

Measuring our impact and progress against the 2018/20 Corporate Plan

This document provides information on the direction of travel for the Plan's longer-term population indicators, as well as a narrative presenting a summary of current progress against each of the outcomes and our key delivery commitments in the previous 2018/20 Plan. This document provides a 'snapshot' of our current position and contains information on the impact the coronavirus pandemic has had on the business of the council over the last eight months, as well as key delivery priorities over the coming 12 month period. We will continue to provide updates on the progress being made against our outcomes over the next 12 months.

Best Start: Children have the best start in life

The first few years of every child's life help shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed and to ensure every child in the district starts school healthy, happy and ready to learn. Children's journeys through school and into adult life shape the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

Our progress...

The ambition for Children's Services is that our children and young people have the *Best Start* in life. We recognise that the development and progress in early years lays the foundation for success and achievement as adults. Our investment in young people is an investment in the future prosperity for all citizens. 2020 has seen the radical challenges arising through the COVID-19 pandemic and our response has demonstrated the strength of our work and relationships with partners across Kirklees. For example, we developed a suite of COVID-19-safe summer activities for families, with funding allocation of 820 community-developed sessions, events and activities with our partners, and with over 11,000 attendees. Going forward, we will continue to invest in community-developed family support activities in future holiday periods, with particular emphasis on the most vulnerable families.

Kirklees has been on an improvement journey for a number of years and Children's Services has been and remains a key priority. Our aspiration, articulated in the light of our progress over the past few years, is to provide 'Outstanding and Excellent Services' for all our young people. Our improvement work has been built upon the continued commitment to investing in Children's Services which has been maintained over the last year. This has included extra resources for high needs education, additional resources for youth services, additional therapies for children in our care system and additional capacity for domestic abuse services.

A major milestone in our journey in 2019 was that Ofsted determined that Kirklees was no longer 'Inadequate' in relation to the services it provides to its most vulnerable children. In July 2020 recognition of the continued improvement in Kirklees was the lifting of the final element of Department for Education supervision, with the removal of the Improvement Notice by the Secretary of State. This has been achieved through a relentless focus on *working with* families to promote resilience and independence. We have achieved better support for families and children by developing a well-trained, stable workforce with low turnover and no agency usage leading the way across the region. The improvements in Kirklees have been recognised by other councils and we are offering support and sharing our experience in the region.

There has been a further strengthening of partnership working with the development of the Children and Young People Plan bringing together different and diverse agencies around a shared agenda to make a difference in Kirklees. The three priorities are:

- To tackle child poverty
- To support inclusion and better outcomes for LGBT+ young people
- To grow our youth offer – places to go, people to see, things to do

Through our Education and Learning Partnership Board, working proactively with schools, colleges and other partners, we have continued to strengthen our relations and work with all Kirklees schools to support them in improving the outcomes for young people at all ages. We've also worked in partnership with Public Health, IPC and the Business and Skills teams to ensure Schools, Early Learning and Childcare providers can access the best available advice and get access to government support schemes.

Protecting and Supporting Vulnerable Children

The response to the pandemic shows the strength of partnership working across Kirklees. Working closely with schools we have ensured that they have remained open throughout the pandemic for our most vulnerable children. Summer holiday programmes were organised through our community hubs with buses provided in North and South Kirklees for outreach summer holiday programmes and also to provide a drop in and advice facility.

To support the return to school in September we ran a campaign called 'Back Together, Better Together'. This recognised that pupils were returning to schools that looked and felt different to normal, which may have caused anxiety and uncertainty for pupils and their families. Our campaign focused on reminding children, young people and families that we have excellent schools in Kirklees and that returning to school was a positive and special experience, especially for those who had not attended since March. Our aims were to support our family of schools in helping pupils and families adapt to the changes, to build their confidence and to promote good levels of attendance.

Children's Social Care ensured that contact and visits with our most vulnerable children and young people were maintained and increased where appropriate. Support in the form of food parcels and additional finance was arranged for our care leavers. Laptops and other electronic devices have been provided to vulnerable children in partnership with schools to ensure that they have access to online learning.

There has been ongoing improvement to our offer and support to children and young people with special educational needs and disabilities (SEND). Working closely with parents of children with additional needs (PCAN) we have reviewed our Local Offer website to ensure it is more accessible and relevant.

Next year things to look out for

Youth Engagement Service

We will be enhancing our early identification and response for those at risk. We are developing a Youth Engagement Service (YES) whose purpose is to provide better coordination of resources with partners to contribute to the earlier identification of those at risk of exploitation. Through better and earlier identification there is an expectation that planning will be timelier and more effective in mitigating those risks. The service will also provide a richer and more accurate picture of where risk is most concerning and what are the most prevalent risk factors associated with the young people.

Family Hubs

We are developing proposals for a Family Hubs model within Early Support, with an integrated 0-19/25 system for place-based early support. The proposed Family Hub model aims to build on existing place and community assets and brings individuals, organisations, places and connections together to realise and develop their strengths. The model aims to:

