

# Achieving Our Outcomes

## Council Plan 2020/21 Progress Report

### Introduction

As a Council, for a significant proportion of the last 12 months we have been working to respond to the pandemic, supporting the most vulnerable, helping local businesses and working with our communities. More recently, we have begun to put in place the foundations for our recovery. We are working to ensure our economic and social recovery includes all our citizens, communities and colleagues within the Council and looks towards a longer-term transformation in the way we deliver services, the way that we work, and the way that we achieve the outcomes we have set out in the plan.

This document provides information on the progress the Council has made over the last 12 months in achieving the outcomes set out in Our Council Plan, and our key delivery commitments. The actions we take as a council all have an impact on multiple outcomes, but actions have been aligned to the outcomes where they make the most impact. The pandemic has clearly had an impact on the progress we have been able to make against our outcomes, and ongoing impacts will be continuously monitored.

Within the Plan, we include some 'headline population indicators' against each of the outcomes. This helps us understand the direction of travel for each outcome. The actions that the Council and our partners take all have an impact on these indicators.

As some data collection in 2020/21 was cancelled because of the Covid-19 pandemic and some nationally collected data has been delayed, supplementary indicators have been included in this report to inform our understanding of population outcomes and the impact that the Covid-19 pandemic may have on the people and places of Kirklees.

Many headline population indicators show improvement for Kirklees overall (including healthy life expectancy, adult qualifications, gross disposable household income, recorded crimes and air quality). Some of these may be directly or indirectly related to the pandemic (e.g. improved air quality associated with reduced traffic congestion, reduced crime levels associated with reduced opportunities for criminal activities etc.) However, Kirklees-level figures do not show potentially significant and increasing inequalities between and within communities and places in Kirklees (for example, between those living in more or less deprived areas and between different ethnic groups) and many show persistent gaps between Kirklees and our regional neighbours.

# Best Start: Children have the best start in life

## What we want to achieve

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 required to achieve their aspirations.

## Our progress

The Best Start Partnership has a clear focus on ensuring that all children have the 'best start' in life, irrespective of the circumstances that they are born into. As system leaders, we come together to share evidence and intelligence led practice and work together at pace to ensure we achieve the best outcomes for children, young people and their families. Through co-production our services are designed to respond to our families in ways that can have the maximum positive impact. We work with families right from the outset and refocus our staff as required, whether that is with a child in need or children with additional needs. The Stronger Families model allows us to understand aspirations and concerns from a child's point of view to identify appropriate referral routes in the community.

## Thriving Kirklees

Thriving Kirklees is a partnership of local health and wellbeing providers all working together to support children, young people and their families to thrive and be healthy. Collaboratively, we have been working together with our partners, including children, young people and their families to forward plan and implement the recommendations from previously commissioned reviews. This has included several quality improvements, workshops for emotional wellbeing and mental health, a task and finish group to review the single point of access, a project group to develop a dashboard to provide performance information in a clear and user-friendly format and a formal steering group with governance arrangements for mental health support teams to oversee and steer performance, delivery, and impact of the project. Through partnership with Third Sector Leaders, seed funding is available to community groups working with children, young people, and families in Kirklees.

## Revised Local Offer and improving outcomes for children with Special Educational Needs and Disabilities (SEND)

The Local Offer provides information for children and young people with SEND and their families in one single place. The new website was soft launched in December 2020 and was co-produced with Parents of Children with Additional Needs (PCAN). The Local Offer is constantly evolving, reflecting the range of development support for children with and children with additional needs.

Our Transformation Programme for SEND improvement is ambitious and comprehensive. It reflects our understanding for earlier intervention and support to help produce better outcomes for young people and families. As part of this focus on early intervention we have established an Inclusion Support Team which provides high level professional advice and support to professionals working with children and young people to help support them to remain in their educational settings. We have also piloted a diagnostic tool called Valuing SEND which produces a more holistic analysis of the strengths and needs of young people and families dealing with SEND. The feedback has been extremely positive and a further expansion of this resource is planned in 2021/22.

## Formulation

Formulation is an approach that pools together information with a family and child before any intervention takes place. By gathering information from various sources, we aim to gain a clearer picture of the circumstances families and children are facing. We have invested in and promoted formulation as a way of working not just in children's social care, but more broadly across education and third sector providers. Partners have responded positively during Covid and fostered confidence in each other to look after vulnerable children and young people in communities. Using formulation enables us to ensure that families receive the right type and level of support that they need, and

crucially ensures that they receive it at the right time. This is important in ensuring that families have the tools and support that they need in order to move forward positively.

### Breaking Barriers

The Breaking Barriers project focused on delivering meaningful engagement and positive youth-led activities, to tackle the effect of systemic inequalities for Black and Minority Ethnic (BAME) communities, particularly young people. It worked with an initial group of Black and BAME young adults aged from 16 to 30 to design a leadership programme and deliver a campaign to involve Black young people in social action and opportunities to explore issues of heritage and identity.

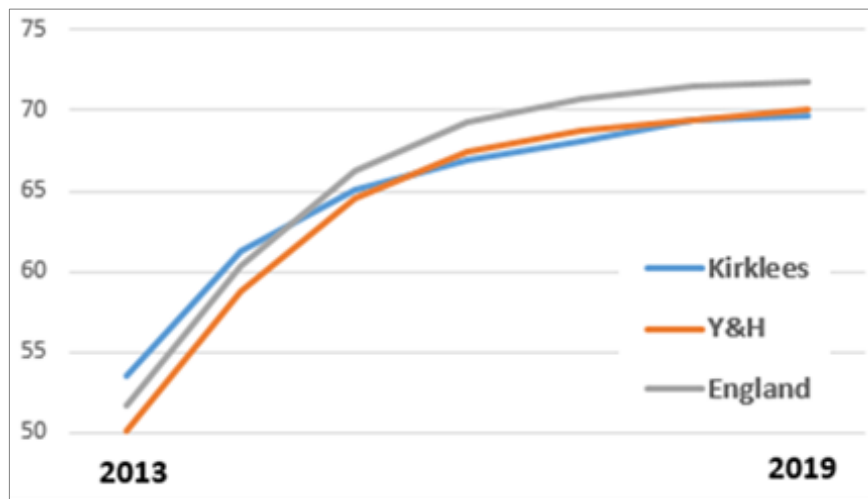
### Over the last 12 months:

- The pandemic restrictions meant that both Auntie Pam's centres had to close. However, volunteers suggested that a mobile phone service, delivered by them from home would still offer a limited but needed service, and access to Swap Shop resources could still be requested through statutory services. The gradual reduction in local Covid cases has meant that both centres have (with restrictions) been able to extend their drop in provision again.
- The Detached Youth Service has enabled workers to contact young people and positively influenced their lives through informal education and trusting relationships. Through Covid, support was available for young people who may have found themselves in situations that were unmanageable for them. The service aimed to ensure that safe spaces were made available to them.
- Through the Youth Justice and Youth Engagement Services, a wide range of interventions were available to support young people involved in criminal activity and those that are at risk of exploitation. Working in collaboration with our partners we make sure support starts early to avoid crisis points later in life.
- Multisystemic Therapy (MST), introduced in January 2019, has made a positive impact in breaking the cycle of anti-social behaviour and has made a positive impact with regard to keeping children living at home, in school and out of trouble. Kirklees was successful in bidding to become one of the first 4 sites in the world to pilot MST-E (focusing on risk of exploitation and youth violence). Launched in April 2020 and funded by the Youth Endowment Fund, it already has demonstrated excellent outcomes for young people and will be externally evaluated in 2021. The next phase of MST development is the introduction of MST-FIT (Family Integrated Transitions), launching in October 2021. MST-FIT is an evidenced-based service that works closely with families, foster carers and children to facilitate and maximise successful outcomes of children returning to a home setting from care.
- On a day-to-day basis, liaison with education, police, youth offending teams and other essential partners has continued, as these form a crucial part of the overall service.
- Throughout Covid we've maintained face to face safeguarding responses, meaning that families' needs are being responded to appropriately.
- Children's social care have worked effectively with preventative services to ensure the most vulnerable families and those in crisis were catered for.
- Partnerships with internal and external agencies have begun to raise further awareness of inclusion, particularly in terms of better outcomes for LGBT+ young people.
- The Family Hubs model has been established and has seen early success for place-based support by bringing together individuals, organisations, and existing networks.
- Covid-19 restrictions to physical schooling were predicted to seriously impact children successfully transitioning between schools, especially moving from primary to high schools. Kirklees Council proactively developed an innovative new service called STARS (The School Transition and Reach Service), based on formulation. In the pilot phase from May 2020 to February 2021, STARS brought together partners from inside and outside the Council to focus on young people most at risk of disengaging from education due to the year 6/7 transition. STARS has demonstrated outstanding outcomes for children, particularly in relation to school attendance and family well-being, and is seeking additional external funding opportunities to expand the offer to other at-risk groups.

## Proportion of Reception Year Children achieving school readiness EYFS

**69.7% of reception year children were 'school ready' - Kirklees has moved from being slightly above the regional and national average rates in 2013 to slightly below in 2019.** (From 2019)

### Percentage of Reception Year Children who are School Ready



**Source:** Dept. for Education profiles

No new data collected during 2020-21. Data collection for 2020 was cancelled by the DfE because of the Covid-19 pandemic.

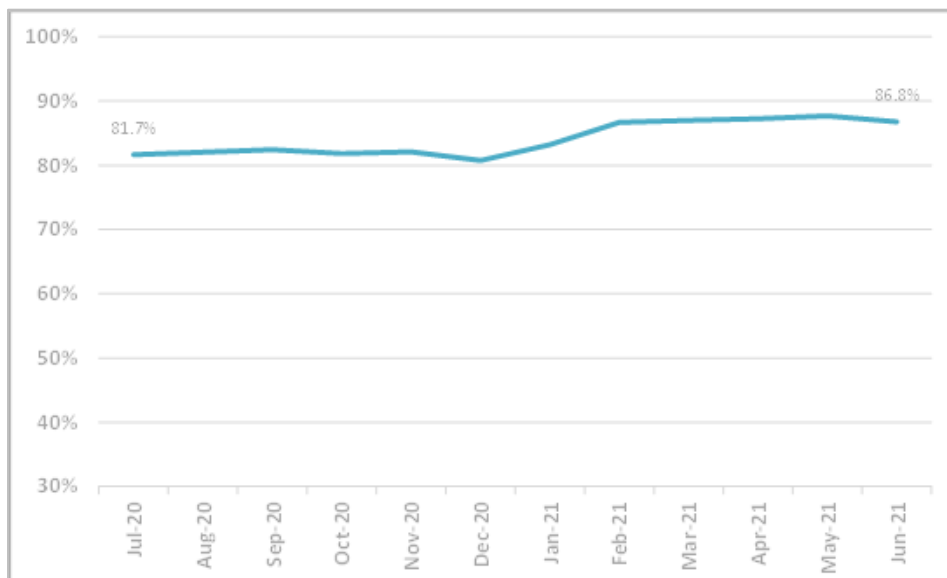
In 2019, 69.7% of Reception children in Kirklees were school ready. This compares with 71% for the region and 71.8% for England. In the previous year, Kirklees was the same as the regional average (69.4%). The gap between Kirklees and the England average remained the same at 2.1%.

The longer-term trend shows that Kirklees has moved from being slightly above the regional and national average rates in 2013 to slightly below in 2019.

