

Corporate Performance and Impact Report



End of Year update 2021/22



Our Vision

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Highlights

Cross-cutting issues



Inflation will impact on capital programmes with implications for Levelling Up policies and projects and the wider construction industry. **Increased costs of living** likely to worsen inequalities (with energy costs having a particular impact) and increase demands on council services.



The **Levelling Up and Regeneration Bill** has numerous policy implications including planning application processes, infrastructure delivery and compulsory purchase orders.



Recovery from the **Covid-19 pandemic** remains a consistent theme for many areas of council activity. Global and national repercussions continue to impact on both recovery and 'business as usual' activities



Humanitarian work in relation to Afghan and Ukrainian **refugees**, for example, is becoming an additional part of council's core business

Shaped by people

Headline successes & achievements



Place Standard engagement has reached a significant stage this year with four action plans [published](#) and four in development. Some community partners are now working with services to respond to citizens' priorities. The first projects are being supported by our new Place Standard Investment Fund. In total over 9,000 people have now participated and people in many other areas want to take part.



Re-shape the relationship: Interest in **Democracy Friendly Schools** – (a programme to help our young citizens learn about and be part of local democracy and civic life) has been very strong, despite the challenging circumstances for schools. We've worked with school communities to create a flexible and inclusive programme which is giving a voice to children and young people in diverse settings, helping schools to work with local councillors, growing young people's confidence and enabling social action.

Headline challenges & risks



Changing our working culture – this is a longer term and significant aspiration (overseen by the Place Based Working Board) which contributes to many of these deliverables, with the hub development being just one element of the ongoing work.



Measuring progress towards Shaped by People – it is important that we establish a sustainable approach to measuring progress and gathering citizen insight as we work towards the Shaped by People shared outcome, and that future deliverables are also shaped by citizens.



Access to services – Data development is needed to gain deeper understanding about how we deliver current services ensuring the best routes for our citizens are provided.

Highlights



Best start

Headline successes & achievements



There is clear evidence that our **Family Hubs model** is positively impacting the quality of support families are receiving. The percentage of cases moving from Early Support to Children's Social Care has reduced significantly.



The long-term stability of **placements** for Children Looked After continues to be excellent and well above national benchmarking.

Headline challenges & risks



Improve the level of contact with families as part of the **Kirklees Integrated Healthy Child Programme**.



Improve the recruitment and retention of Kirklees **Foster Carers** to increase the number of appropriate, high quality placements for Children Looked After available locally.



Well

Headline successes & achievements



Community Champions helped to increase COVID-19 vaccination uptake rates and reduce inequalities in uptake rates. Community Champions spoke to over **8,500 residents**, working with 58 Voluntary and Community Sector organisations and provided help for other needs including mental health issues and bereavement support.



As part of the pilot scheme, **450 people** have undertaken a **Health Check** in the community. In 80% of cases, a health issue was identified that may have otherwise not been detected until a later stage (where more intensive treatment may have then been required).

Headline challenges & risks



Excess mortality during the COVID-19 pandemic had a significant impact on life expectancy in 2020. It is important to continue to track life expectancy figures to understand the longer-term direct and indirect effects of the pandemic.



The COVID-19 pandemic put the care home sector under huge pressure, but recovery work is underway to address issues such as staffing requirements. It is important that the broader workforce supports the championing of this sector at a place level.

Highlights

Independent

Headline successes & achievements



Results of the latest CLiK Survey suggest that overall the **people who need help and support to live at home** has remained at around 10%. There has been a 6% growth in those in the 75+ aged group answering yes to this question in 2016 and 2021. The 75+ population has grown by an estimated 13% in the same period.



Library Services continue to increase visits, events, lending and digital offer after the significant downturn during the pandemic.

Headline challenges & risks



Delayed delivery of adaptations and process policy. New timescales:
June 2022 - Completion of Home Adaptations Review
July 2022 – Consider review findings with a wide range of stakeholders and agree approach to co-producing problem statements and solutions. Consideration and implementation of the report findings, as determined by the project board, will follow.



Aspire and achieve

Headline successes & achievements



Successful co-production and launch of **Our Kirklees Futures**, a system-wide 10-year strategy for the lifelong learning journey across Kirklees.



Successfully securing £36 million investment in capital build projects, in line with an ambitious **SEND Transformation Plan**, for ambitious re-building of two special schools.



Employment and skills support has successfully supported more people into work and exceeded delivery objectives in adult community learning. The Works Better programme and work with partners is placing a greater emphasis on supporting people in work to develop skills and progress careers.

Headline challenges & risks



Low **educational outcomes** between young people identified with Special Educational Needs or Disabilities (SEND) and their peers.



Exclusions and suspensions for the SEN support group higher than national rates.



Sustainable economy

Headline successes & achievements



This year has seen **significant progress** made on developing major projects towards delivery. Some are now in delivery, such as the West Yorkshire Transport Fund schemes on the A62 Smart Corridor and Huddersfield Southern Corridor.