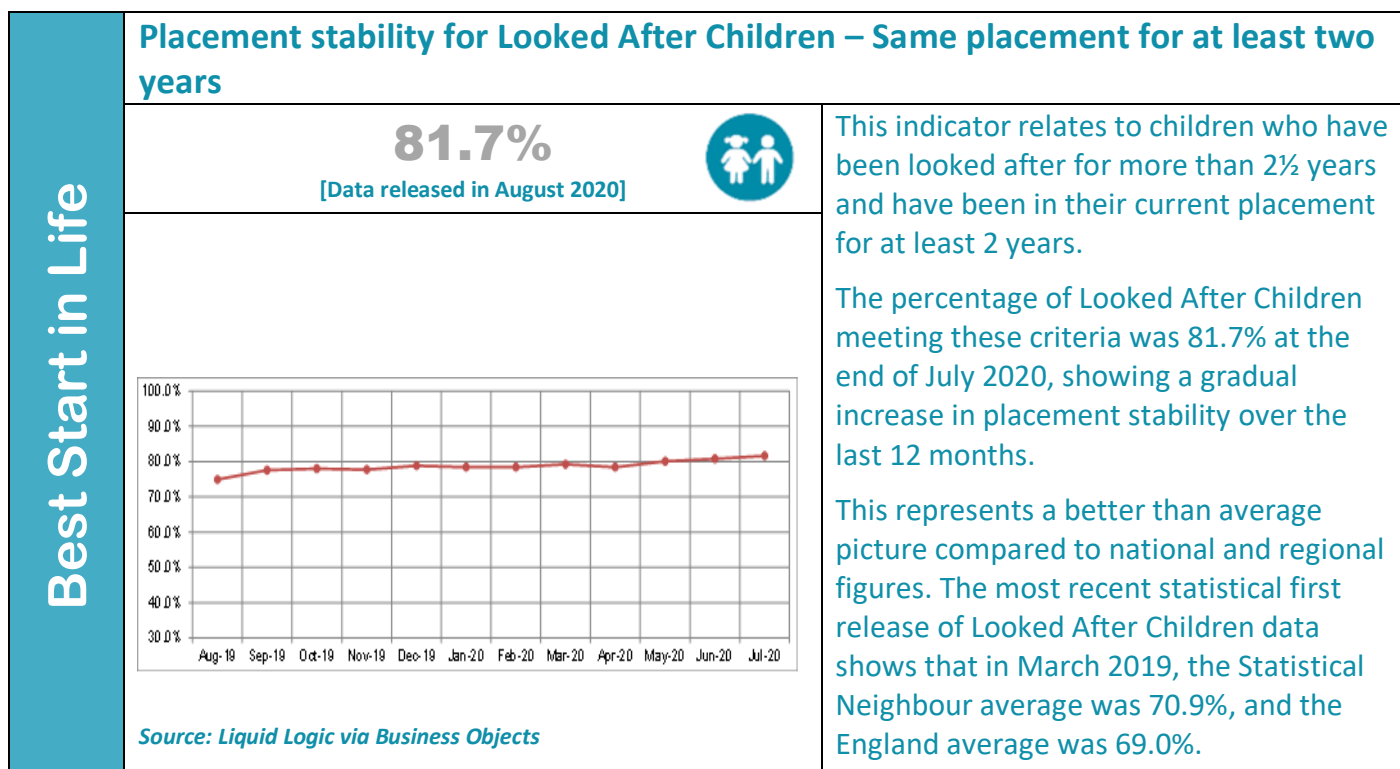
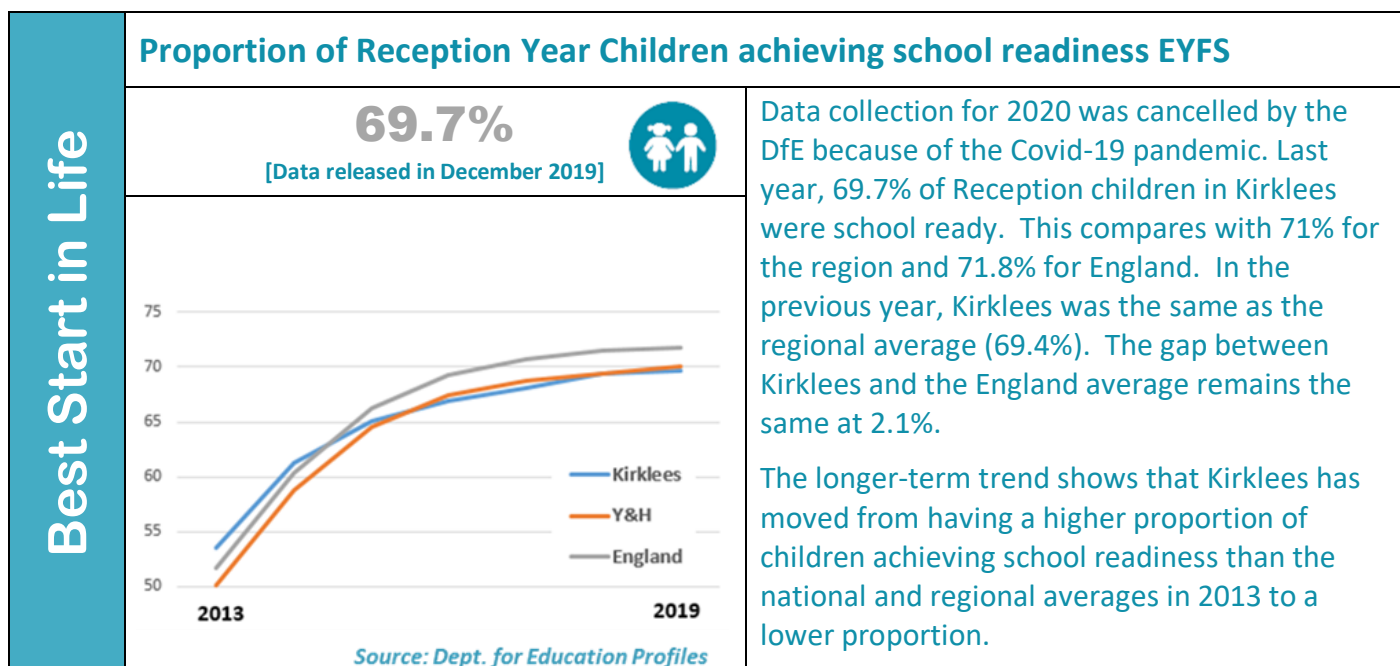
- Build on what is already in the community.
- Focus on local residents and what it is like to live in their area and what is important to the people that live in the area.
- Build on and strengthen relationships in communities and places.

Investing in innovative therapy strategies

In the last three years, Kirklees Council has established itself as a hub of innovative and evidence-based practice to further support children to live well in the community. The introduction of Multisystemic Therapy (MST) in January 2019 was followed by further expansion to include the enhanced MST-E service in April 2020 (as one of the first four sites in the world to evaluate the efficacy of an enhancement to prevent involvement in exploitation). This was as a result of a successful bid in partnership with MST-UK from the youth endowment fund, who remain key partners and evaluators for the development.

The next phase of MST development is the introduction of MST-FIT (Family-Integrated Transitions), a complimentary evidenced-based service that aims to work closely with families, foster carers and children to facilitate and maximise the potential for children to return to a home setting from care. MST-FIT uses a therapeutic, integrated treatment model (ITM) based on dialectical behavioural therapy (DBT), which is implemented in a purpose-developed residential setting. This environment supports and increases the skills and resilience of young people, and simultaneously their care givers in the community, before reunification is supported by a 4–6-month period of MST.

Our impact...



Well: People in Kirklees are as well as possible for as long as possible

No matter where they live, we want people in Kirklees to be able to live their lives confidently, in better health and for longer. Preventing problems and supporting people early will help people choose healthy lifestyles and increase physical and mental health and wellbeing.

Our progress...

Over the last year, we have launched a Health and Wellbeing Plan that brings together partners to focus on the people who live in Kirklees (adults and children) and how, working collectively, we can improve the health and wellbeing of the whole population.

Like council's across the country, Kirklees faces some challenges which means we can't stand still. Continuing to provide support in the way we do now will not meet our ambition to improve the health and wellbeing of our population, tackle some of the underlying inequalities we face, nor maintain and improve the quality of care and support. Increasing demand and changing demographics alongside funding challenges means that trying to provide services in the same way is no longer sustainable.

Through our Health and Wellbeing Plan, we have set out a real commitment to prevention and creating resilient, connected and vibrant communities in which people can start well, live well and age well.

Our key priorities going forward include:

- Creating communities where people can start well, live well and age well – for instance, by developing active community projects in primary care network areas.
- Creating integrated person-centred support for the most complex individuals.
- Developing our people to deliver the priorities and foster resilience –for instance through working with people and partners in improving citizen engagement and personalised care in Kirklees.
- Developing our buildings to deliver high quality services.
- Harnessing digital solutions – including an integrated/shared care record system across health and social care.

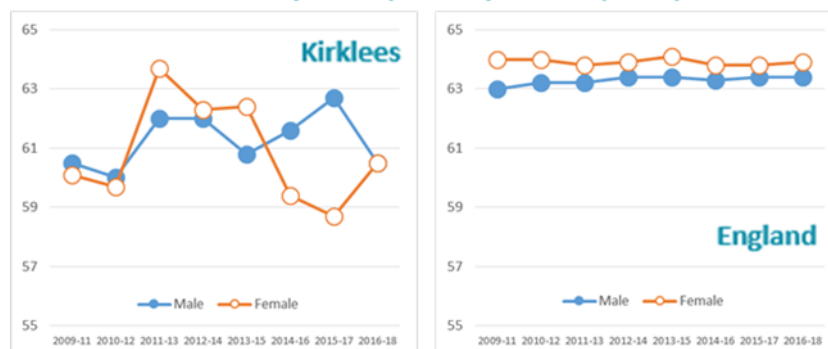
Healthy life expectancy

60.5 years

[Data released in February 2020]

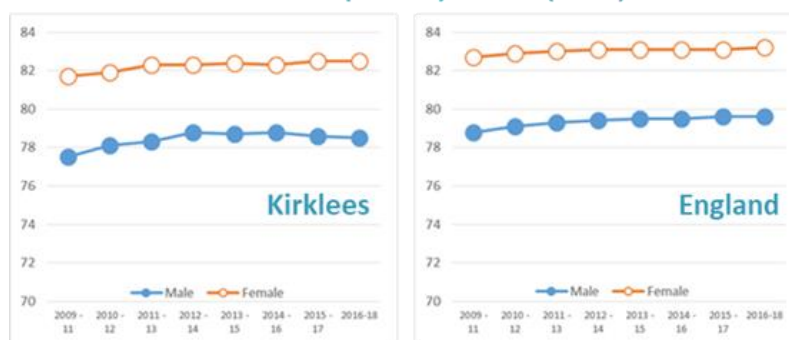


Healthy Life Expectancy at Birth (Years)



Source: Public Health Outcomes Framework

Overall Life Expectancy at Birth (Years)



Source: Public Health Outcomes Framework

Healthy life expectancy (HLE), defined as the number of years people can expect to live in good health. Trend patterns for males and females in Kirklees have been very different to those for England as a whole, with a widening gap in recent years between males and females. However, the latest data for 2016/18, released in February 2020, shows a reversal of these local trends (although it is too early to say whether these changes constitute new trends).