**Placement stability for Looked After Children – same placement for at least two years**

**The proportion of Looked After Children with placement stability is increasing. 87% of Looked After Children have placement stability**

**Proportion of looked after children with the same placement for at least 2 years**



Source: Liquid Logic

This indicator relates to children who have been looked after for more than 2½ years and have been in their current placement for at least 2 years. The percentage of Looked After Children meeting these criteria was 86.8% at the end of June 2021, showing an increase in placement stability over the last 12 months.

This represents a better than average picture compared to national and regional figures. The most recent statistical first release of Looked After Children data shows that in March 2020, the Statistical Neighbour average was 69.2%, and the England average was 68.0%.

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

## What we want to achieve

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

The Kirklees Vision for Adult Social Care 2020-24 received political endorsement in Summer 2020. The document was developed as a council-wide Vision which sets the precedent for how all services plan, organise and work with social care. The challenges of Covid-19 have proven a significant material test for the Vision and its strategic principles.

### Building bridges with communities and partners

Person-centred services achieved through the true practice of co-production is a theme throughout the Vision. The unprecedented conditions of Covid-19 that the Council and their partners have been required to respond to have promoted much more innovative, value led and less bureaucratic approaches to keep people both safe and well.

Examples have included working with individuals and family carers, who were initially cut off from in person support at the beginning of the pandemic, to understand what they felt would benefit their wellbeing while substantive services were closed. These conversations often highlighted that while there was significant uptake of digital technology, some people still wanted some kind of 'in-person' support, both in their homes and in the community. While this required risk-assessment and regular review, teams responded by making tailored support available to those who felt they needed it. This type of approach has also supported people to either maintain or build better engagement with their local communities.

We developed an equality impact assessment early in the pandemic that informed our work with community anchor organisations, including in our local vaccination programme. We know which populations are more hesitant in taking the vaccine and are working closely with teams across Kirklees to put in place support to make it easier for them to access the vaccine through pop up and walk in clinics.

Libraries have been at the forefront of the Covid-19 response and continue to show their value as community anchors, from reaching out to those experiencing loneliness through welfare calls to vulnerable people, to the e-book scheme to support people's wellness during lockdown. Kirklees Libraries has also led the way in providing a welcoming space for migrant communities by curating a Sanctuary book collection that highlights books written by and about sanctuary seekers. Knit and natter sessions, chats over coffee, conversation cafes and dedicated resource packs have supported language development across all ages for people who do not speak English as a first language. A wide range of activities are also available that promote inclusion and diversity and the team is actively involved in national events such as Windrush Day, Black History Month and Interfaith Week.

The Council has also strengthened relationships with care providers, setting up the Provider Forum during the pandemic to successfully manage challenges and issues such as discharge guidance and PPE provision. This has all been made possible by partners – including the Council – becoming more forgiving and understanding of each other's mistakes, approaches and goals, improving communication and sharing priorities. It has been understood that sometimes doing the 'wrong' things (forgoing hitting targets for working collaboratively with partners and individuals) is the right thing to do to support people to achieve wellness.

### **Creation of the DASH - community response hub system**

In response to Covid-19 and the emerging needs of the community, Community Plus and the Wellness Service managed the Community Response. Working closely with IT services we developed area community response hubs and a clear process to provide support to vulnerable people and communities who required support with loneliness and isolation, medication, food and transport. A multi-agency approach was required working closely with Early Support, Education, Cohesion, Housing, Libraries, Community Safety, Democracy and other teams to pool resources and provide bespoke responses in local communities. Safe Covid-19 messages and information was distributed to the public, schools and local businesses by these teams who were able to have a wide reach into communities. Community Plus and Wellness services allocated requests on a tiered system to both internal staff and to Voluntary and Community Sector (VCS) anchor organisations who were best placed to respond and provide solutions.

Voluntary and Community Sector involvement was essential to build resilient communities and to support with recovery. Anchor organisations were able to respond to local need, empowering people utilise existing assets in their local area. Local volunteers were also recruited and became an essential part of the response.

Achievements included:

- The creation of a brand-new bespoke case management system, designed, tested and implemented within 6 days.
- Automatic download of online referrals which self-populate onto the system.
- A system which can be accessed by a variety of internal staff but also VCS organisations and volunteers to support people across Kirklees.
- Tableau linked to enable senior managers within the organisation to access live data which highlighted the COVID situation across Kirklees.
- A prescription pathway to support vulnerable people in Kirklees who needed access to a prescription. We further developed the system to support the 1000+ volunteers who registered with the Council to be matched with people in need.

### **Community engagement**

Staff from across Customers and Communities worked together in hyper local community teams to engage with Kirklees residents during the second lockdown. This engagement enabled community members and business to ask questions, be provided with the latest information around testing / restrictions etc, and was also a valuable tool to gather important local information to be fed into community protection plans.

### **Community vaccination transport**

Social Prescribing Link Workers (SPLWs) were a key element in supporting the Primary Care Networks to set up and run the vaccination centres in communities across Kirklees. SPLWs had holistic support conversations with patients who were vaccine hesitant, facilitated the day to day running of the vaccination sites and also managed the Community Vaccination Transport service. This service was set up in partnership with the CCG, local private transport companies and the Denby Dale Centre. An offer of low cost or free accessible transport to and from the vaccination sites was provided to help all Kirklees residents have access to their vaccinations.

### **Creating integrated, person-centred support**

The pandemic has also accelerated our efforts to work closer with health and primary care providers, especially Kirklees' nine Primary Care Networks. The Council have worked closely with the West Yorkshire and Harrogate Integrated Care System and Kirklees CCG to ensure that people in Kirklees have high quality and timely access to bereavement support throughout the pandemic, actively working to promote this offer to frontline workers and community staff working on the front line.

Close working with the councillor led Place Partnerships across Kirklees is increasing the range of early intervention and prevention approaches to positive wellbeing. This approach is data led and understands local needs and assets to provide support where the need was greatest. The projects funded through the Place Partnerships include a range of wellbeing initiatives.

### Supporting foodbanks

Lockdown caused many significant issues for foodbanks, including a lack of volunteers, no way to deliver food to residents and a dwindling food supply. Within days of going into lockdown, Kirklees Council had:

- Provided Public Health staff to work in the foodbanks
- Homes and Neighbourhoods and Local Welfare staff and vans out delivering food
- Supported the foodbanks with maintaining their food supply

Staff worked in foodbanks for 2 months and continue to deliver food to residents across Kirklees. Our Local Welfare provision continues to provide specialist support to many of our residents who find themselves in incredibly challenging circumstances. Our partnership with local foodbanks continues to grow and develop beyond the crisis of the pandemic towards more sustainable and independent food access.

### Self-isolation support

During Summer 2021, and with Covid cases increasing in Kirklees, worrying about money was a significant barrier to enabling people to self-isolate. Local Welfare and Public Health colleagues worked together to put in place a comprehensive financial package of support for residents who would lose income if they were required to self-isolate. This package of support was for people who had tested positive for Covid or were close contacts of positive cases as well as parents/guardians who needed to take time off work to look after a child or young person who had been told by their education or care setting to self-isolate.

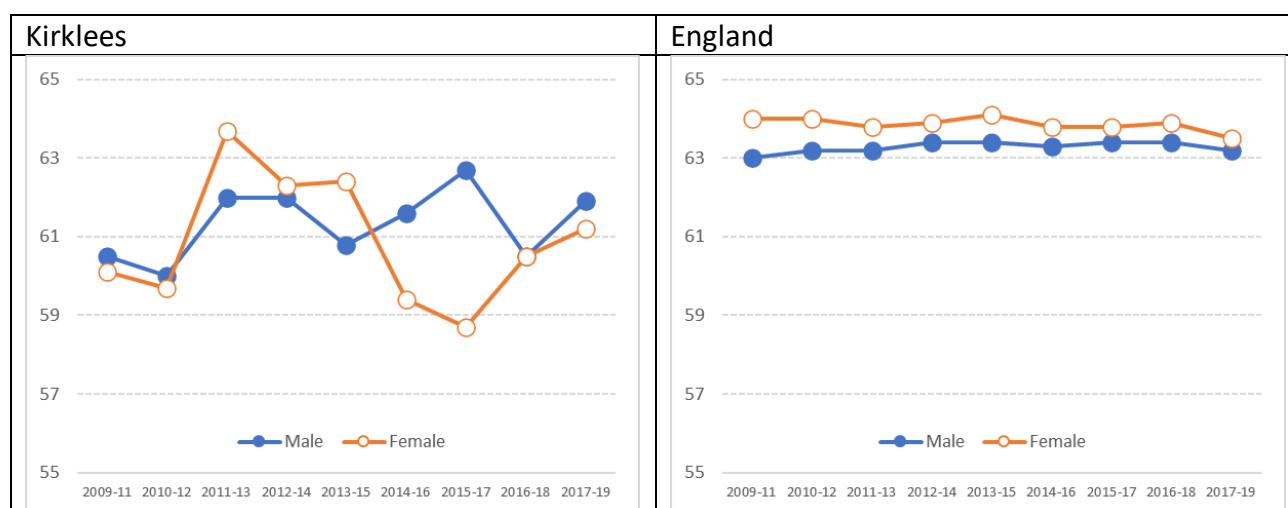
### Piloting a new approach to Health Checks

Health inequalities, especially around life expectancy, oral health, and long-term conditions such as diabetes, cardiovascular disease, respiratory disease, and kidney disease have a significant impact on communities in Kirklees. The Council is working with NHS partners to reframe health-checks so that they more directly address inequalities in the prevention and identification of long-term conditions.

## Healthy life expectancy

**Healthy life expectancy at birth is 61.9 years for males and 61.2 years for females. Healthy life expectancy has increased but is still below the national average**

### Healthy Life Expectancy



Source: Public Health Outcomes Framework

Healthy Life Expectancy (HLE) is the number of years people can expect to live in good health. The latest data for 2017-19 (released May 2021) shows Healthy Life Expectancy in Kirklees was higher for males than for females and both had increased from 2016-18. In contrast, in England overall, females had a higher Healthy Life Expectancy than



males, but both had decreased in the latest three-year period. Kirklees Healthy Life Expectancy is still below the England average (by 1.3 years for males and 2.3 years for females).

Comparisons of overall Life Expectancy (LE) at birth (shown below) show a relatively consistent gap between males and females (in Kirklees and in England) over the last ten years, with females expecting to live around four more years than males. In Kirklees in 2017-19, Life Expectancy at birth was 78.7 years for males and 82.5 years for females.

The indicators of Healthy Life Expectancy and Life Expectancy still suggest that females in Kirklees are living longer than males but they are spending more years in poor health (21 years for females and 17 years for males).

### **Impact of COVID-19 on Life Expectancy**

A high level of excess deaths in 2020 due to the COVID-19 pandemic caused Life Expectancy (LE) in England to fall at a rate exceeding any year-on-year change since 1981. Figures are not yet available for Kirklees but across Yorkshire and Humber, Life Expectancy in 2020 was 1.6% down for males and 1.3% down for females (compared to 2019, reflecting the pattern for England). Life Expectancy fell most in more deprived areas.

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

## **What we want to achieve**

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 past 12 months, ensuring that people in Kirklees are able to maintain or strengthen their independence has continued to be crucial to service delivery. There have been several key developments which emphasise that even in unprecedented times, by working with people (rather than doing to), great outcomes can be achieved.

