement to bring in interim resources as the new structure embeds. This is a spike and we anticipate seeing spend falling back once again.

There is a distinction between planned and unplanned agency spend. We don't monitor this information currently, although particularly in Adults, we are aware that some services do use planned agency which means that spend remains within budget. As part of the refresh of the way we look at our workforce intelligence, we intend to capture this information going forward.

### (4) Inclusion and Diversity

*In Q2, activities have continued to help implement the year 2 action plan.*

#### Outputs and Impacts

- The Council has been accredited with the Bronze Award for the National Inclusion Standard, an evidence-based, objective accreditation tool for assessing and promoting inclusion in the workplace. Developed and run by Inclusive Employers, it supports organisations to assess progress with their inclusion journey. The National Inclusion Standard focuses on six pillars of inclusion and awards those meeting the Standard with accreditation. The detailed feedback from Inclusive Employers will be used to help inform year 3 of our Kirklees Inclusion and Diversity Action Plan.
- During September the Council took part in National Inclusion Week which is about highlighting the importance of inclusion, promoting the benefits, celebrating successes and inspiring action. As in previous years, Inclusive Employers promoted a series of daily inclusion challenges which were promoted across the organisation.
- A CMG+ session was also held in September focusing on "Diversity in Kirklees". It established the organisation's journey so far, highlighted the re-launch of the Disabled Employees Network and asked managers to take away ideas from the session and prioritise them in day-to-day practice.



- Nominated for LGC Award for Diversity and Inclusion on recruitment outreach to increase in diversity for job applications, leading to a more diverse workforce.
- We now have the 2019 workforce profile data, which is about to be published - the focus in the I&D Action Plan is to address under representation at senior level and the new figures demonstrate a move in the right direction, particularly at Grade 17 and above.
- The outreach work in recruitment has had a positive impact in relation to disability, ethnicity and gender at senior levels in the organisation. Additionally, for the first time, there is data collection on sexual orientation, which means, from this point on, we'll be able to assess what impact we're having in terms of recruitment in the LGBT community.