In Kirklees, female HLE increased in 2016/18 after several years of decline (from a peak value of 63.7 years in 2011/13); in contrast, male HLE declined in 2016/18 (from a peak value of 62.7 years in 2015/17). Males and females in Kirklees can now expect to live the same number of years in good health (60.5 years). National figures do not show the same degree of fluctuation, with female HLE consistently slightly higher than male HLE. Kirklees HLE is now 3–3.5 years below the national average.

Comparisons of overall life expectancy at birth show a relatively consistent gap between males and females (in Kirklees and in England), with females expecting to live around four more years than males.

In combination, and despite the recent changes in HLE trends, these indicators still suggest that females in Kirklees are living longer than males, but they are spending more years in poor health (22 years for females, compared to 18 years for males).

Independent: People in Kirklees live independently and have control over their lives

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.

Our progress...

Over the last year, we have refreshed our council Vision for Adult Social Care. Every day, people who have care and support needs are being treated with respect and supported to be as independent as possible. However, we also know that society is constantly changing, and in order to keep pace with an evolving local population, both demographically and culturally, we needed to reflect and change the way we do things.

We recognise that we want individuals who have care and support needs, as well as unpaid carers, to enjoy the best quality of life possible, based on choices that are important to them. Our services play a crucial role in supporting people to remain healthy and independent, whether that be through the provision of information and advice, access to prevention services, or more intensive support for those with long-term or complex needs. This means that our working relationships with partners, people who have care and support needs, and unpaid carers, will be based firmly on co-production. This will be championed by social care professionals and colleagues across the council and wider partnership committed to honouring first and foremost the views and wishes of those who access our services

Our Vision for Adult Social Care is fundamentally about people, partners and place. We want a Kirklees that is caring, we want every person in Kirklees who needs social care to be able to live the life that matters to them, with the people they value, in the places and communities they call home, and with an equal voice in coordinating their care and support.

Our key priorities going forward include:

- Ensuring people at risk of harm and abuse are safe.
- Creating resilient caring places and communities that support people to stay well connected.
- Co-producing with individuals the early support they need to maximise their independence.
- Working together to delay or minimise the effects of people's existing needs getting worse.
- Working with people to create greater personal choice and control over how people achieve their long-term care and support outcomes.

Our impact...

Percentage of people who need help or support to continue to live in their own home.

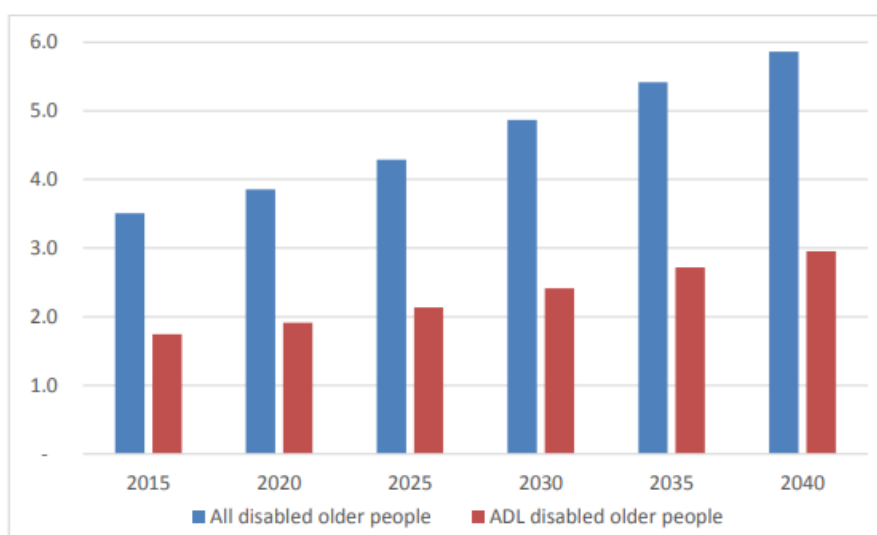
9%

[‘Current Living in Kirklees’ survey, 2016]



Nine per cent of adults need help or support to continue to live at home (Current Living in Kirklees (CLiK) 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. 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. The next CLiK survey is due to be undertaken in 2021.

Projected number of disabled older people (millions) in England 2015-2040



The above chart shows nationally that the numbers of disabled older people, (defined as those unable to perform at least one instrumental activity of daily living (IADL) or having difficulty with performing or inability to perform without help at least one activity of daily living (ADL)), is predicted to rise by 67% between 2015 and 2040. The number of older people with more severe disability, (that is, unable to perform without help (or at all) one or more ADL tasks), is expected to increase by 69% between 2015 and 2040.

Aspire and achieve: People in Kirklees have aspiration to achieve their ambitions through education, training, employment and lifelong learning

The first few years of every child's life helps shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed and to ensure every child in the district starts school healthy, happy and ready to learn. Children's journeys through school and into adult life shape the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

Our progress...

Maintaining an excellent educational offer and experience during the coronavirus period – especially the initial lockdown – has been one of the most challenging experiences the education sector has ever faced, and all schools, colleges and settings are to be thanked for their extraordinary efforts and principle of partnership working during this time. In Kirklees, we have been able to strengthen and streamline partnership working during this period. Through the Education and Learning Partnership Board, we have developed multi-stakeholder working groups, which has led to swift system-wide responses to attendance, digital exclusion, and emergency planning challenges during the coronavirus pandemic. Alongside this emergency response, we worked tirelessly to transition all secondary school pupils at Almondbury School, meeting all parental preferences for a local school place. We would like to give thanks to all our partners for pulling together and supporting each other through these unprecedented times, including schools, colleges, staff, councillors and our communities. The Education and Learning Partnership Board has been crucial for enabling us to collaborate across the system so effectively.

Over the last 12 months, we have also:

- Worked with parents of children with additional needs and multiple stakeholders to develop a new and comprehensive and co-produced local offer website.
- Developed a comprehensive special educational needs and disabilities (SEND) data dashboard, allowing for much improved baselining, strategic decision making and systems management
- Continued to drive rates of NEET+Not Known post-16s to the lowest ever level, with performance well beyond neighbouring LAs and statistical neighbours
- Continued to drive improvements in Kirklees and Calderdale School Centred Initial Teacher Training, with 93% of trainees achieving QTS at a rating of good or better
- Provided 1253 adults with confidence and skills through high quality adult education provision, developed pathways in response to coronavirus, and achieved a very good Ofsted rating in the most recent inspection.

Looking forward, we are hoping to further develop responsive and robust partnerships, placing co-operation and co-production amongst partners at the centre of schools and colleges, and setting out a clear improvement journey. We will put more emphasis on developing evidence-led processes, through the incorporation of health and care data into a single dashboard, leading to a more robust and comprehensive system for young people with special educational needs and disabilities. We will also be developing quality online, blended and hybrid learning models across the lifelong learning journey. As well as responding to

the ongoing pandemic, through the Learning and Education Partnership Board, we are aiming to drive continuous improvements to quality, achievement and a range of outcomes across Early Years, Primary, Secondary, Post-16 and Adult and Community sectors. This will ensure Kirklees is a centre of lifelong learning excellence, despite the challenges the sector continues to face.