### **Embracing technology and keeping people connected**

There has been a growing need for the Council to increase uptake of existing technology and explore how newer tech can improve independence without forgoing the choice and ability of individuals to maintain contact with services. With the pandemic came the need to rapidly implement new tools, many technology-based, to allow services to be delivered when physical contact was not possible. This has included statutory obligations such as supervisions, assessments, and reviews, as well as other services which have been necessary throughout the pandemic to support people to maintain independence.

We have expanded the use of 'Assistive Technology', which has traditionally covered adaptations and equipment, but increasingly includes new smart technology or virtual reality devices. These devices and apps can enable people to keep connected with family and social networks, manage their health and wellbeing, and allow them to attend health or social care appointments without leaving the house. This has increased levels of trust with people who draw on care and support, assuring them that the Council can still deliver good-quality services which meet both their needs and desired outcomes.

### **Maximising independence and improvements to Cherry Trees**

Cherry Trees respite facility in Shepley offers short stays to adults with learning disabilities and associated support needs. It is vital that we continue to respond to the changing needs of adults with learning disabilities by developing high quality services which integrate the opportunities presented through technology to enable good care. To this end, the new facilities include a sensory bathroom, a sensory room, a sensory garden, and an immersive room that will be accessible for all existing and new service users for years to come. This is great news for the people who use our services and for their families, as the use of pioneering technology such as those at Cherry Trees helps reduce the need for further intervention and improve independence.

### **Strengthening links between Social Care, Health and Housing**

Good housing as a preventative measure enables people to continue living independently in their own homes for as long as possible. Our housing teams address any issues our residents may be facing, ensuring facilities such as boilers are operational and working well. Our sheltered housing and extra care schemes support residents to remain independent for longer. Sheltered housing schemes for older people have Independent Living Officers to support them, enabling them to maintain as much independence as possible. This level of support contributes to the prevention of more intensive care in terms of residential or nursing, it keeps people independent in their own homes for as long as possible and acts as an alternative to residential care.

November 2020 saw the opening of Mayman Lane in Batley, a housing development built in partnership with Choice Support and NHS England for people with learning disabilities and autism. Mayman Lane includes six single-storey

self-contained bungalows, staff accommodation and training facilities. The bungalows were designed to help people with complex support needs to live as independently as possible within the community.

### **Turning vision into action and embedding co-production**

In Summer 2020, Cabinet approved the Council-wide Kirklees Vision for Adult Social Care 2020-24. The Vision is underpinned by the ambition for 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 co-ordinating their care. Since then, there have been several key achievements to embed co-production principles in how we organise services with those who have care and support needs, unpaid carers and our partners.

We've been working with the Social Care Institute for Excellence to bring people together, not just to talk about new ideas and approaches, but to form a new group of co-decision makers. By sharing decision making through co-production, we will move closer to a place where everyone involved within care and support in Kirklees focuses more on people's strengths, assets and potential.

In exploring how we make decisions together, the proposal to form a group made up of people with experience, people who draw on care and carers has emerged. The group will work with strategic leaders to drive the development of coproduction in Kirklees. One of the members of the board will co-chair with Richard Parry (Strategic Director for Adults and Health) and we will offer coaching and mentoring to whoever would like to step into this role.

We are also in the process of learning through practice by co-producing elements of two projects:

- Review of Direct Payments
- Integration of Gateway to Care and Single Point of Contact in partnership with Locala

### **Supporting rough sleepers**

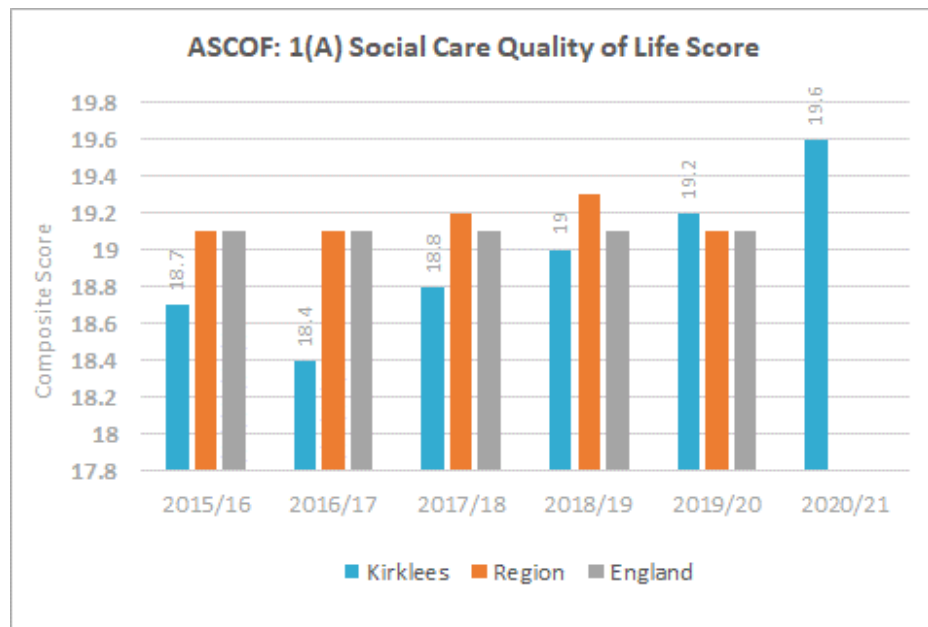
The Housing Solutions Service works proactively and holistically to address both housing needs and other factors which lead to vulnerability. During the pandemic, under the Government's 'Everyone In' initiative, all verified rough sleepers were offered accommodation. When restrictions began to be lifted, our focus turned to providing person-centred wraparound support, including help to access appropriate move-on accommodation, enabling them to leave emergency accommodation and live independently. The support provided continues to be wide-ranging, depending on each person's needs including support for mental and physical health, substance misuse, and developing independent living skills. Over the last year, support was enhanced by new specialisms within the team, enabling the team to access more timely and bespoke support for vulnerable rough sleepers.

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

**9% of Kirklees adults needed help or support to continue to live at home** (from 2016 data)

[Data source CLiK Survey. No new population data available until 2021-22]

**Quality of life and control over daily life has improved for people who use social care services**



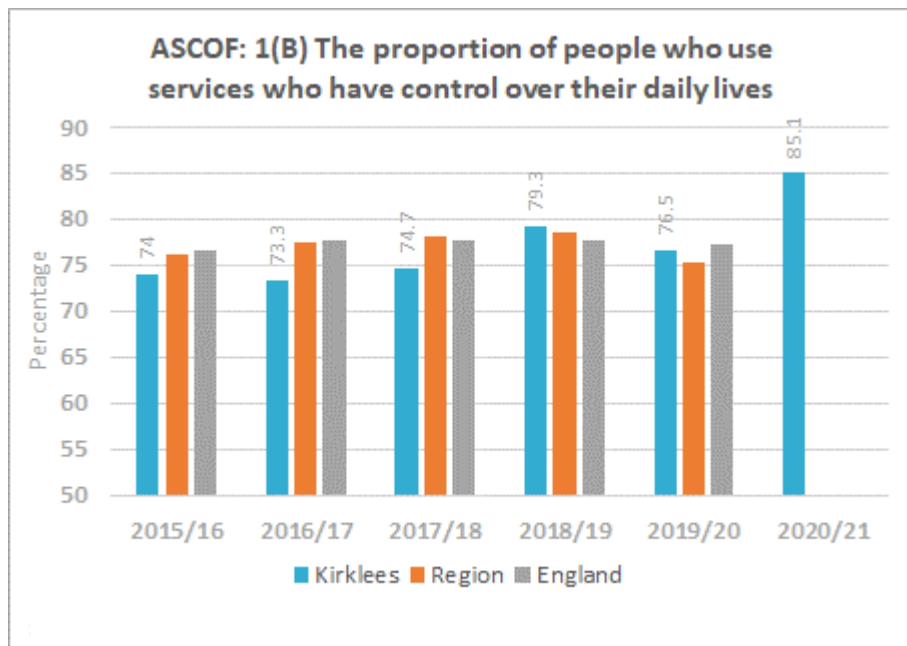
Source: Adult Social Care Survey 2020/21

This indicator gives an overarching view of the quality of life of users of social care. It is a composite measure incorporating eight domains (control, dignity, personal care, food and nutrition, safety, occupation, social participation, and accommodation).

The quality of life score has increased in Kirklees each year since 2017/18. The 20/21 survey was optional and few councils took part, through Kirklees Council did as we thought that it was important to continue to gain insights from the public about their social care experiences. This does mean that no meaningful benchmark data is available, however Kirklees scores did improve again despite the impacts of Covid-19.

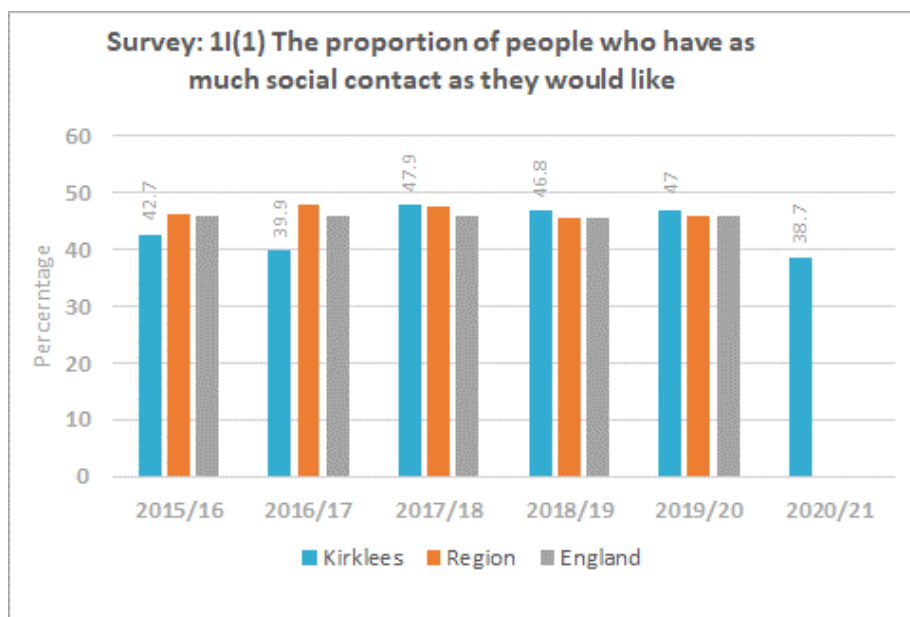
The proportion of people who use services who say they have control over their daily life is included in the overarching quality of life indicator described above. This domain is the one that is considered by the public to be the most important.

The chart below shows that in 2020/21 there was an increase in those people who have as much control over their daily life as they would like, despite the impact of Covid-19.



Source: Adult Social Care Survey 2020/21

**Levels of social contact for people who use social care services have declined**



Source: Adult Social Care Survey 2020/21

Our results from the adult social care survey 2020/21 show a decline in the proportion of people who have as much social contact as they would like. It is likely that the periods of lockdown during the Covid-19 pandemic have had a negative impact on how much social contact people were able to have.

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

## **What we want to achieve**

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 and create visible opportunities for adults to get back into learning and employment for health, social and economic wellbeing.

## **Our progress**

Creating conditions for success and actively contributing to achieving educational outcomes across Kirklees has at times proven incredibly challenging, particularly during the early lockdowns. Our most vulnerable children have been well supported, and childcare settings have continued to make provision for families. Our Early Support services have continued to develop and grow. We received approval to develop our Family Hub proposals following extensive engagement across the district. Implementation plans are underway and we will be launching and growing our 'Families Together' plans throughout the next year.