Other projects are mostly progressing in line with anticipated timescales, with significant amounts of planning and consultation underway. This includes **Place Standard consultation** in Holmfirth, Heckmondwike, Cleckheaton and Batley, which will inform the development of proposals and funding bids for projects in these towns including the **Levelling Up Fund bid for Batley**.

Highlights

Safe and cohesive

Headline successes & achievements



The **Inclusive Communities Framework** (ICF) is near completion. This has been contributed to and shaped by multiple agencies across Kirklees.

Headline challenges & risks



Making people feel safer in our communities. The CliK 2021 survey shows that fewer residents feel safe when out in their communities compared to the previous survey.

Clean and green

Headline successes & achievements



Additional **recyclable materials** added to domestic recycling collections.



£23.2 million invested in roads and **£6.25 million committed** to replace council vehicles with greener and electric models.



Kirklees **climate change roadmap** (re-named as the 'Net-zero assessment for Kirklees: A Technical and Economic Options Appraisal') now in place.



Wide range of **pandemic recovery activities** undertaken to improve the quality of our environment including ward Councillor priorities.

Headline challenges & risks



Recruitment challenges, particularly in Highways and Environmental Health.



Environment Act may impact on air quality compliance and how residents are able to heat their homes.

Efficient and effective

Headline successes & achievements



Kirklees Council has very successfully launched **Project Search**. This is an internship programme for young people with autism and learning disabilities.



Additional **funding** agreement has been secured to support the delivery of improved outcomes for **children and young people with additional needs**. This additional funding also secured the Council's overall financial stability.

Headline challenges & risks



Development of the **Communications Strategy** is slightly behind schedule but there is a flight path for the delivery and an accompanying evaluation framework that will be used to monitor the strategy's impact.

Summary of progress on deliverables

Council Plan Deliverables	Shaped by People	Best Start	Well	Independent	Aspire and Achieve	Sustainable Economy	Safe and Cohesive	Clean and Green	Efficient and Effective	Total
Completed on time	3	3	1	0	1	2	0	4	4	18
Completed later than published timescales	0	0	1	0	1	1	0	2	0	5
Partly completed and/or on track for completion within published timescales	5	2	5	1	1	8	1	6	4	32
Partly completed and delayed	2	0	3	1	0	4	5	6	2	23
Not completed and delayed	2	0	1	1	1	2	0	0	0	6
Defined as 'ongoing'	2	3	1	1	0	0	1	0	1	8
Total	14	8	12	4	4	17	7	18	11	95



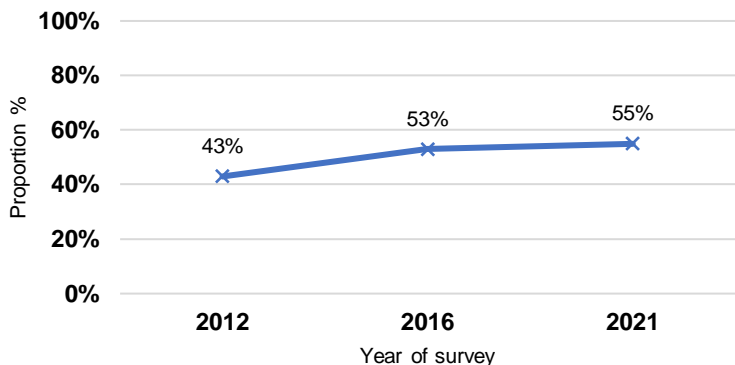
Shaped by People: We make our places what we are

Outcome Definition

We want everyone to be able to take part in making the places where they live, work and play better. We want to know people in our communities well, understand and appreciate what we and others can offer, and for people to be able to get help when they need it. People should feel valued, respected, involved and listened to.

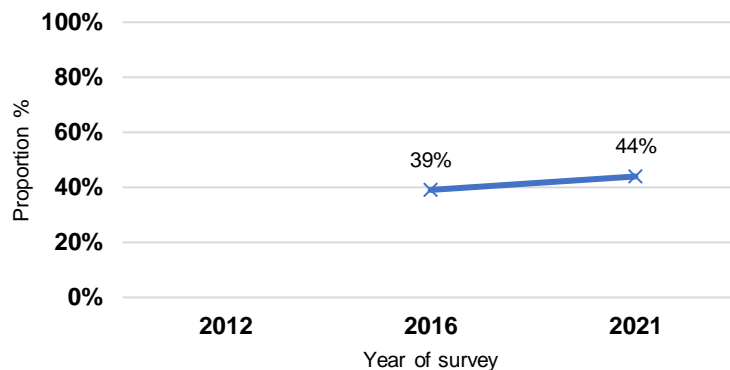
Population outcome indicators (“tracking our progress”)

Proportion of residents who agree that their local area is a place where people trust each other, by survey year



- A sense of trust in the local community is significantly higher among white residents (56%).
- This sense of trust strengthens with age. While 47% of those aged 18-24 agree this is the case, among those aged 75+ the proportion who agree is 20% points higher at 67%.
- People living in less deprived areas were more likely to say that their local area is a place where people trust each other compared to more deprived areas (quintile 4 =73%; quintile 5 =77%).