Over the next 12 months we will also aim to:


- Progress work to meet sufficiency and capacity challenges through investment in capital projects, for example developing a permanent new school building for Brambles Primary Academy.
- Place improved data analysis and intelligence at the centre of our improvement journey.
- Appoint leading industry experts to develop a special educational needs and disabilities (SEND) sufficiency masterplan covering the next 5 years, leading to the identification of future high quality capital build project options based on the most robust evidence base, and ultimately leading to a more efficient use of resources over the long term.
- Through the Education and Learning Partnership Board, invest in the development of the Kirklees Learning Strategy and develop a plan to drive forward improvements in education for young people, families and communities across Kirklees, to ensure young people are able to succeed both educationally and personally.
- Develop partnership-based voluntary internship, traineeship and pre-apprenticeships routes and creative solutions for workplace training and experience.

Our impact...

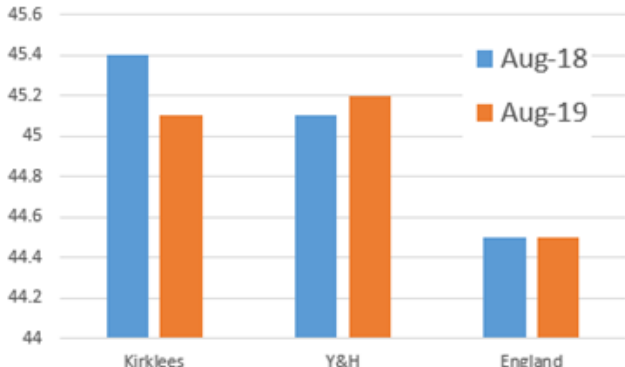
Aspire and Achieve

Overall GCSE pass rate per pupil at the end of Key Stage 4 – Attainment 8 Score

45.1



[Data released 2019]



Region	Aug-18	Aug-19
Kirklees	45.4	45.1
Y&H	45.1	45.2
England	44.5	44.5

Source: Dept. for Education Profiles

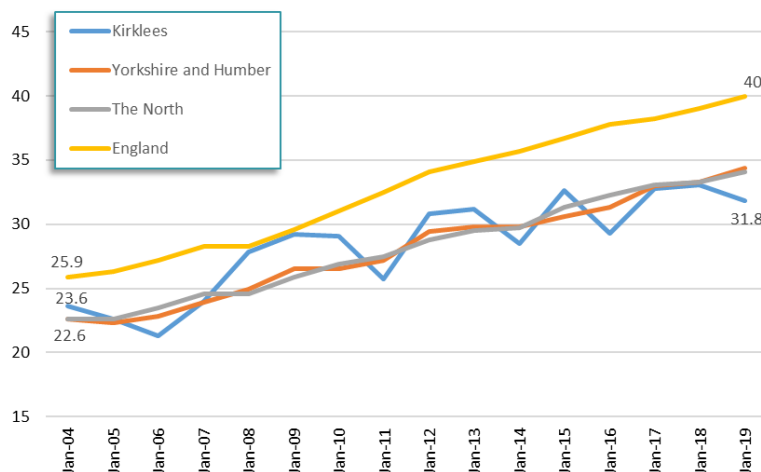
GCSEs are graded 1 through to 9 (with 1 being the lowest, and 9 the highest). The Attainment 8 score is the average score for the combined total of grades per pupil across a set suite of eight GCSE subjects.

This is the third year of a phased implementation, in which Key Stage 4 subjects have been graded with the new grading scale of 9 to 1 (instead of A to E as previously). The 2019 revised average Attainment 8 score at Key Stage 4 for all pupils with Grade 5+ is 45.3, a decrease of 0.1 on the previous year. Kirklees is 1.5 below the national average (46.8), with a decline from a 1.2 difference last year and 0.1 lower than the Yorkshire and Humber regional average of 45.4.

Adults qualified to Level 4 or above (ie equivalent to a BTEC)

31.8

[Govt. data release, January 2020]



In 2019 in Kirklees, 86,000 (31.8%) working age adults were qualified to Level 4 or above, a reduction of 3,900 on the previous year.

In January 2004, 58,400 (23.6%) working age adults were qualified to Level 4 or above. Kirklees has increased by 8.2 percentage points between 2004 and 2019, a smaller increase than regionally and nationally.

Kirklees is currently 8.2 percentage points lower than the average for England. The gap between Kirklees and the England average has more than tripled over these 16 years, from a gap of 2.3 percentage points in 2004.

Sustainable Economy: Kirklees has sustainable economic growth and provides good employment for and with communities and businesses

We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will generate growth, but the public sector has a role in creating the right conditions for growth, attracting investment, and encouraging businesses to invest in their workforce and communities.

Our progress...

The coronavirus pandemic has resulted in one of the worst economic shocks in living memory, with the potential to impact particularly on young people, women and BAME communities. To achieve a sustainable recovery, we need to work towards delivering the ambitions set out in this outcome.

Over the last year we have:

- Worked with partners to develop a draft Local Economic Recovery Plan; complementing national and regional initiatives, the plan seeks to mitigate the economic impacts of the virus on those residents most likely to be affected, support business growth/start-up and accelerate key regeneration and infrastructure projects to support the recovery.
- Distributed over £100m of COVID-19 grant support to over 9,000 Kirklees businesses to help mitigate the economic effects of the virus and worked with local businesses to provide advice and support on COVID-secure working.
- Delivered a range of interventions in Huddersfield and Dewsbury town centres to support the economic recovery to improve access for pedestrians and cyclists and support social distancing and provision of free car parking.
- Provided more intensive advice and support to over 250 local businesses to facilitate growth and investment.
- Helped over 400 Kirklees residents, including over 190 young people, into employment, self-employment, apprenticeships or other learning.