When schools and educational settings were closed, we worked tirelessly across the Council to support the most vulnerable young people and children of key worker families, ensuring that they could stay in education and that families had access to the support that they needed. Challenges aren't always resolved immediately, but our behaviours and values have set the tone for the way in which we engage, reflecting on lessons learnt and working with our communities to better understand where and how we can help. During this unprecedented time, we have sought to strengthen partnerships, supporting one another through a whole host of challenges, from Emergency Planning activities, to supporting families with children or young people with additional needs. Partnerships with schools, early years settings, post-16 colleges, councillors, and citizens within our community have been critical to success.

To support residents and parents, additional family learning courses were delivered to support parents with home-schooling. We also increased our mental health awareness training as the demand for this activity doubled as the strains of lockdown were felt across Kirklees.

## **Digital inclusion**

During the coronavirus period, we got devices and laptops out to vulnerable young people to ensure they had the technology they needed to continue their learning throughout lockdown. Kirklees emerged as one of the top councils in the country for the way it helped disadvantaged children in gaining access to learning. We secured approximately 4,000 pieces of vital IT equipment so that children and young people all over the district can learn at home and fulfil their potential. This was a collaborative cross-council effort that enabled and protected young people's learning outcomes, which in turn helps to tackle inequalities.

To support digitally excluded adult residents, we established Community Digital Hubs where residents can access skills, data or devices, depending on their need. In addition, via the Works Better programme unemployed residents who are also digitally excluded were able to access a Chromebook so that they could continue in their employment journey.

### Our Kirklees Futures

We want to ensure that all learners have the best possible start to their educational journey and that adults are supported to continue learning and succeeding throughout life. As well as focusing on recovery from the pandemic we have been working with partners to ensure the improvement of educational outcomes up to 2030. Our Kirklees Futures is an ambitious programme to improve outcomes for learners by ensuring that our children attend great schools, academies and colleges and by encouraging lifelong learning, which in turn supports the local economy by giving access to a skilled workforce. This Learning Strategy will see us working across the district and in partnership with our families.

### Apprenticeships for All

We have secured £1.75m ESF funding for Apprentices for All which will be matched with another £1.75m from the apprenticeship levy. The project is based on a Kirklees anchor institutions led approach to attract, support and grow apprenticeships across Kirklees. The 3-year project will support 1,786 participants, and work with over 150 businesses, targeting the over 50s, BAME individuals, disabled people, single parents, progression for women and those with low qualifications.

### Over the last 12 months, we have also:

- Supported the Holiday Activities Fund, in collaboration with Kirklees Youth Alliance, providing school-age children and young people who are eligible for free school meals access to a wide range of funded, fun clubs and activities across Kirklees.
- Provided vouchers to children who are entitled to free school meals, both in and out of term time.
- Worked closely with PCAN (Parents of Children with an Additional Need), providing a first port of call for parents and professionals.
- Created more capacity around our Reading Friends and Maths Mates programmes, we will continue to develop these over the next 12 months.
- Launched Project Search - providing young people with a learning disability and/or autism the opportunity to gain the skills needed in a real work environment and achieve paid employment.
- Continued to support the aspirations of residents who are out of work to move closer to, and into employment, by working with partners to deliver our Works Better employment support programmes. This programme was extended via the addition of Works Better 'Positive Minds' which provides access to specialist mental health support where poor mental health is a barrier to progress to work.
- Registered as a Kickstart Gateway to support the creation of paid work placements for young people who found themselves unemployed as a result of the pandemic. To date over 300 placements have been created.
- Secured funding via The Ministry of Housing, Communities and Local Government (MHCLG) ESOL for Integration 2021-22 Extension Fund to extend the New 2 English Programme. This programme supports adults who speak little or no English to continue to develop English language skills and ensure the offer reaches people who feel disconnected from community life and are least likely to take up support outside local community-based provision.

### Attainment at Key Stage 4

***The Attainment 8 score in 2020 was 48.6. This was slightly higher than the national average of 48.0***

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.

No directly comparable attainment data collected during 2020-21. Due to the Covid-19 pandemic all GCSE exams were cancelled in 2020. The attainment 8 scores for 2020 should **not** be compared with previous years due to the different assessment processes that were used.

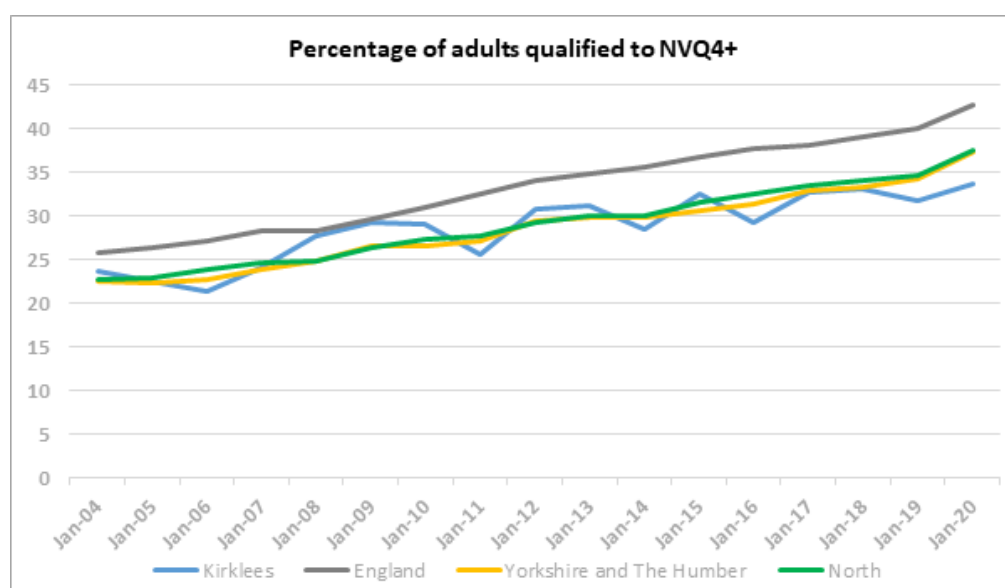
## Adults qualified to level 4 or above

### **34% of adults are qualified to NVQ level 4 or above. The proportion is increasing but is still lower than the regional and national average**

In 2020 there were 91,500 working age adults qualified to level 4 or above. This equates to a third (33.6%) of working age adults and an increase from 86,000 (32.8%) in 2019. However, this is still lower than the Yorkshire and Humber (Y&H) region (37.3%) and significantly below the average for England (43%).

While the trend for Kirklees has been somewhat erratic over the past 16 years, there has been an upward trend overall and in 2020 the proportion of working age adults in Kirklees qualified to level 4 or above was at its highest level since 2004.

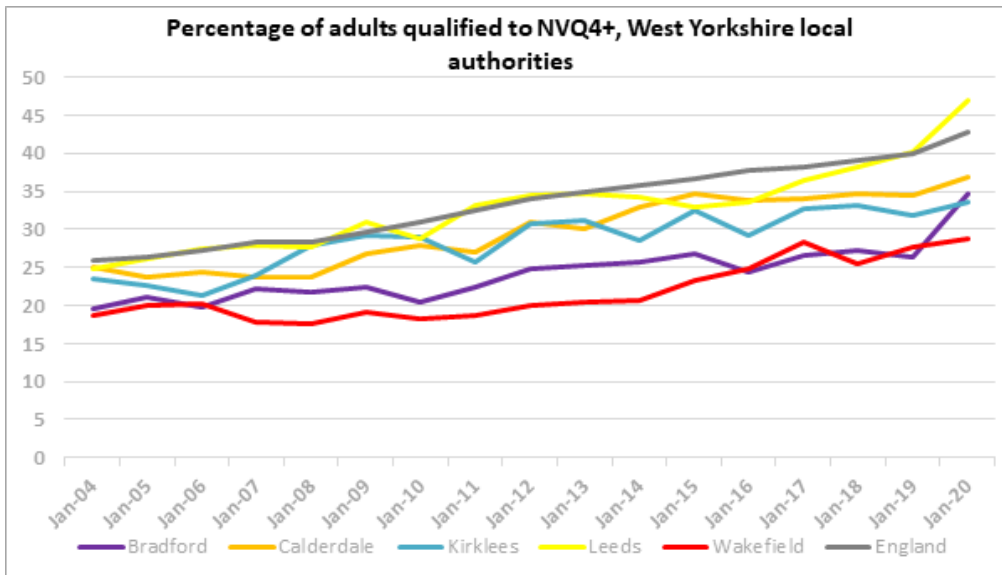
Since 2004 the proportion of working age adults in Kirklees qualified to level 4 or above has increased from 23.6% to 33.6% which represents an increase of 42%. This is much lower than the 65% increase in both Y&H and England over the same time period.



Source: Office for National Statistics

Within West Yorkshire, the proportion of adults educated to NVQ4+ is higher in Kirklees than it is in Wakefield (28.7%), and comparable to Bradford (34.7%), though this is largely a result of a notably large increase in Bradford in 2020. NVQ4+ qualification levels in Kirklees are lower than in Calderdale (36.8%) and Leeds (46.9%).





Source: Office for National Statistics

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

## **What we want to achieve**

We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will create jobs and investment, but the public sector continues to have a key role in creating the right conditions for inclusive growth - investing in business infrastructure, 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, impacting particularly on young people, women and BAME communities. While many of the headline indicators suggest we have made a rapid recovery, with payrolled employment recovering to pre-pandemic levels, some sectors of our economy still face a challenging operating environment including significant recruitment challenges. Work continues to ensure that this recovery is sustainable and equitable: to build a more resilient economy we need to work towards delivering the ambitions set out in this outcome.

### **Supporting business recovery and growth**

Since the start of the pandemic the Council has distributed over £173m of Government grant funding to more than 10,500 businesses that have been impacted economically because of the pandemic. These include businesses in the retail, hospitality, leisure and tourism sectors and their supply chains, childcare providers, taxi drivers and home-based businesses.

We have advised a wide range of businesses on covid secure working and put in place measures to support the phased re-opening of business in Huddersfield, Dewsbury and our other town centres as lockdown restrictions were lifted.

We have continued to provide a range of support, advice and grants for businesses seeking to grow, working in close partnership with the West Yorkshire Combined Authority/Local Enterprise Partnership. We have strengthened engagement with the district's largest employers and supported businesses seeking to relocate to Kirklees.

The pandemic has resulted in an increase in the number of Kirklees residents seeking to start their own business and the Council has launched a new business start-up programme to improve access to advice and support. We have expanded the Council's network of Business Centres which provide small business accommodation.

### **Investing in transport**

Working in partnership with Network Rail we are supporting a £1bn investment in the Trans Pennine Route Upgrade. Once implemented this infrastructure will deliver faster, cleaner and more frequent public transport journeys to access work and leisure opportunities, and significant benefits for local businesses. In the Summer of 2021, we also submitted a 'Levelling Up' bid for a package of works up to £48m for to improve travel along the Penistone line between Huddersfield, Barnsley and Sheffield.

We have improved the accessibility and connectivity of our main town centres in key traffic congestion areas by providing safer and easier access to public transport facilities with the support of West Yorkshire Combined Authority. As well as improving access to jobs and wider opportunities, this improves safety and air quality and by improving opportunities for walking and cycling, it contributes to the health and wellbeing of Kirklees' residents.