Proportion of residents who agree that people in their local area pull together to improve the local area, by survey year



- Residents in the least deprived areas (Quintiles 4 and 5) most commonly agree people locally pull together to improve the local area (60% and 68% of residents respectively in each quintile agree).
- People aged 75+ were the most likely to agree that people pull together to improve the local area (48% of this age group) followed by people aged 45 to 54 (47%).
- White ethnicities were significantly more likely to agree that people pull together to improve their local area (45%) compared to other ethnicities.

24% of people agree that during the last 12 months* they got involved in their community and something positive came out of it.

- The proportion of residents who said that they did not get involved in their community during the last 12 months* is highest among those at either end of the age spectrum i.e., those aged 18-24 (46%) and those aged 75+ (51%).
- Analysis by deprivation level shows residents in Quintiles 1-3 were those most likely to have got involved (43-44%) compared to 39% of those in Quintile 4 and 34% of those in Quintile 5.

* Last 12 months is from the date the survey was completed between 1/11/2021 and 17/12/2021

Shaped by People

Priority action 1: Champion a place-based approach in all the council's business and ensure our policies reflect one size does not fit all

Deliverable: Implement the next phase of our place-based working journey, learning from the pandemic, with a programme of policy reviews, alongside a review of grant funding arrangements across the council.

Impacts and Outcomes

- Ensure the Council produces more coherent and coordinated strategic plans with our partners to ensure place-based working is embedded from strategy to delivery.
- All plan-owners across the Council will have carefully considered how best to develop their strategy, policy and delivery to support the corporate Place Based Working (PBW) ambition, and this will be clearly documented.
- Produce guidance, procedures and practice which will reflect this thinking (including for decision-makers).
- Where appropriate, performance management (induction, appraisal and professional supervision) will include meaningful discussion of PBW and affect behaviour change within the context of implementing a plan.

How much have we done?

A presentation on the background to the Council's approach to plan making, the policy environment and the current picture was made to the PBW board in December 2021 with a view to scope how the board could influence the emerging plan making programme.

The PBW board agreed that: -

- They would focus on economic strategy, joint health and wellbeing strategy and the inclusive community's framework because of their strategic importance generally and the PBW opportunities they presented and that it would provide an excellent learning opportunity that could help inform the Plan-Making framework and guidance in respect of approaches to PBW.
- The framework and guidance should link plan-making to data and insight arising out of place standard engagement; plans should be presented in a way that enabled citizens to recognise themselves in the work being delivered, helping to create a virtual circle linking engagement-planning-feedback-delivery-evaluation in a continuous cycle.
- There is a need to focus on the delivery and practice elements in service provision i.e. less about getting PBW in the strategy, more of a focus on what this looks like on the ground.
- VCS colleagues were keen to explore how VCS partners can directly influence the development of major Council plans that will impact the sector and the communities they work with. This included working efficiently and effectively with the sector, and making use of current or previous engagement to ensure that outcomes could shape other plan making – e.g., the VCSE funding and investment strategy has had quite a bit of involvement from the sector so far and the principles within that could be applied to other plans and strategies.

Shaped by People

Priority action 1: Champion a place-based approach in all the council's business and ensure our policies reflect one size does not fit all

Deliverable: Implement the next phase of our place-based working journey, learning from the pandemic, with a programme of policy reviews, alongside a review of grant funding arrangements across the council.

Continued...

How well have we done it?

As stated, the initial focus has been with the 'top-tier' plans, namely the Joint Health & Wellbeing strategy. The Place Standard responses from all face-to-face community engagement were transcribed and combined with the results from the online survey.

The Place Standard tool does not include any questions directly relating to personal health or health-related behaviours, which limits the extent to which useful insight can be gained for the 'Well' outcome. People are conscious that physical fitness, clean air, and green spaces contribute to positive physical and mental health and wellbeing and appear to be aware of factors required to improve their health. Many people want their places to have sports facilities with modern equipment and range of activities, more natural spaces with proper maintenance, a healthcare service which is easy to get appointments and accessible, and support for people suffering from mental health issues.

Feedback from respondents illustrated that, in general, they were comfortable with the range of local facilities available, but they expressed concern about the expansion of areas with new housing projects which will either complicate the current situation or may affect them in future. The cost, cleanliness and reliability of public transport was highlighted as an issue, especially for those engaging with healthcare services. Although the terms 'drinking', 'smoking', and 'alcohol' found many responses during the text search, these comments were not related to an individual's health, more to issues at a community level, and therefore were not considered to be related to the 'Well' outcome.