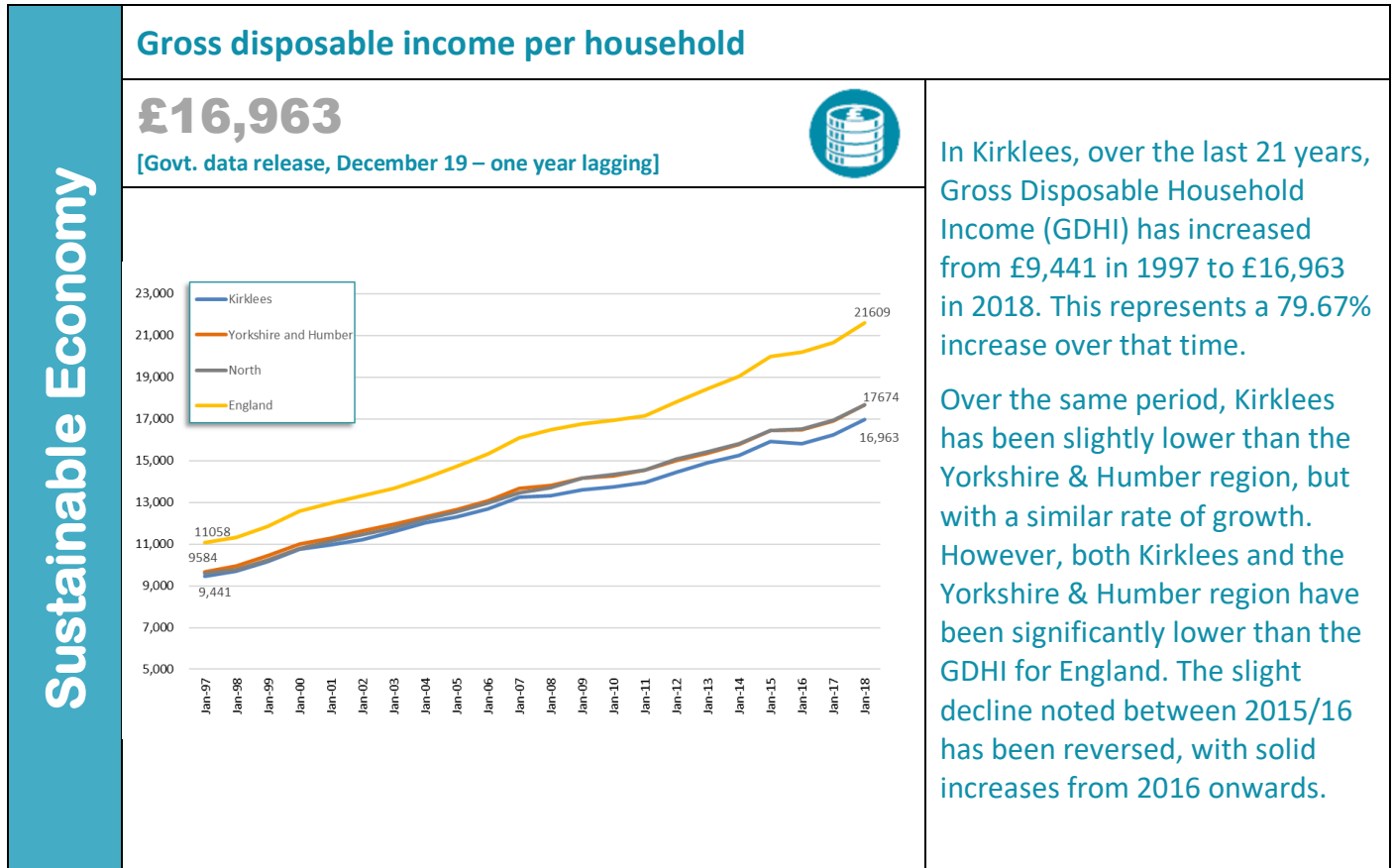
Over the next 12 months we will,

- Develop the support available for Kirklees residents to start up their own business/become self-employed, including one-to-one mentoring and advice.
- Work with partners including the West Yorkshire Combined Authority/LEP, Mid Yorkshire Chamber of Commerce and Industry and Federation of Small Businesses to further extend the reach of our business support offer and strengthen our partnership approach.
- Further progress the development and delivery of key regeneration projects within the framework of the Huddersfield and Dewsbury Blueprints, including public art and other initiatives to animate these spaces; and develop proposals to extend this approach to other town centres across Kirklees.
- Further progress the development and delivery of major infrastructure projects that support our ambitions for economic recovery and growth, including the A62 Smart Corridor, Huddersfield Station Gateway and a new bus interchange for Dewsbury town centre.
- Work with key private sector partners to take forward key housing sites identified in the adopted Kirklees Local Plan to work towards increasing housing supply and the improvement of choice and

affordability, complementing our efforts to regenerate our major centres and wider economic growth ambitions.

- Embed social value outcomes in our major capital projects to create opportunities for local jobs, apprenticeships and businesses through our procurement activity.
- Develop and implement a Kirklees ‘Good Work’ charter in partnership with key public, private and voluntary sector partners to support our equalities and inclusive growth objectives.

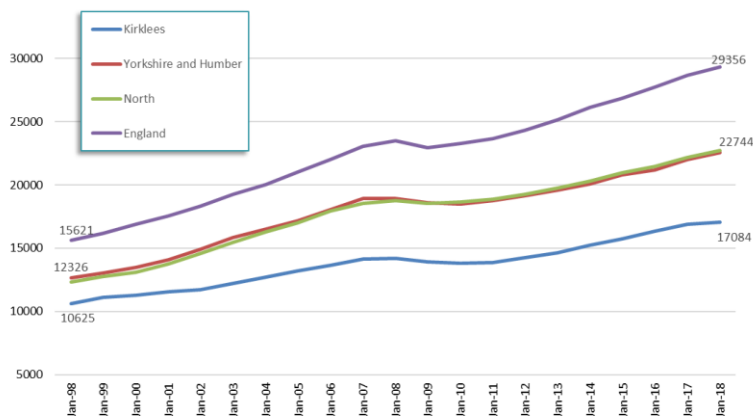
Our impact...



Productivity per head – Gross Value Added

£17,084

[Govt. data release, December 19 – one year lagging]



In Kirklees, 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 £4,996 per head (a 32% gap). In 2018 the gap between Kirklees and England was £12,272 per head, (a 41.8% gap).

Between 1998 and 2018 the GVA per head in Kirklees increased by 60.79% whereas the GVA per head for England increased by 87.93%.

[Note that GVA per head does not account for the impacts of commuting in/out of an area and is based on the whole population, not just those in employment]

Safe and cohesive: People in Kirklees live in cohesive communities, feel safe and are protected from harm

We want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district.

Our progress...

Kirklees Council supports everyone's right to live in safety, free from abuse and neglect. Safeguarding Children and Adults is a statutory duty for the council and to support this work the council launched in 2019 a programme of work corporately to promote safeguarding as 'everybody's business' – promoting the expectation that all staff who have direct or indirect contact with children, young people and adults, or who have access to information about them, have a responsibility to safeguard and promote their welfare.

Domestic abuse is one of the more complex issues affecting people in Kirklees and in 2019, through partnership working, the Domestic Abuse Strategic Partnership engaged a wide range of agencies through the development of a new Domestic Abuse Vision and three year strategy for tackling domestic abuse in Kirklees. The strategy adopts an innovative model used by the national charity, Safe Lives and sets out a partnership vision and key priority areas which are being progressed through a robust action plan.

During 2019/20, over 250 young people at risk of involvement in criminal gangs have been supported by the Youth Intervention Team to divert them from harm. Using Kirklees Early Intervention Youth Fund monies, community mentors have been deployed to provide intensive support and an anti-knife crime awareness play was performed to over 5,000 children and young people.

Kirklees received national recognition from the Local Government Association (LGA), which highlighted the 'effective internal structures and work with external partners to tackle modern day slavery'. This award acknowledged the significant work undertaken to increase awareness of the issues with partners and communities and the procedures in place to identify and support victims of human trafficking and modern slavery at the earliest opportunity.

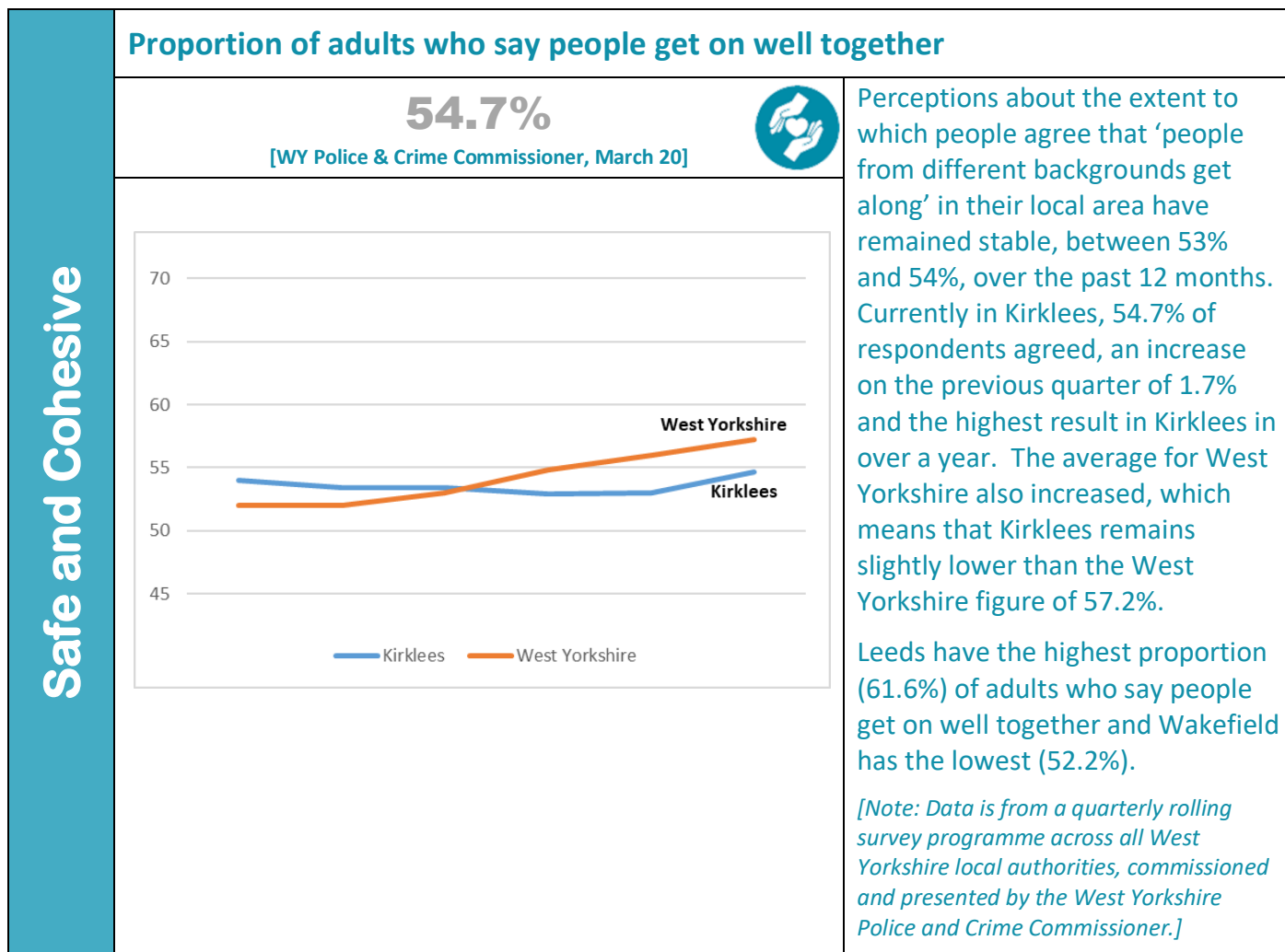
Carry My Story is a cohesion project working within schools and their neighbourhoods, with the aim of linking schools, parents and asylum seekers/refugees through the exchange of personal and community stories. In 2019/20, 54 classes from 35 schools were involved and over 1,500 children including involving 35 asylum seekers and refugees living in Kirklees. There is a real buzz around this programme, linking members of the community of all ages from across the area. The approach creates sharing opportunities between pupils and asylum seekers/refugees with the aim of strengthening communication, challenging pre-conceptions and inspiring empathy for others.