By securing government funding for public transport infrastructure and active travel measures through the Transforming Cities Fund and Active Travel Funding for bus station improvements and major walking and cycling schemes across Kirklees, we have increased residents' options for sustainable and green travel. These schemes in partnership with the West Yorkshire Combined Authority have been developed through engagement and consultation with local communities.

Our highways are vital to not only our economy but also to keeping people and communities connected. While we have delivered on major road improvement schemes, we have also sought to work in a more place based way. This has included the development of a borough wide £15m capital programme for local unclassified roads. This has been developed in consultation with ward councillors and will be delivered over the next two financial years. The Highways service has also been instrumental in the delivery of active travel solutions throughout the pandemic, and has worked closely with partners, town centre teams and Environmental Health to ensure the safe re-opening of schools, retail and local businesses.

### **Developing housing and homes**

We have embarked on the Ashbrow Housing Development and significantly progressed the Dewsbury Riverside strategic housing sites. These major regeneration projects will attract private investment to deliver housing growth. The Ashbrow development includes an Extra Care supported housing scheme that will provide high quality care and support to enable independent living in affordable homes. Dewsbury Riverside is a long-term strategic housing site which will attract private investment and support local businesses alongside creating opportunities for local residents. Both developments draw on engagement with local communities using the Place Standard tool, will provide high quality housing that supports a better quality of life leading to thriving communities and are being delivered with the support of Homes England and the West Yorkshire Combined Authority.

Kirklees Homes and Neighbourhoods supports local businesses and skills development of local people on a continual basis by creating jobs, apprenticeships, skills and training opportunities, and by repairing and maintaining homes using an approved list of subcontractors that we can commission when our in-house team may not have the capacity or skill set required.

### **Supporting local culture**

We have delivered a public art programme #HeartYourTown in Huddersfield and Dewsbury town centres creating work for local creative businesses while also making the return to our town centres welcoming and exciting. We have also provided marquees for hospitality businesses and the Temporary Contemporary pop-up arts project in the Piazza. Huddersfield has seen the highest footfall recovery in West Yorkshire and at some points, nationally.

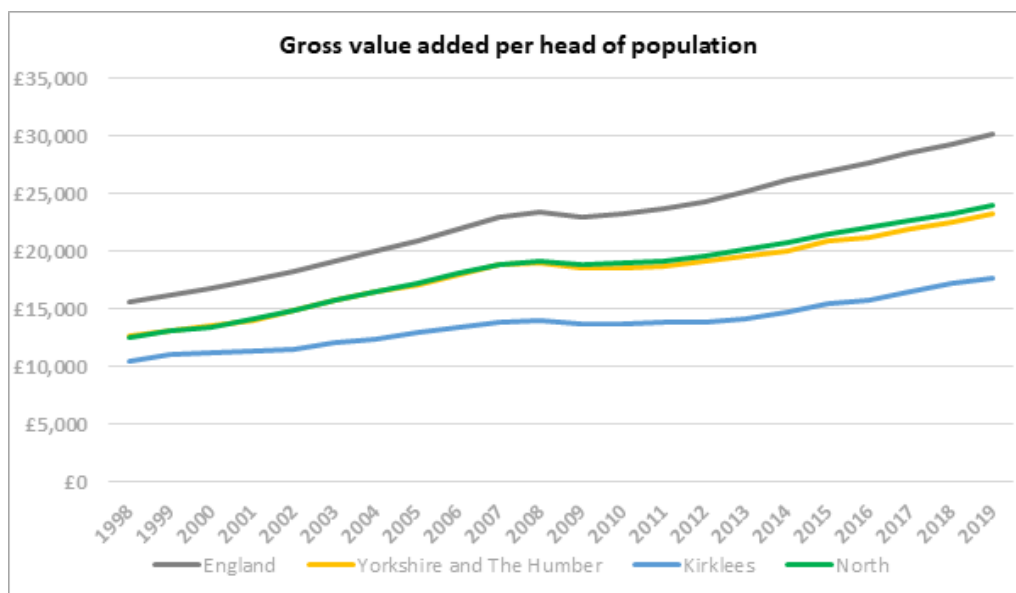
We have supported the Lawrence Batley Theatre to create new online performances featuring renowned stars, selling globally and being featured by the BBC and the New York Times placing Kirklees creative industries on the international stage.

### **Over the last 12 months, we have also:**

- Continued to determine a significant number of planning applications, despite services being incredibly stretched.
- Developed a short-term Economic Recovery Plan which sets out how the Council and key partners can support the recovery through our collective investment, recruitment and procurement activity.
- Commenced development of a local economic recovery programme with support from the West Yorkshire Combined Authority.
- Worked closely with retail and manufacturing businesses to respond to outbreaks, Kirklees Public Protection teams saw a number of 'firsts' and led the way in working with Public Health England to establish these responses and set good practice for other local authorities across the region to follow.
- Supported local businesses in preparing for each stage of lockdown and re-opening, providing support and advice, in-person visits and working with the Police to provide support and enforcement where required.
- The University of Leeds has undertaken initial research into the potential to develop the circular economy in Kirklees with a focus on opportunities in the textiles and furniture sectors.

## Gross Value Added (GVA) per head of population

**GVA per head is increasing but is lower than other West Yorkshire districts**



Source: Office for National Statistics

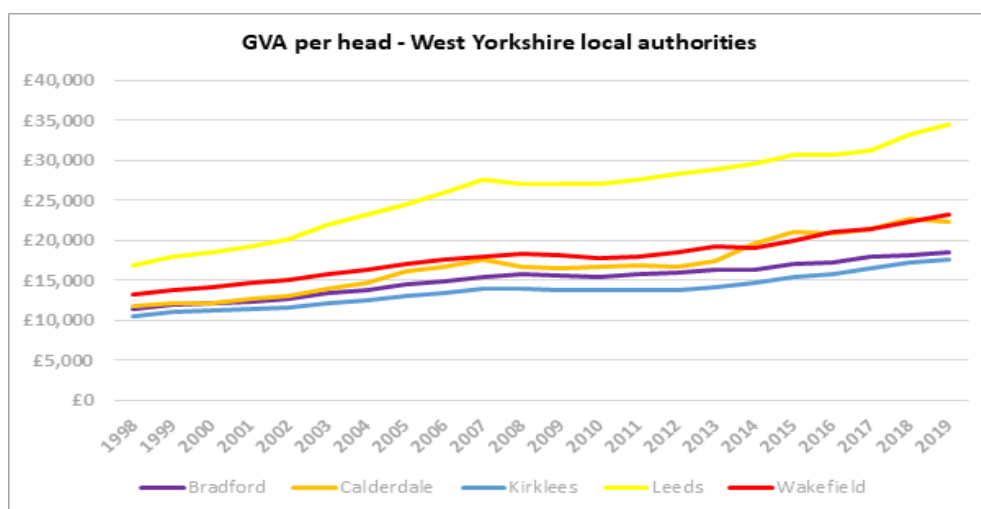
Note: Reported one-year lagging (pre-pandemic)

Gross Value Added (GVA) per head is a widely used indicator of an area’s economic performance though it is not a direct measure of productivity as it does not take account of employment levels or hours worked.

Provisional data for 2019 shows that the GVA per head in Kirklees was £17,629 compared with £24,828 in West Yorkshire, £23,269 in the Yorkshire and Humber region and £29,599 in the UK overall.

The gap between Kirklees and the UK has widened over the past 21 years. In 1998 the gap was £4,793 per head (a 31% gap) and in 2019 the gap was £11,970 per head, (a 40% gap), though this has narrowed slightly from 43% in 2013. The gap between Kirklees and Yorkshire and Humber has remained relatively unchanged for several years.

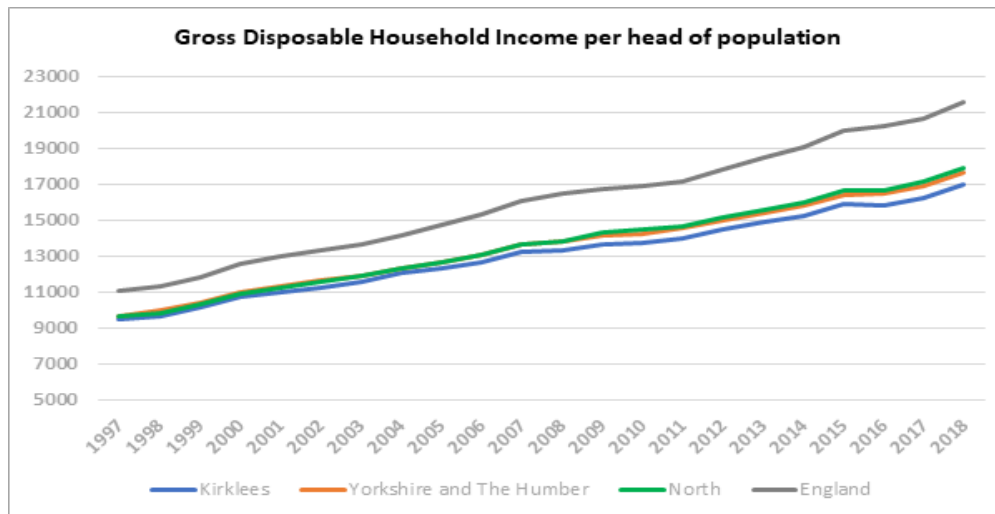
GVA per head is lower in Kirklees than in other West Yorkshire districts. While it is only 4.5% lower than Bradford, it is substantially below other parts of West Yorkshire and 51% of the level in Leeds.



Source: Office for National Statistics

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

**GDHI per head is increasing but is lower than the national and regional average**



**Source:** Office for National Statistics

Note: Reported one-year lagging

Over the last 21 years, the Gross Disposable Household Income (GDHI) per head in Kirklees has increased from £9,441 in 1997 to £16,963 in 2018. This represents a 79.7% increase over that time. Over the same period the growth in GDHI for England has been 95.4% - equating to a GDHI per head of £21,609 in 2018.

Over the same period, GDHI per head in Kirklees has been slightly lower than the Yorkshire & Humber region, but with a similar rate of growth. However, both Kirklees and the Yorkshire & Humber region have significantly lower GDHI than for England.

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

## **What we want to achieve**

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**

Our community facing services are underpinned by the approach of 'communities first, services last', whether that's working with communities to find local solutions to community safety, cohesion, or Covid-19 related matters, or whether it's been working alongside communities to find tailored, individual social solutions for people who are lonely, isolated or coming out of hospital.

### **Community Champions**

Through partnerships with the voluntary and community sectors, our Community Champions have increased outreach, engagement and communication with residents who have been disproportionately impacted by Covid-19. This includes people who have disabilities and long-term health conditions, people from Black, Asian and minority ethnic communities, unpaid carers and people who may usually miss out on support. Community Champions actively work in localised areas, using a community-based approach and providing a trusted voice, talking to residents around health messaging, building confidence and providing information on Covid-19 community testing and the vaccination programme. Champions have been able to identify people within a community who are willing to share their story and experiences to support others. Involving community members increases cohesion, participation in local activity and encourages others to consider how they can also get involved and support each other. Community Champions have also offered practical support to assist people in accessing the Covid-19 vaccine, such as arranging transport, ensuring everyone can access services and remain safe.