The Place Standard tool supports the process of identifying place-based actions. Findings are used to help support forthcoming improvements and introduction of services and facilities addressing the needs of people. This analysis has been limited by a lack of health-related questions in the Place Standard tool, which could potentially be addressed in future engagement through the addition of appropriate supplementary questions and the collection of more detailed demographic information.

Shaped by People

Priority action 1: Champion a place-based approach in all the council's business and ensure our policies reflect one size does not fit all.

Deliverable: Change our working culture at an operational level by developing our four Place-Based Working hubs. This means bringing together staff, partners and councillors to share local information and insight. We're working together to help achieve the best outcomes for individuals and communities. It's about bringing services closer to people and recognising that one size doesn't fit all.

Impacts and Outcomes

The Place Based Working (PBW) hubs have given staff the opportunity to work share, network, share information/insight and work together where they can. Feedback from staff who regularly attend has been positive.

The community hubs: -

- Coordinate community-level responses, for example to Covid-19 needs (food, medicine, testing)
- Identify and map local community groups, networks, activities (to support signposting)
- Build relationships and create a 'one team' partnership approach across the local area – sharing updates, opportunities and challenges

How much have we done?

PBW Hubs have been established and are meeting either fortnightly or monthly. They involve mostly front-line staff and further work is progressing to increase engagement with a wider range of services.

Three task and finish groups (T&FG) have been formed and are now meeting to progress their work package:

- Storyboard T&FG – The group share good practice stories and are gathering case study material to evidence the impact and benefits of working in this way.
- Place level Structure Mapping T&FG – Place level maps of forums and meetings now exist. The group is reflecting on the interrelationships between them and identifying issues to be captured in a lessons learned log.
- Milestones T&FG – Operational delivery plan including milestones and outcomes in under development. Initial work at the Community PBW operational meeting has led to project management resource being allocated to that group to help shape an operational delivery plan including outcomes and milestones. Target date for the draft plan is June 22.

A safeguarding pilot scheme is being developed:

- Context: The Corporate Safeguarding Oversight Group is overseeing the passage of an updated Safeguarding Policy through the Governance process.
- Key policy objective and strategic aim: To ensure that the message 'Safeguarding is Everyone's Business' becomes a reality across the Council and its partners
- There are a number of internal initiatives that are being delivered to achieve this aim and an external facing pilot to test our approach is being considered.

How well have we done it?

The hubs are a partnership of frontline community focused officers, there are over 10 services involved including; Democracy and Place Based Working Service, Communities - Community Cohesion, Community Safety, Migration, LIP's - Community Plus, Wellness, Libraries, Everybody Active, Early Support - Community Hub Coordinators, Family Support, Detached Youth, Early Years Outcomes, Public Health, Public Protection/Environmental Health, Homes and Neighbourhoods, Parks and Open Spaces – Volunteer Coordinators, Environmental Rangers, Adult Social Care, Children's Social Care, and VCSE organisations, e.g. Community Anchors.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

Deliverable: Support our young citizens to be interested and have the opportunity to be engaged in local democracy and civic life. We will help young people to become active citizens through our Democracy Friendly Schools programme, through:
a) Delivering training for young people and staff in participating High Schools across Kirklees.

Impacts and Outcomes

The programme overall is making a positive difference to young people's confidence and wellbeing. Our young citizens are growing relationships with councillors, community organisations and young people in other schools. Participants are learning that they can shape their local place and young citizens are beginning to understand their part in local democracy.

At our pilot school, Newsome Academy, young people have used our learning resources and their experience to train a group of their peers to become members of Kirklees Youth Council. Using new skills, knowledge, and confidence the group have designed and delivered the first Democracy Friendly Schools social action project. Schools are connecting with each other to grow their Democracy Friendly Schools experience and Special Schools feel more connected to the whole school community.

How much have we done?

- **26** Schools for ages 11 to 16 have shown an expression of interest in our Democracy Friendly Schools programme. This includes **17** high schools (68%), **6** Special Schools (100%), **one** pupil referral unit (33%) and **two** madrasa schools.
- **30** Primary schools (19%) have signed up for the programme.
- Schools from **22** wards (out of 23) have joined the programme.
- **47** young people have completed our two-day training programme and have become Kirklees Youth Councillors.
- **Three** individual High Schools invited us to facilitate our two-day youth councillor training directly to young people in their school.
- We supported **one** special school to train a group of **five** students aged 16+ to become members of Kirklees Youth Council in a way that suits them.
- **200** young people participated in our NCS (National Citizen Service) sessions.
- **Six** young people participated in a 'Politics Summer School'.
- **Four** detached youth workers trained to support work with young citizens in **two** wards.

How well have we done it?