The Welcome Mentor programme provides a volunteer support/befriending service that has supported over 285 asylum seekers, refugees and migrants to access support services and alleviate feelings of isolation. Mentors have supported over 200 people in accessing services such as health, accommodation, finance and language skills to enable them to settle in Kirklees. Some of the people who have received this service have become mentors themselves as they wish to pass on the kindness and support they received.

During 2019/20, the 'This way for English' programme engaged with 469 individuals from migrant communities to support them to access courses and progress their learning of speaking English to speak to neighbours, make friends, develop local networks, progress their learning and move towards employment or further towards a career of their choice.

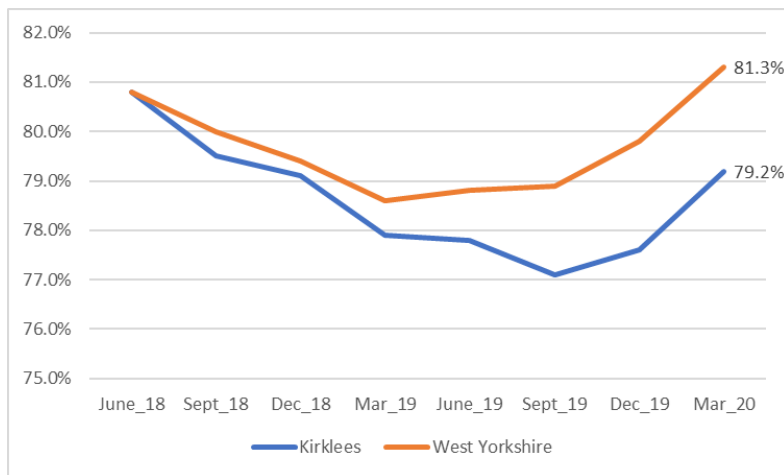
The council continues to work jointly and effectively with the Kirklees Safeguarding Adults Board and the Kirklees Safeguarding Children's Partnership to safeguard and promote the health and wellbeing of children, young people and adults in the communities in which they live in Kirklees.

Our impact...



Proportion of people who say they feel safe in their local neighbourhood

79.2%
[WY Police & Crime Commissioner, March 20]

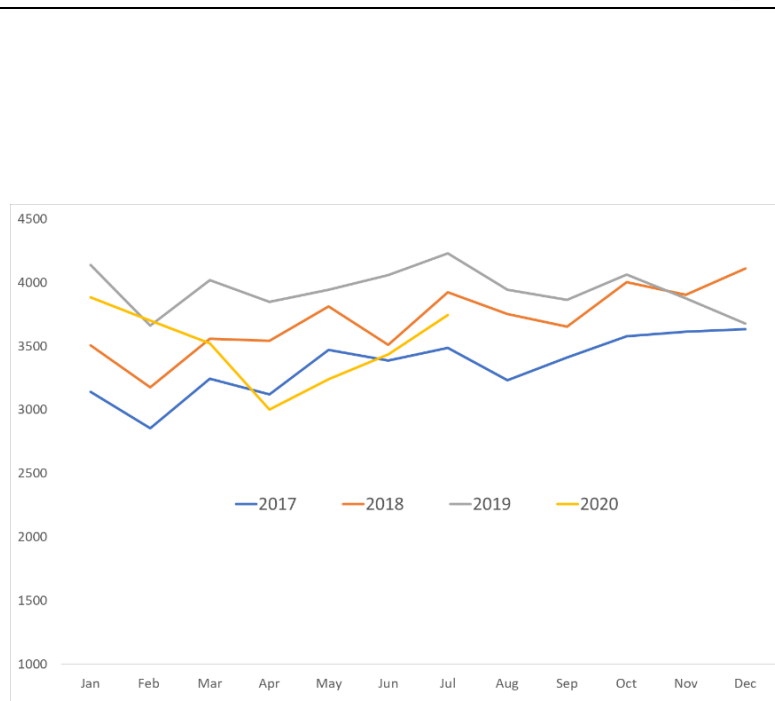


The proportion of people who say they feel safe in their area is 79.2%, a slight increase on the previous quarter and similar to West Yorkshire overall (81.3%).

[Note: Data is from a quarterly rolling survey programme across all West Yorkshire local authorities, commissioned and presented by the West Yorkshire Police and Crime Commissioner.]

Total volume of recorded crime

47,348 Offences
[WY Police]



In comparison to the two previous years, there has been an increase in the overall volume of recorded crime – 40,743 in 2017, 44,658 in 2018 and 47,348 in 2019. *[Note: the recording period is calendar year].* However, this masks nuances in data.

Total recorded crime for the first quarter of 2020 is 12% lower than the previous quarter and 18% below the level recorded for the same period last year. Violence against the person is unchanged from the previous quarter (3% below the same period last year) and burglary offences have reduced by 35% compared with the previous quarter (53% below the same period last year). This goes some way to offsetting the higher volumes of recorded crime in the first half of 2019 in comparison to the previous two years.

Clean and green: People in Kirklees experience a high quality, clean and green environment

Our built and natural environment contributes to people's quality of life and makes the district a more attractive place in which to live and invest. We want to connect people and places, improve air quality and green infrastructure and be resilient in the face of extreme weather events and climate change, as well as helping people reduce waste and recycle more.

Our progress...

Following the valuable work of the councillor-led working party, the council has set an ambitious 'net zero' carbon emissions target for 2038, accompanied by a carbon budget and have committed to develop a comprehensive climate emergency programme to meet this target. In 2020, the council also disclosed the district's annual emissions to the independent CDP for the first time (www.cdp.net), a key part of our commitment to address the climate emergency in an ambitious and transparent way. Going forward, we will be developing our climate emergency programme further to ensure we have an ambitious, comprehensive approach to help us achieve our 'net zero' target.