### **The Iroko Project**

We launched the Iroko Project, which is a community initiative that has engaged with the Black African and Caribbean community to understand experiences around inequalities and to co-produce community led solutions for people living in Kirklees.

### **Tenant engagement and safety**

Homes and Neighbourhoods housing team has a strong neighbourhood presence and recognise the importance of working with tenants to enable safe and cohesive neighbourhoods. Listening to the voices of individuals and communities is paramount, in order to deliver the outcomes that people want, and to be the landlord people need. Their engagement approach includes tenant representatives on the Homes and Neighbourhoods board, a Tenant Leaseholder panel, Community Voices, Tenants and Residents Associations, Surveys, Neighbourhood Forums and a Tenant Involvement and Empowerment Team, all providing the opportunity for tenants to take an active role in making decisions about the communities that they live in. Tenants have the right to feel safe and secure in their homes, and where anti-social behaviour occurs, Homes and Neighbourhoods are taking a restorative approach, working with tenants, the Police, Safer Kirklees, the Communities teams to produce outcomes which contribute to a more cohesive neighbourhood.

Homes and Neighbourhoods were notified of fire safety issues in high rise blocks and responded quickly to tenants needs. Working with tenants, councillors and the Regulator a waking watch was immediately placed within the buildings, along with a range of fire mitigations. They initiated and completed a compliance review to fully understand the issues and translated this into an action-based improvement plan. Simultaneously, they engaged

with tenants to find out what they wanted the future of the blocks to look like and are now working through the outcomes strategy, all with a focus on keeping tenants safe.

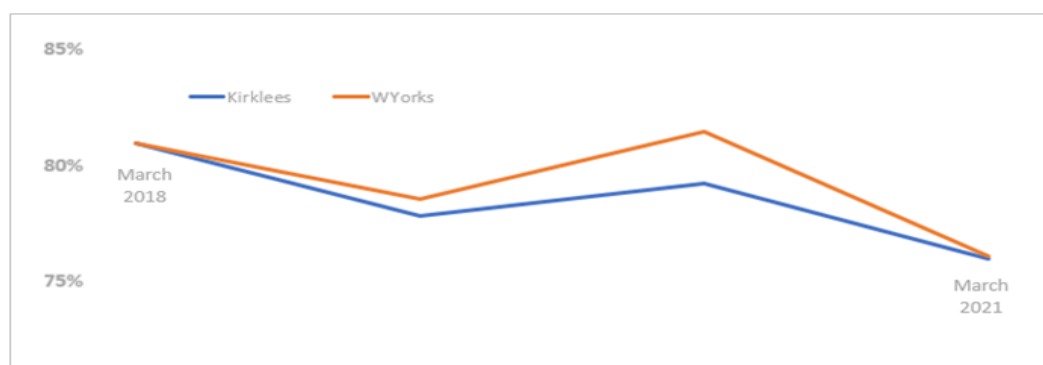
### Over the last 12 months, we have also:

- Helped communities to celebrate events without being able to attend in person through our ‘lighting up’ and ‘flag flying’ policies. By lighting up key local buildings and proudly flying flags, we communicate to our residents that we value them and their experiences. For example, when lighting up Victoria Tower in support of the Black Lives Matter movement and flying the Windrush flag on the 22 June, the Council received strong engagement, support and thanks from Kirklees’ African and Caribbean communities.
- Undertaken an extensive community engagement programme over plans for a new museum and gallery. We ensured that there were focus groups targeting those with protected characteristics who have low levels of engagement with our museum service. We also undertook ‘one to ones’ with community ‘gatekeepers’ to get their views and ask, ‘What are the stories that you want to see?’
- Provided emergency food supplies including fresh produce to those who were self-isolating or shielding during the pandemic and had no other way to access food, further protecting vulnerable residents at a particularly difficult time.
- Continued to work closely with faith communities throughout the pandemic, hosting webinars and facilitating engagement, to help keep people safe and connected through safe worship.
- Worked to make our local areas and town centres safe, both during periods of lockdown and as restrictions slowly began to be lifted. Frontline services including our Community Safety Support Officers and Environmental Health Teams worked with local businesses and walked the streets as we re-opened to help people feel safe and address any safety issues that emerged. A huge degree of effort went into implementing changes to our town centres to provide re-assurance and support people’s safety, such as one-way systems and 2m social distancing reminders.
- As part of the development of the new build library in Fartown, undertook extensive engagement with the local community and involved local children in the development of a souvenir book of poems to celebrate the new build.

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

#### **76% of people say they feel safe in their local neighbourhood**

#### **Proportion of people who say they feel safe in their neighbourhood**



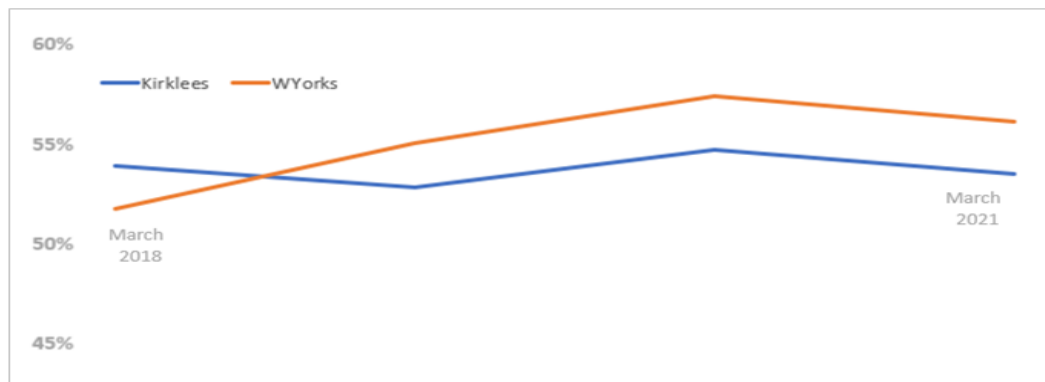
Source: WY Police & Crime Commissioner, March 2021

In common with other areas across West Yorkshire the proportion of people in Kirklees who said they feel safe in their local area fell from 79.2% to 76.2% (In West Yorkshire as a whole this reduced from 81.3% to 76.3%). However, it should be noted that regular surveys were suspended during 2020 and that the data was collected via an online ‘snapshot’ survey for the first time in March 2021 rather than a postal survey. The change in results must therefore be interpreted with caution.

### Proportion of adults who say people from different backgrounds get on well together

**54% of people say that people from different backgrounds get on well together in their neighbourhood**

Proportion of people who say people from different backgrounds get on well together in their neighbourhood



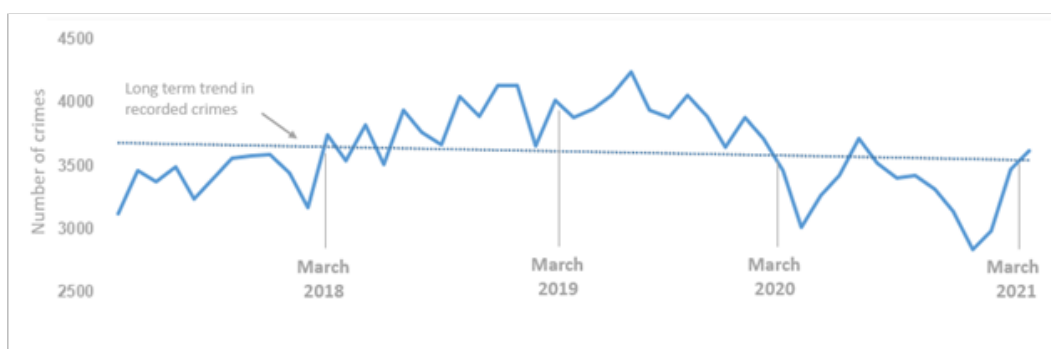
Source: WY Police & Crime Commissioner, March 2021

54% of people in Kirklees say that people from different backgrounds get on well together in their neighbourhood. This is similar to previous years and is comparable with West Yorkshire as a whole (56% in 2021 compared with 57.2% in 2020). Across the West Yorkshire authorities, Wakefield had the smallest proportion of respondents (48.7%), and Leeds had the largest proportion (59.5%) who agreed with this statement.

### Total volume of recorded crime

**A total of 39,500 crimes were recorded, a 15% reduction from the previous year**

Monthly recorded crimes



Source: WY Police 2021

In total there were 39,500 recorded crimes in Kirklees in the year ending March 2021 which represented a 15% reduction in offences compared with the previous year (46,589). Levels of crime fluctuated during 2020/21 with the largest reductions in crime happening during lockdown restrictions when there were fewer opportunities; for example, offences such as theft (from person/vehicles), shoplifting and burglary.

Recorded offence types which increased in the past 12 months included drugs offences (attributed to more proactive/targeted policing) and an increase in stalking/harassment offences and online offending including fraud/scams.



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

## What we want to achieve

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 to reduce waste and to reuse and recycle more.

## Our progress

The period covered by this Plan has been like no other in the history of local government, with significant resource directed to the fight against Covid, it is testament to the dedication and sheer hard work of colleagues across the council that so much has been achieved, including the establishment of the Kirklees Climate Commission, and a comprehensive public and stakeholder engagement exercise to underpin our Waste and Resources Strategy.

### Addressing the Climate Emergency

The Kirklees Climate Commission met for the first time in July 2021. Comprising of representatives from the public sector, business, community and faith sectors, the Commission provides a positive and supportive forum for sharing best practice in relation to addressing climate change. For further information <https://www.kirkleesclimate.org.uk/>

Since declaring a Climate Emergency in 2019, the Council has adopted an ambitious target to achieve "net zero" emissions by 2038. It also developed a number of Climate Emergency priority actions, the majority of which have been successfully completed. These include:

- A 53.5% reduction in the Council's Carbon footprint in 2019/20, achieving the reduction target ahead of the 2020/21 deadline (The target set in 2010, called for a 40% reduction by 2020/21 against a 2005/6 baseline for council operations).
- The successful "Our Voice Climate Festival" took place in March 2021 – a fully online, two-day event for children and young people. The festival saw over 2,000 children take part with over 40 classes logged in at the same time. The festival provided feedback which supported the appointment of a commercial recycling officer and the introduction of a schools and trade waste recycling service.
- Since 2019, the Council has planted 35,000 trees and has reviewed Council assets to prioritise sites for future woodland creation, identifying a tranche of 22Ha for planting this year.
- Investment of £2m in the Electric Vehicle (EV) Fleet and EV Charging Public Infrastructure.
- The launch in September 2021 of the Green Parking Permit offering free parking for Kirklees EV owners or discounted parking for hybrid vehicle owners for use in Council car parks.
- Continuation of the Huddersfield Heat Network – a key decarbonisation enabling project for Kirklees, utilising Energy from Waste.
- From April 2021, the Council's electricity contract supply was changed to 100% "green electricity," which comes from 100% renewable sources. This equates to annual carbon savings of 8,370 metric tonnes of CO<sub>2</sub>e.
- The Energy and Climate Change Team are now focusing on the decarbonisation of heat supply for the Council and are actively looking at options for "green" gas.
- We are actively developing a Heat Decarbonisation Plan, which provides a route map for how the Council can reduce its reliance on fossil fuelled heating systems across our estate and how it can be replaced with low carbon alternatives.

The Council's Net Zero target of 2038 is not just an ambition. It's something we are moving seriously towards by:

- The development and finalisation of the detailed Kirklees Council Net Zero Roadmap and Phase 2 Climate Emergency Action Plan.
- Carbon Impact Assessments to be carried out and quantified as part of any Kirklees Council decision.