- We created flexible and easy to use learning resources for all ages groups, which has been really important at such a challenging time for our school communities.
- We have helped schools, and individual teachers, learn about local democracy.
- We have supported schools and individual teachers to develop the confidence to help children and young people learn about, and get involved in, local democracy.
- We have received positive feedback from teachers who are using our resources.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

Deliverable: Support our young citizens to be interested and have the opportunity to be engaged in local democracy and civic life. We will help young people to become active citizens through our Democracy Friendly Schools programme, through:

b) Creating opportunities for young people to connect with their local councillors and work together on a project or activity in their local place.

Impacts and Outcomes

- More young people now know who their councillors are and understand their role.
- More school staff now understand the councillor role and feel more confident working with councillors.
- Young citizens are getting to know their councillors and are beginning to work together on local issues that matter to them.

How much have we done?

- **55** of our **69** councillors (80%) have offered to support our activities with young citizens.*
- All **10** cabinet members are supportive.
- **Three** cabinet members have become identified champions for Kirklees Youth Council.
- **47** Kirklees Youth Councillors have been trained so far.
- Expressions of interest received from schools in **22** of 23 wards.
- **10** primary schools have completed a one hour 'train the trainer' session in their school.
- **Three** councillors attended the Kirklees College 'Local Democracy Week' events in North and South Kirklees.
- **200** NCS participants learned about their councillors.

*Challenges created by the pandemic mean that we have not been able to create a relationship with newly elected councillors in 2021 as easily as we would have in the past.

How well have we done it?

- Our programme has provided a framework for councillors around which to build a relationship with young citizens and councillors are actively engaging with the programme.
- Cabinet members Cllr Viv Kendrick, Cllr Cathy Scott and Cllr Carole Pattison offered support to our Youth Councillors at the time we launched our programme. We have continued to develop this relationship over the last 12 months by providing regular updates on the development of the programme.
- Councillors are approaching us about the Democracy Friendly programme for the first time and inviting us to create links with schools who wish to get involved. Councillors from all political groups are actively supporting the programme, including: Cllr Paul Davies, Cllr Masood Ahmed, Cllr Andrew Cooper, Cllr David Hall, Cllr John Lawson, Cllr Charles Greaves, Cllr Jackie Ramsay, Cllr Cahal Burke, Cllr Joshua Sheard, Cllr Alison Munro, Cllr Paul White and Cllr Sheikh Ullah.
- We are participating in the Our Kirklees Futures programme, connecting young citizens with councillors and cabinet members.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

We enable people to become active citizens and to shape their local places. We will help everyone to understand what citizens expect from our changing relationship (and how we can enable active citizenship in our local places) by:

a) Co-designing tools that local organisations can use to have Shaped by People conversations with citizens and to measure our progress towards our shared goal.

Impacts and Outcomes

The impact of this work will be demonstrated by whether we are responsive to what people tell us – whether we are doing more to enable active citizenship – and whether (over time) more people feel able to shape their local place. This impact must be defined by our citizens. So the impact of our work to develop these tools is, up to this point, that we are continuing to grow trusting relationships and that our participants know we have made a strong commitment to Shaped by People.

How much have we done?

109 citizens have been involved in creating the Shaped by People shared goal.

40 people and organisations have been involved in work to shape our conversation pack so far.

Measurement framework

We developed our approach to measuring progress with our Project Team and the New Citizenship Project. The three key elements of this are: Headline measures (including baseline data from the CLiK survey), Local conversations (including our conversation starter pack for community groups) and Citizen Stories. We are making sure that all these elements closely reflect the text of the Shaped by People shared goal, and that the elements work together coherently.

Conversation pack development and testing

We have begun working with people from local organisations to co-create and test our conversation starter pack. This has included gathering ideas from members of the TSL network, refining our pack with our Project Team and doing some initial prototype testing at the 'Not Westminster' local democracy event in February 2022.

Impact Assessment App

We are working with Podnosh to test an Impact Assessment App for capturing quick feedback and stories about whether people feel able to shape their local place. We are aiming to test this soon, both with voluntary sector participants and with staff.

Place Standard prompts

We have also provided some conversation prompts to integrate into Place Standard conversations in local places, as part of the 'Influence and sense of control' and 'Identity and belonging' themes. We have tested this for a recent engagement activity and will do more testing as part of activities this Summer. We will then review the engagement findings and develop an approach to collating this Shaped by People insight on an ongoing basis.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

We enable people to become active citizens and to shape their local places. We will help everyone to understand what citizens expect from our changing relationship (and how we can enable active citizenship in our local places) by:

a) Co-designing tools that local organisations can use to have Shaped by People conversations with citizens and to measure our progress towards our shared goal.

How well have we done it?

Engagement amongst our Shaped by People workshop participants has been good – many joined in follow up conversations or volunteered to be part of our video animation about Shaped by People. We have a real sense of people feeling ownership of, and commitment to, this work. We have taken the time to work with people and discuss things in depth, and want to continue that approach, which is true to our Citizen Engagement Design Principles.