We have built on our commitments to improve our waste and recycling performance, not only halting the recent decline in the recycling rate but reversing the trend. This has included working with our communities on our Save Food, Save Money campaign that has brought together the benefits of healthy eating, reduced food waste and saving money for people at the same time. We will continue to expand this throughout the borough. We have continued to promote and grow our Garden Waste service to support over 24,500 residents in composting their garden waste, whilst at the same time we rolled out a home composting trial that has seen thousands of residents use different approaches to reducing garden and food waste at home. We have over the past year undertaken a Strategic Environmental Assessment to see how we can best manage our waste in the future. This is all vital work along the path to our emerging Waste and Resource Strategy that will see significant commitments and improvements made.

We live in an area that is blessed with greenspaces and we not only want to protect them but expand them as well, increasing biodiversity, creating pathways for flora and fauna and developing a green Kirklees for future generations. To support this, we have created a partnership with the Yorkshire Wildlife Trust to increase joint working and management of our landscapes. This will see rewilding of key areas and the creation of a new wood around Castle Hill. We have also worked closely as part of the White Rose Forest to identify 27ha of council land for tree planting, which we will undertake over the coming months. We have continued to work with many community groups, which has been crucial in attaining multiple green flag awards for our parks but also the accolade of Best Park in Yorkshire and Humber for Beaumont Park, which is run in true partnership with the community. It is important that as these areas expand, we ensure we are as effective and efficient as possible and develop new ways of working. For example, we are using robot technology to mark out sports pitches.

We have ensured that as we grow, our communities are given the best opportunity to experience a high quality, clean and green environment. To achieve this, we have created and adopted a Huddersfield Town Centre Design Framework, a Highway Design Supplementary Planning Document and are currently

updating our waste management guidance for developers. These initiatives are vital in ensuring our core principles are translated into practice in the real world. Going forward, we will also be developing the business case for the Huddersfield Heat Network to provide a resilient, low carbon energy offer for the town centre.

We recognise that how our communities and businesses move around is vital in promoting sustainable growth and improving air quality. We have approached this in a number of ways including expanding our Green Permit (free parking) for electric vehicles and hybrids to include all on and off-street bays in the district and installed six electric vehicle chargers in car parks with a further nine sites identified. As we develop our new car parks this will be at the heart of our approach.

Our highways are vital to not only our economy but in keeping people and communities connected. Whilst we have successfully delivered millions of pounds of road improvements, public realm works and supported our utility partners in expanding important services such as fibre, we are also focused on how we can improve what we do. Working with the Future Highways Research Group, Kirklees is leading a national review into the environmental and carbon impact of how we maintain highways and how can improve this going forward. We are also working with Huddersfield University on a world leading trial in the use of artificial intelligence for traffic signals to improve congestion and air quality across our network.

Whilst we have expanded our existing electric fleet, replacing 20 diesel pool cars with fully electric pool cars for example, we want to go further and have identified services that can switch quickly, with the aim of procuring a new electric vehicle fleet this year in areas such as KNH. We are also working in partnership with the Energy Saving Trust to baseline our whole fleet which will then allow us to profile our electric vehicle (EV) transformation over the coming years. This will not only allow us to live up to our own commitments as part of the Climate Emergency, but ultimately improve the environment and air quality for our communities. We want our staff to be ambassadors for these changes too and have over the last year successfully trained over 300 employees on the new electric pool cars as well as promoting the use of this environmentally-friendly mode of travel and how to drive more efficiently.

We recognise the impact that fly tipping has on our neighbourhood and landscapes and we have not been idle in moving to tackle this. Whilst we have been successful in prosecuting offenders, we have also redesigned how we deal with fly tipping by using one team with a new online reporting tool, to improve evidence gathering, accurately locating waste, and improving our response time. We are also rolling out the use of CCTV to target hot spots so we can hold people to account for their actions.


Our impact...

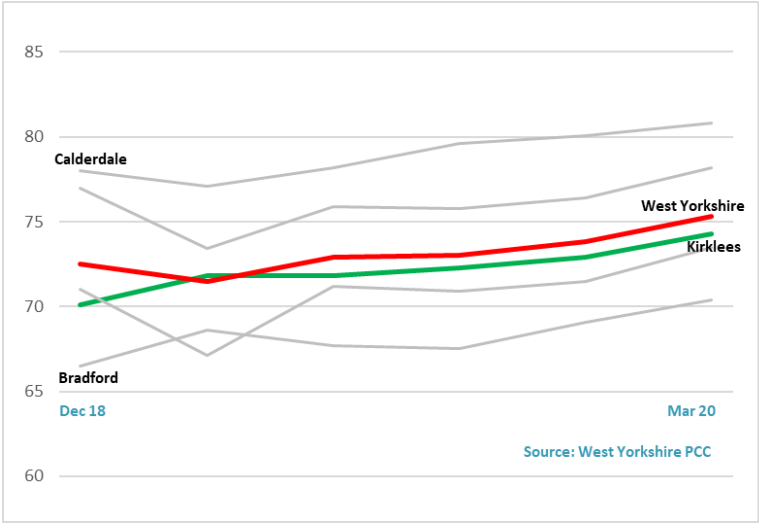
Clean and Green

Proportion of people who are satisfied with their local area as a place to live

74.3%

[WY Police & Crime Commissioner, March 20]





Local Authority	Dec 18	Mar 20
Calderdale	~77	~81
Bradford	~66	~70
West Yorkshire	~73	~74.3
Kirklees	~70	~74

Source: West Yorkshire PCC

The proportion of people who say they are satisfied with their local area is 74.3%, a slight increase of 1.4% on the previous quarter and slightly below the figure for West Yorkshire as a whole (75.3%).

Calderdale has the highest proportion (80.8%) of adults who are satisfied with their local area as a place to live and Bradford has the lowest (73.5%).

In general terms, all five local authority areas have seen a gradual increase over time in the proportion of residents who are satisfied with their local area. Kirklees is close to the average for West Yorkshire as a whole.

[Note: Data is from a quarterly rolling survey programme across all West Yorkshire local authorities, commissioned and presented by the West Yorkshire Police and Crime Commissioner.]

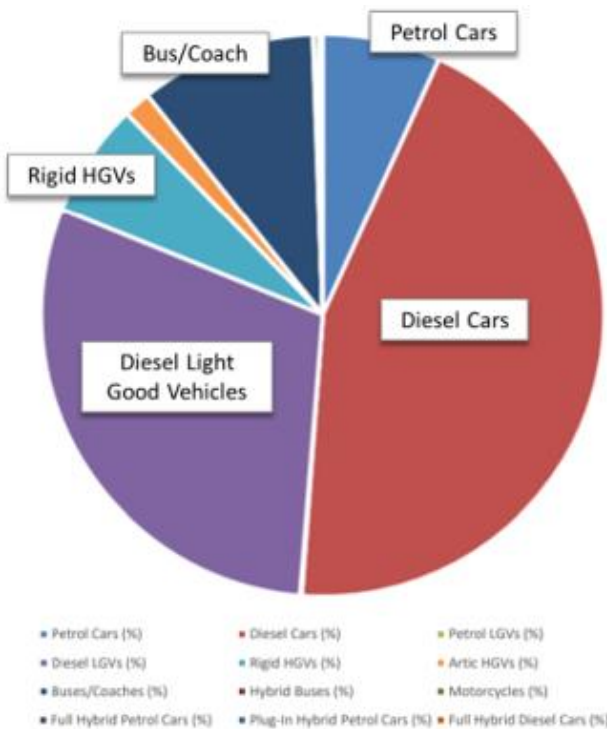


Air Quality in Kirklees

Air quality issues within Kirklees are focused around the road network connecting the towns, and traffic passing between the West Yorkshire conurbation along the M62 and Greater Manchester. The two primary pollutants of concern are Nitrogen Dioxide (NO₂) and Particulate Matter (PM). Kirklees has 9 Air Quality Management Areas (AQMAs) where pollutant levels are above target emission levels and require improvements to be made.

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.