- Actively searching for opportunities to include renewable technology such as Solar PV and battery storage in new developments and retrofitting existing buildings.
- Continuing to work with WYCA and the new West Yorkshire mayor as part of the regional partnership to maximise benefits and opportunities relating to air quality, energy and climate change.

### **Waste and recycling**

We have continued to develop our waste and recycling offer despite the impacts of the pandemic and the additional demands this placed on services. We experienced a significant change in waste behaviours as many people switched to home working and home shopping deliveries etc. This resulted in an increase in waste tonnages requiring collection and disposal. Cleansing services also responded to the additional requirements on waste collection created by Covid testing and vaccination programmes across the borough.

The garden waste collection service experienced a 60% increase in garden waste subscriptions, taking the total number of bins to 24,000 and delivering a 115% increase in garden waste tonnage recovered for composting.

A comprehensive on-line public and stakeholder engagement exercise was completed for the Resource and Waste Strategy, attracting over 8,000 responses and comments, representing the most successful consultation exercise delivered by Kirklees Council.

Our Workforce Transformation Programme for colleagues in Waste Services, focusing on health and well-being, has been nationally recognised and has made a massive contribution to the reduction of sickness absence levels.

At a time when national fly tipping rates have increased, we have kept up with incidents locally, recognising the harm and distress this blight causes in our neighbourhoods and prioritising resources accordingly. This has been supported by the introduction of Ward Rangers to act as a conduit between councillors and the service to provide timely and coordinated responses to fly tipping and enforcement issues.

### **Green Spaces for All**

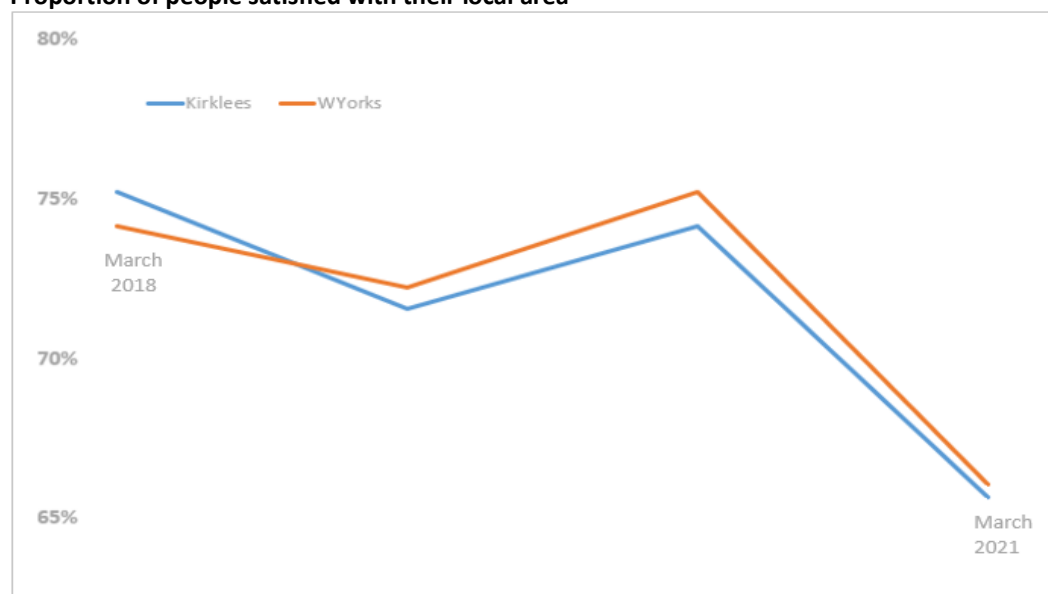
The district of Kirklees is blessed with green spaces which we not only want to protect but also expand by creating pathways for flora and fauna and developing a green, biodiverse Kirklees for future generations. With the pressure on resource caused by the pandemic, we have successfully kept up with demand for green space. We have been awarded Green Flag Awards for Greenhead Park, Castle Hill, Beaumont Park, Crow Nest Park and Wilton Park. A joint working agreement has been established with the Yorkshire Wildlife Trust. The Grounds Maintenance teams have proactively maintained all the main parks to a high standard so that communities have well maintained outdoor spaces to visit, which are now more important than ever. Additionally, during the initial lockdown period, the Grounds Maintenance team planted their annual summer bedding which has been noticeably appreciated by residents - this is a task we understand other local councils didn't complete this year.

By working in partnership with community groups, sports clubs and national sporting organisations we have ensured that parks remained open and that recreational and sports facilities were "ready to go" as soon as restrictions were lifted. The White Rose Forest Project has continued to move forward in conjunction with volunteer organisations.

## Local area satisfaction

**66.4% of people are satisfied with their local area as a place to live**

Proportion of people satisfied with their local area



**Source:** WY Police & Crime Commissioner 'Your Views' Survey, March 2021 (Kirklees sample = 612)

The proportion of people who say they are satisfied with their local area is 66.4% which is a significant (8%) fall since the start of Covid-19 restrictions (74.3%). However, it should be noted that regular postal surveys were suspended during 2020 and that the data was collected via an online 'snapshot' survey for the first time in March 2021. The change in results must therefore be interpreted with caution.

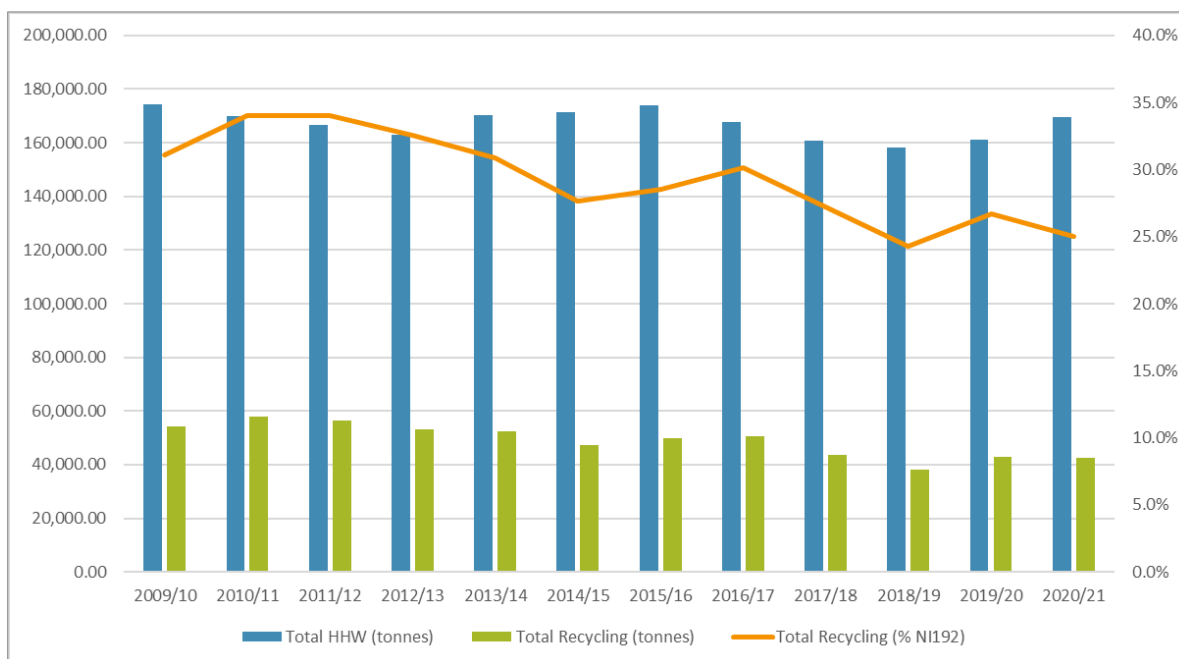
Kirklees has similar satisfaction levels to West Yorkshire as a whole (66.8%) and all other areas have seen similar reductions in satisfaction. Satisfaction rates in West Yorkshire are highest in Calderdale (73.8%) and lowest in Wakefield (63.7%).

The survey does not ask why people are satisfied (or otherwise) with their local area but 38.7% of survey respondents (across West Yorkshire) said they felt their local area had 'got worse' in the past 12 months, compared with 27.7% in 2020.

## Waste volume and recycling rates

**Over 169,000 tonnes of household waste were collected and 25% of household waste was recycled**

### Household waste and recycling volume (tonnes) and recycling rates



**Source:** WasteDataFlow, August 2021 (verified data)

169,384.45 tonnes of waste were collected from Kirklees households in 2020/21. This is a similar volume to ten years ago and reflects a gradual increase in waste volume over the last three years.

25% of household waste was recycled in 2020/21. This is the second lowest annual recycling rate in the last ten years (the lowest was 24.3% in 2018/19).

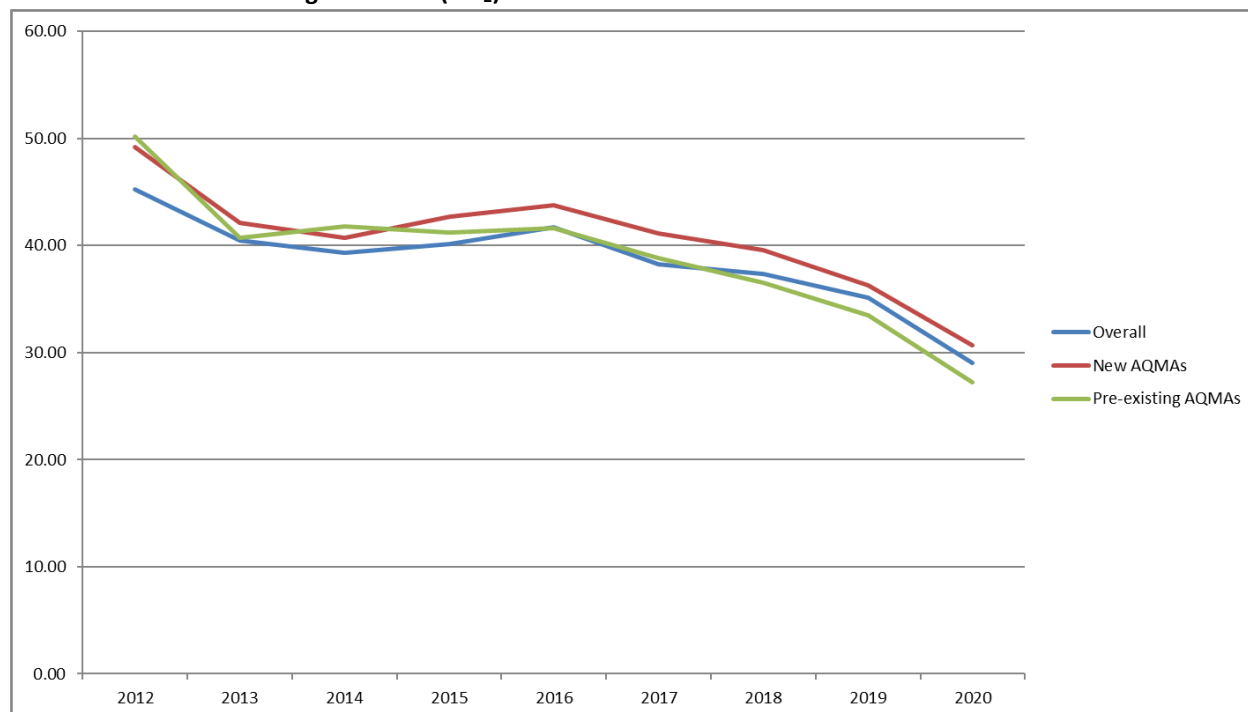
In 2019-20 Kirklees had a lower recycling rate (26.7%) than all other Local Authorities in the Yorkshire & Humber region (44.2%) and, nationally, Kirklees ranked 321 out of 342 local authorities. The national average recycling rate in 2019-20 was 43%.