Feedback to our initial prototype testing was positive, with local groups who took part being keen to get involved in further activities. Members of the Anchor Organisations network are supportive. We are working with members of the Partnership Executive and will be introducing more partners to Shaped by People at the Picture of Kirklees event. Cabinet leads are supportive and have also volunteered to test the conversation pack.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

We enable people to become active citizens and to shape their local places. We will help everyone to understand what citizens expect from our changing relationship (and how we can enable active citizenship in our local places) by: (b) Telling the stories of active citizenships in our local places & encouraging our staff & partners to use what we learn as key insight, to help grow positive relationships.

Impacts and Outcomes

We have involved over 100 citizens in very focussed work to create Shaped by People and have put their personal stories at the heart of this work. The impact has been to create a shared goal that has relevance and meaning for local people, and which has generated valuable citizen insight. This has strengthened our relationships and helped us to develop new ones. Some participants have also got involved in further activities to shape their local places as a result. Staff and partners have been responsive to the stories we've gathered so far and colleagues are interested in using this approach to connect their work more closely with Shaped by People. Our storytelling work so far has established a good grounding for future progress.

How much have we done?

This is ongoing work which is progressing. We will likely be doing more focussed story gathering after Summer 2022, however competing work demands and covid absences has had an impact on progress.

So far we have:

- Gathered stories from citizens who helped to create the Shaped by People shared goal
- Worked with participants to create a video animated version of Shaped by People, based on learning from their stories
- Identified opportunities for a series of themed story gathering activities
- Had a positive response from community organisations, who are happy to support people to share their stories
- Created a development plan for our storytelling website
- Created and tested presentation resources for engaging council teams
- Begun aligning some of our existing digital channels more closely with Shaped by People
- Planned engagement activities for staff, aimed at creating network of champions for this work

How well have we done it?

Participants feel that their personal stories are valued, so the approach has been successful. We now need to do more of this so that more people can benefit.

Shaped by People

Priority action 3: Oversee the delivery of place standard engagement and the establishment of ward partnerships in Kirklees

Deliverable: Continue to coordinate and deliver Place Standard engagement so that citizens can have a say in influencing the future of their place, can contribute to making it better and have opportunities to work in a collaborative way with Kirklees Council, councillors and partners

Impacts and Outcomes

The Place Standard is a way of having conversations about any place (this could be a street, neighbourhood or town), by talking through 14 different themes. The results show how people feel about where they live now, and how people would like things to be in the future. The conversations generate lots of insight through listening to people's personal experiences. They also provide a baseline indication of how people feel about each theme, based on a score of 1 (lots of room for improvement) to 7 (hardly any room for improvement). The next stage is for people in each place to work together in response to what we have learned, which enables us to turn our conversations into meaningful action, based on citizens' priorities. When re-engagement takes place in each area in the future, this will also give an indication of whether perceptions have changed over time.

How much have we done?

- **2315** individuals participated in **10** place standard engagement activities across various wards.
- Action planning took place in **six** areas, where previously delayed due to COVID, in areas where engagement was delivered in 2019/20.
- **Four** action plans have been published and **£123,146** funding secured from the Place Based Investment fund.
- **Over 9,000 citizens** have now participated in Place Standard activities overall.

How well have we done it?

- All engagement is planned and delivered in partnership with Councillors and communities.
- All engagement activity is discussed at Citizen Engagement reference group to ensure we adhere to our citizen engagement principles.
- Anecdotal feedback from individuals involved in engagement and action planning has been positive.
- Citizens taking part in the conversations have said they would like to see more of this approach, with some highlighting that this has been their first opportunity to be involved.

Shaped by People

Priority action 3: Oversee the delivery of place standard engagement and the establishment of ward partnerships in Kirklees

Deliverable: Work with councillors, partners and key services to develop a flexible approach for the establishment of ward/neighbourhood partnerships that will bring partners and stakeholders together to deliver shared aspirations and ambitions

Impacts and Outcomes

- Councillors spend a significant amount of time in their communities, meeting with local people at community meetings, events and surgeries. They actively lead and advocate on behalf of the communities they serve within their wards and have valuable insight about local places.
- We are supporting councillors to make the most of these connections through ward and neighbourhood partnerships.
- The impact of this work is to grow and strengthen working relationships in our local places, so that councillors, citizens, community organisations and partners can work alongside each other well.
- We are actively supporting and developing existing partnerships and helping councillors to establish new partnerships where these are needed.

How much have we done?

We have developed a flexible approach, working with councillors in response to local needs and aspirations. Our approach recognises that in some areas there are already established ward or neighbourhood partnerships, some of which have been in place for a number of years. Some of these partnerships have changed during covid. For example, ward forums with residents have not been meeting as frequently, whilst some informal partnerships have been meeting to support the local community response to covid. Other partnerships have been created through Place Standard activities, with local organisations working together to respond to the ideas and experiences of citizens.