Clean and Green



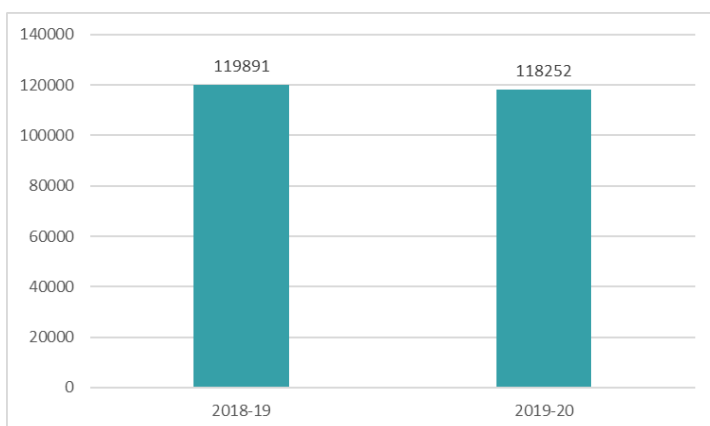
Analysis undertaken across our AQMAs show that overall NO₂ emissions from vehicles in AQMAs are heavily contributed to by Light Duty Vehicles, with an average of 80% emissions compared with 20% from Heavy Goods Vehicles.

The adjacent diagram shows that the most significant sources of NO₂ emissions come from diesel cars and light goods vehicles. Both buses/coaches and rigid heavy goods vehicles contribute significant proportions. Petrol cars contribute a far smaller proportion of emissions and articulated lorries even less.

Total yearly household waste managed

118,215 tonnes

[Council waste management statistics, Apr. 20]



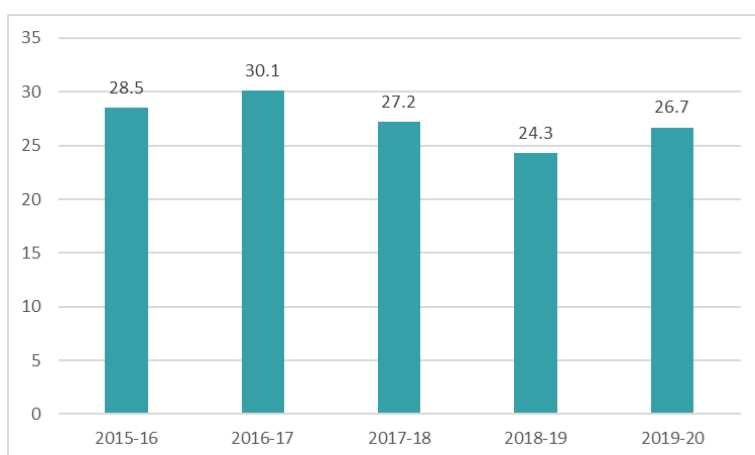
With increases in population and the number of households across the district it is expected that household waste tonnage should increase by between 1% and 2%. After some years of growth in and around that expected tolerance, in 2019-20 there was a fall in tonnage in comparison to the previous year of 1.37%. This has taken place at the same time as both the introduction of brown bins to households and, also, a targeted green bin monitoring project.

However, of note, early indication shows that during the pandemic (and specifically the period of lockdown) grey bin tonnage has increased. Though, in overall terms, this may be offset by time in which waste recycling centres were closed.

Annual recycling rate for council-managed waste

26.7%

[Council waste management statistics, Apr 20]



In context, the European Union target for England is a recycling rate of 55% by 2025. The rate for England currently stands at 44%.

The previous year saw a drop in the rate of re-cycling, but which has been clawed back in 2019/20 with an increase in the recycling rate of 2.4 percentage points. In part this has been due to the introduction of recycling project aimed at increasing the use of and compliance with green bin collections.

The council awaits direction from national government on forthcoming regulation changes and potential funding availability.

Efficient and Effective: Kirklees Council works smart and delivers efficiently and effectively

We want to be a transparent, well managed and high performing council. We will focus our resources on doing the right things and doing things right, to make a difference to the outcomes of the people and places of Kirklees.

Our progress...

Over the last year, we have moved positively towards becoming a more transparent, well managed and high performing council. In this very different year, staff wellbeing has been front and centre in our approach. Through the recent Pulse Surveys, we have gained greater insight into the wellbeing of our workforce – we have had over 3,700 responses across the two surveys and have used this intelligence to support the wellbeing of the workforce using different platforms and interventions.

Our People Strategy vision is to have great people with the right skills, mindsets, values and behaviours, working well together to achieve our shared outcomes for Kirklees. The COVID-19 crisis has demonstrated how flexible our workforce has been and the importance of being flexible when we need to respond to the needs of the most vulnerable. Building on this work, we are undertaking a pilot project which will form the early foundations of a strength-based approach to talent management to support development across the workforce.

Tackling inequality within our organisation is a priority and we have progressed work towards achieving a fair and equitable recruitment approach. Our new recruitment system supports 'blind recruitment' and unconscious bias training will be undertaken, starting with managers engaged in the recruiting process. Working with BAME colleagues we have accelerated our plans to launch a cohort of BAME apprentices to undertake an ILM Level 3 in Leadership and Development. This is alongside on-going work to look at the corporate induction and internal leadership programme for Kirklees Council. Following the implementation of the new recruitment system in May, recruitment has continued at pace during the pandemic with a quick shift to conducting online interviews. This has been embraced and we have seen success across all areas, including schools, with 96% of applicants rating their application experience as good to excellent. We have also continued to offer 32 apprenticeship roles, supporting managers to flexibly adapt recruitment and induction processes.

We have adjusted to a completely new way of working with incredible tech support. We delivered a new Technology Strategy following engagement with the council and its partners that set out a clear vision for the future. The onset of the global pandemic accelerated the need to deliver some of our outcomes as we supported 4,500 people to work at home, a rapid deployment of internet services to support our response, 1000s of devices supporting digital inclusion for our residents and voluntary sector and supporting 69 councillors to meet on line and live stream those meetings to YouTube.

We have worked closely and at pace with colleagues across the council and wider partnership to develop systems and processes to provide intelligence to drive our decision making and on the ground response to the pandemic. We have developed a large number of highly valued intelligence products providing near real-time insight into areas such as demand for community support, school attendance, staff wellbeing, business continuity and the impact of coronavirus on the residents of Kirklees. Embedding the learning from these and other approaches to data collection, analysis and presentation will enable improved approaches to place-based working and tackling inequalities longer term.

Engagement with councillors and the insight they bring has been critical to inform our actions – ward-based conversations around recovery from the pandemic are ongoing and we have been keeping councillors regularly informed and updated through our Councillor COVID-19 Update. We have now moved all our public decision-making forums online and have provided training to councillors to help them participate effectively.

Clear communication has been critical – both internally and externally in a rapidly moving environment. Our Covid-19 Communications Strategy has been central to strong public health messaging and we have worked closely with partners to ensure the join up of messaging from agencies across the district.

Our response to the COVID-19 pandemic has drawn on existing partnership arrangements, deepened those relationships and built new ones. Working closely with partners across the sub region, across Kirklees and within communities has been critical to the resilience and reach of our response and will be central to our work going forwards.

Working in a rapidly changing policy landscape has meant that the focus of our activity has been on developing responses that have transformed the way that we work while continuing to focus on our shared outcomes. We continue to utilise the results of our 2019 LGA Peer Challenge to inform our strategic approach.

We have now implemented a new contract management system, which focuses our procurement on achieving maximum social value. It is helping us to maximise the impact of our supply chain locally and deliver better outcomes for people, creating more jobs and putting more money into local communities and businesses. In addition, the council joined the national ‘Keep it Local Network’ in March 2020, which meets regularly to share learning to better support local community organisations through the pandemic and beyond.

Increasingly and inevitably the economic and financial implications of the pandemic are becoming clearer. Like every council in the country, we are facing the twin pressures of increased demand against a drop in income. But, through a combination of sound financial management over many years and government support, we are well placed to weather the storm over the coming months. This means we are recruiting rather than talking about redundancy. It also means we remain committed to the investment programme we announced in February to improve the infrastructure that will transform places and life chances. And it means the journey of improvement we embarked upon across services can continue to change lives in every part of Kirklees.

Our impact...