In order to improve recycling rates, the Council has recently undertaken intensive green bin monitoring projects to help to minimise any contamination in recycling bins and has introduced garden waste bins. The Council's waste strategy seeks to introduce glass recycling and food waste recycling within the next few years.

## Air quality

**The average concentration of nitrogen dioxide monitored across Air Quality Management Areas in Kirklees has fallen.**

**Kirklees annual mean nitrogen dioxide (NO<sub>2</sub>) concentrations**



**Source:** Kirklees Council Air Quality Annual Status Report, submitted June 2021

The two primary pollutants that provide an indication of air quality are nitrogen dioxide and particulate matter. In Kirklees the concentration of nitrogen dioxide has fallen districtwide but in some hotspots this had stagnated over the last 5 years prior to the Covid-19 pandemic. The Council will continue to deliver on its 5-year action plan to ensure all areas see reduction.

Particulate matter (PM2.5) concentrations across the district are compliant with UK target levels, although Kirklees would not be compliant with the lower World Health Organisation PM2.5 targets if these were to be adopted in the UK. The council will continue to monitor PM2.5 concentration levels and develop plans to reduce this pollutant.

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

## **What we want to achieve**

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**

During the response to the pandemic, many of the Council's corporate and administrative services continued to deliver core council business in difficult and unusual circumstances, supporting the rest of the Council to carry out its essential business, responding to the pandemic, and supporting other services in working towards achieving all of our shared outcomes. Now we are beginning to plan for the future and our recovery, continual improvement using the lessons learnt from the pandemic response and our strategic approach to transformation is becoming more of a focus.

The transfer of Kirklees Neighbourhood Housing in April 2021 back to the Council was a significant undertaking for many services, including our legal services, our people services and our finance colleagues, as well as the new Homes and Neighbourhoods teams themselves. We achieved the successful and smooth transfer of 850 staff, and a wide range of services and business transactions back into the Council.

During the pandemic, there was a significant amount of policy, new guidance and legislation changing the way we needed to carry out almost all aspects of council business. Services across the Council have worked together to interpret this and develop our responses accordingly. The pandemic has shone a light on ways all councils can do things differently, and in Kirklees, we will be using this opportunity to transform the way in which we make decisions, address risks, improve processes and move forward to improve our levels of effectiveness and efficiency, as well as learn from recent externally audited public interest reports on other local authorities.

## **Becoming a more inclusive council and employer**

We have significantly progressed our ambitions for putting tackling inequalities at the heart of the organisation and within everything we deliver and do. The inclusive investment reserve was set up in 2020 to help kickstart key priorities such as the Breaking Barriers project and piloting an approach to making health checks more inclusive. We have made significant progress to become a more inclusive employer. Over the last 12 months, we've developed a more diverse workforce to strengthen Council performance and to develop the organisation to be a progressive employer capable of attracting, developing and retaining employees. This has included establishing name blind recruitment and Project Search and Kickstart to support people with learning disabilities and young people into employment at the Council.

## **Supporting staff**

We have continued to deliver targeted wellbeing support to our staff during the pandemic. In the last 12 months, the sickness level of our staff has fallen by 2.39 days and it is now down to 9.07 days which is extremely low. Wellbeing support is just one factor in the reduction in sickness levels, this has also been helped by the flexibility that home working has brought. We have listened to our staff by doing continuous 'Pulse Surveys' every 6-8 weeks to keep a constant check on how the workforce has been feeling. Over the last 12 months, a digital engagement tool for front-line colleagues has been developed called 'My Space', which is being rolled out. This provides anytime access to key messages, wellbeing support and development opportunities.

## **Communicating our response and recovery from the pandemic**

Our approach to internal and external communications has been a crucial part of the Council's response to the pandemic, whether supporting staff with wellbeing or sharing messages with local residents, our partners and the

press. We worked to a clear Covid Communications Strategy during the pandemic, and as a result have achieved a clearer, more recognisable position, and increasing public confidence.

### **Developing technology fit for the future**

The Council has been working to deliver the Technology Strategy, approved in early 2020. Our IT services were a crucially important part of our response to the pandemic, accelerating agile working and recognised regionally for their efficiency and achievements. The onset of the global pandemic accelerated the need to deliver some of the Technology Strategy's priorities as we supported 4,500 people to work at home, deployed internet services to support our response, 1000s of devices supporting digital inclusion for our residents and voluntary sector and supported 69 councillors to meet online and live stream those meetings to YouTube.

We have invested in major transformations to our IT infrastructure which will have significant benefits for service delivery and the way in which our staff will work. There has been ongoing work developing our resilience in relation to cyber security, and ensuring potential risks have appropriate mitigating actions in place. Following the pandemic, the increasing reliance on digital means of working and communication means that achieving digital inclusion will become more important and will be at the heart of how we try to achieve the aims set out in our Technology Strategy.

### **Becoming a data and intelligence led Council**

During our response to the pandemic, as an organisation we have learned a lot about the value of data and insight - with the creation of a publicly available Covid-19 dashboard which shows the situation in Kirklees. The dashboard is updated every weekday and has been viewed more than 650,000 times, giving partners and residents an up-to-date view of coronavirus in Kirklees. More detailed analysis has enabled us to identify areas and demographic groups disproportionately affected by the pandemic, and deploy resources, implement community protection plans, roll out surge testing and respond to vaccine uptake rates in a targeted way, led by the data. Through the use of community surveys, we have also gathered our own local intelligence in order to help inform decision making.

### **Efficient and effective governance and finance**

Our legal services have provided comprehensive legal support to a range of important issues, in very different circumstances and accessing court hearings remotely. Procurement of goods and services needed to be done very differently this past year too – a phenomenal effort was needed to secure the quick procurement of PPE, and equipment required to set up and run the many Covid testing stations. Our new Information Governance Strategy takes into account the lessons learned during the pandemic.

During the pandemic Council decision making meetings went virtual, and this involved a great deal of planning and preparations in order to make this successful, working closely with councillors to adapt to a very new way of working. Virtual meetings were very successful in increasing public participation in decision making, and now that some of these meetings have begun to take place in person again, we've retained the benefits of increased participation by delivering some of these meetings as 'hybrid' meetings – where members of the public can still watch and participate in these meetings virtually.

The Council successfully carried out local and regional elections for a West Yorkshire Mayor in May of this year, and then a parliamentary by-election following Tracy Brabin's election to Mayor. The planning and effort required involved new procedures to make the elections Covid safe, and ensured we were able to support local and regional democracy under difficult circumstances. Going forward, the Council will be working hard to ensure the associated Devolution Deal funding benefits Kirklees and the people and communities we serve.

We've successfully managed our finances over the course of the last year. The Council's general fund which supports operational revenue costs (the running costs to support services), normally spends an average of about £600 million per year. However in 2020 this went up to £800m – an 30% increase in additional spend requirements.

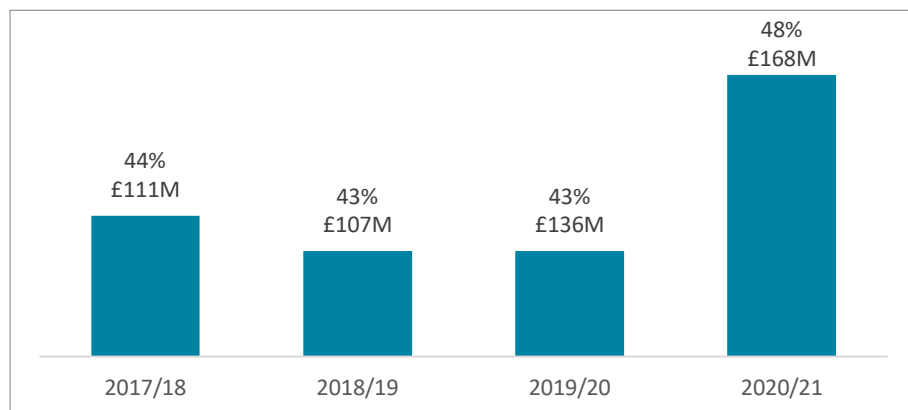
We've successfully managed our finances over the course of the last year. The Council's general fund which supports operational revenue costs (the running costs to support services), normally spends about £600 million per year. However in 2020/21 this went up to an unprecedented £800m – overall a 30% increase in actual spend above

what was originally budgeted, and supported by a range of Covid related funding grants from Government. We have delivered a balanced budget position by year end and were able to roll forward some funding to support 2021-22 pressures, demonstrating the effective and efficient management of our finances.

## Local spend

### 48% of total spend was with local suppliers

Percentage of council spend that is local



Source: Kirklees Council data 2021

Spend with local suppliers in Kirklees or suppliers with a branch in Kirklees has increased over the last financial year to around 48% of total spend.

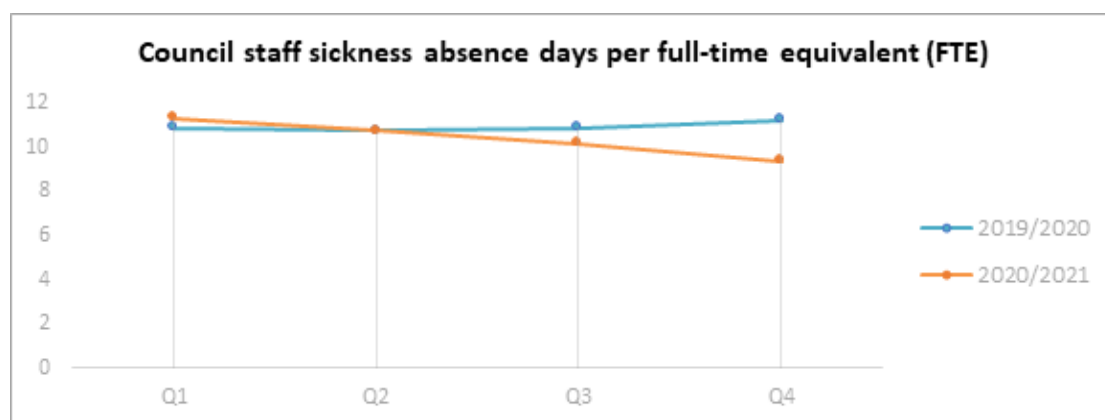
In 2020/21, £168M was spent with local suppliers, up from £136M in the previous financial year.

While every effort has been made to exclude Covid grant funding from the data, some of the overall increase in spending could be attributed to Covid-19.

## Council employee sickness absence

### 9.07 days per FTE were lost due to sickness absence. This is lower than in the previous 2 years.

Council staff sickness absence days per full-time equivalent (FTE)



Source: Kirklees Council data 2021 [The quarterly reported figure is based on the start month of each quarter]

Overall, there has been a decrease in sickness absence rates compared to last year. Sickness days lost per FTE in 2020/21 started higher than in 2019/2020 in quarter 1 and showed a steady decline over the year to 9.07 days per FTE in quarter 4 (compared with 11.35 days per FTE in 2019/20).