The Active Citizens and Places Team have put together an offer of support for councillors in the 2022 to 2023 municipal year, to support councillors with facilitating partnership working. This offer has been developed by listening to what councillors have said is important for them, to support effective partnership working in their wards. From May to July 2022, the team will be discussing this offer with councillors in all 23 wards and making sure that resources are available to support councillors, based on what they have told us. The support will be different in different wards as needed, ranging from providing information for councillors about activity in their ward, to developing new partnership meetings. We have also been sharing information about activities planned by services and partners in wards, so that councillors can help with local promotion and join in the dialogue.

How well have we done it?

Ward partnerships in a number of wards are continuing to develop their work programmes, based on community need and councillors' priorities. The team are actively supporting this work, for example in Almondbury and Dalton. Place Standard engagement with a focus on community outcomes has taken place in several areas. Communities and councillors are working collaboratively in response - for example, in Shelley and Shepley. This has led to collaborative action planning with services and the funding of activities that citizens have chosen to prioritise. This means that partnerships are developing in a way that's consistent with our Design Principles for Citizen Engagement, and through this work we are enabling more people to be actively involved in shaping their local place.

Shaped by People

Priority action 4. Ensure robust governance arrangements via the Housing Advisory Board, including a clear and effective role for all tenant panel members

Deliverables:

Recruit and appoint five Tenant Board members to actively participate and contribute to the work of the Board;
Begin to consider areas of special interest where tenant members capture the voice of, for example, young tenants.

Impacts and Outcomes

- Five tenant Board members were recruited at the start of the 21-22 financial year.
- We are currently undertaking an annual review of our arrangements supported by DTP. Assessment of the impact of these changes will form part of the annual review, which is expected to be available in July.
- During the year, the Board members have been involved in reviewing the Homes & Neighbourhoods business plan, the annual report to tenants and the Tenant Involvement Strategy, as well as advising on other aspects of policy and performance.

How much have we done?

- The five newly recruited tenant board members include representatives from North and South Kirklees. Two members are under 30 years old and three are from black and ethnic minority backgrounds.
- The Board was established in June 2021 and has met on five occasions, one of which was a deep dive session on tenant engagement.
- Reports from the Tenant Advisory and Grants Panel are presented at each board meeting to keep HAB members informed about the wider tenant engagement activities.
- HAB Members have also observed TAG meetings and TAG Members are scheduled to observe HAB to ensure the links between the Board and wider tenant engagement are enhanced.

How well have we done it?

- It is still relatively early in the process to assess the new governance arrangements. The five tenant board members were appointed after 52 applications were received.
- A welcome and getting to know you session was held on 26th May 2021 followed by induction and familiarisation sessions on a range of subjects including roles and responsibilities; finance; structure of decision making etc to provide information and support to members.
- Board packs are sent out ten days prior to each meeting to provide time for members to review their content.

Shaped by People

Priority action 4. Ensure robust governance arrangements via the Housing Advisory Board, including a clear and effective role for all tenant panel members

Deliverable: Respond to Star Survey results, communicate action plan to tenants and implement delivery plan.

Impacts and Outcomes

- The impact of activity in year one of this work has not been evaluated. This will be reviewed as part of year 2, whilst the Star Survey results for 2022 will provide insight on changes in tenant experiences and perceptions.

How much have we done?

- Task and finish group established to look at call handling experience. This included tenant representatives. Currently finalising report
- Full review of complaint carried out by HQN action plan developed to ensure the council is compliant with the Housing Ombudsman's Complaint Handling Code
- A pilot exemplar (first fix and extended working day) responsive repairs service
- Delivered 2 estate based newsletters Windy bank and Walpole in relation to community safety and increasing community resilience.
- Approximately 21,000 tenants received the newsletter detailing the STAR results and high level actions from the STAR improvement framework.
- Newsletters delivered to all tenants and residents (around 600 households) on pilot estates.

How well have we done it?

- All identified actions have been delivered, improving the quality of services offered to tenants.

Shaped by People

Priority action 5: Reflect the changed relationship between the council and citizens in the new Access to Services Strategy

Deliverable: Agree an Access to Services Strategy that sets out the principles and guidance to be adopted to ensure citizens are placed centrally in how we approach access to council services.

Impacts and Outcomes

There is an implementation plan in development that has its own measures/outcomes against each item in the plan. See Access to Services Implementation plan priority action and deliverable.

How much have we done?

This was the agreement on a 5 year strategy identifying ambitions and vision in relation to accessing services. It identified 4 key principles for the council in relation to access (Getting the basics right, tackling access inequalities, offering multiple contact points and working with people).

Deliverable: Develop an Access to Services implementation plan, informed by a number of pilots to enable and support the principles leading to longer-term changes in relationships between the council and citizens.

Impacts and Outcomes

The centralising of mail means services access their mail quicker across the council aiding the opportunity for quicker response times. Mail would go unsupported at the multi access sites leaving citizens and services unsure about what had been received. Work continues to improve mail services further.

How much have we done?

An item has been completed (mail project) where there is now a centralised point for managing mail received in the council through our document solution team based at Red Doles lane. This has reduced significantly the number of places citizens send mail.

The culture programme is now underway. Where we have identified our as is and challenges within it to move to where we want to be in relation to providing more holistic and localised services for citizens.

How well have we done it?

Our workstreams for the delivery of the implementation plan are built on the principles in the access strategy. Our culture programme and person-centred approach to delivering more holistic and localised services are key to inclusion and addressing inequality of access.

Shaped by People

Priority action 5: Reflect the changed relationship between the council and citizens in the new Access to Services Strategy

Deliverable: Improve our current response times to enquiries and contacts.

Impacts and Outcomes

- We know that in relation to our online webchat offer, telephone call answering rate and activities within our two customer service centres that response times have improved from mid-2021.
- As yet data has not been compiled to establish response times to written (letter/email etc) enquiries and contacts across all services. This is a large scale piece of work as each service has its own recording mechanisms.

How much have we done?

- Kirklees Direct answered calls have **increased** from **73%** in September 2021 to **76%** in March 2022.
- Benchmarked webchat, telephony and customer service centre activities in September 2021.
- Reviewed resource allocation particularly given increasing contacts by telephone.
- Ongoing review of above services.

How well have we done it?

- The average wait for a call to be answered has decreased by **39** seconds.
- Support is provided online, telephony and face-face should that be required by citizens. Upon presentation at our centres citizens are assessed for the best route to support presenting need (be that online, phone or face-face).
- The council's website can be translated into over 100 languages helping support people whose first language isn't English. We utilise telephony translation support (mainly through the Big word) when presented with need. Our face to face teams can support some languages but these are less in volume.



Children in Kirklees have the best start in life

Outcome Definition

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 Kirklees starts school healthy, happy and ready to learn.

Population outcome indicators ('tracking our progress')

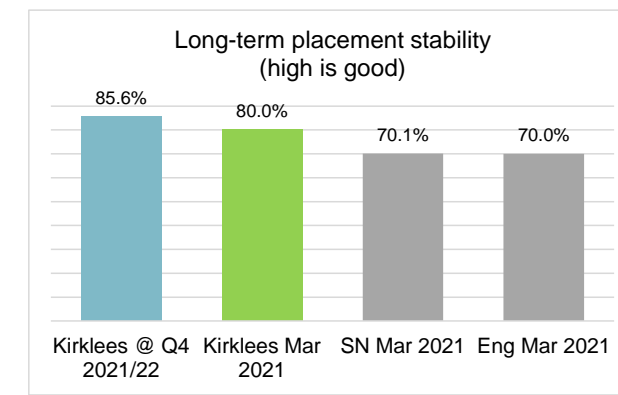
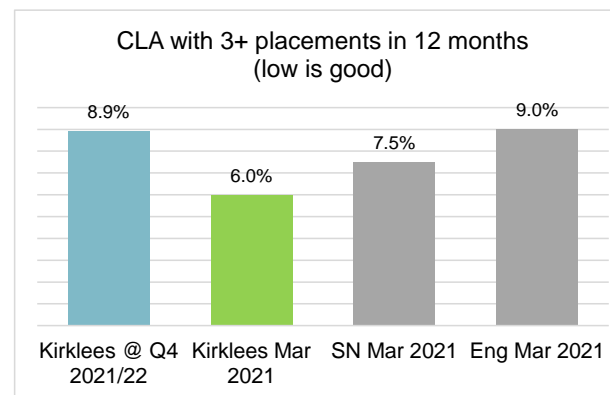
School readiness: good level of development at the end of Reception

	Kirklees 2019	Statistical Neighbours 2019	Eng. 2019	Y&H 2019	Kirklees Diff to Eng.	National Rank	National Quartile
All children	70%	69%	72%	70%	-2%	114	D
SEN Support	19%	27%	29%	29%	-10%	143	D
EHCP	0%	3%	5%	3%	-5%	113	D

- From 2007 – 2012, the percentage of all pupils achieving a Good Level of Development (GLD) was consistently higher than national and regional figures. In 2013 a new Early Years Foundation Stage Profile was introduced and from 2015 Kirklees figures have consistently fallen below national.
- In 2019 the Kirklees figures were in the bottom, D, quartile of all LAs. For all pupils at EYFS there has been a steady fall in the achievement of the Early Learning Goals of Shape, Space and Measure and Numbers and this is the most significant gap when compared with national figures.
- There is a smaller but significant gap in the achievement of Reading and Writing goals. This is reflected for SEN Support pupils.

Placement stability for our Children Looked After

	2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4
Percentage of children looked after with 3 or more placements in the last 12 months	5.8%	6.8%	7.1%	8.9%
Long-term placement stability - same placement for at least two years	86.8%	87.3%	87.7%	85.6%



Best Start

Priority action: Transform the way we support children and families with SEND by providing more support early, starting this year with providing a new helpline for professionals and parents

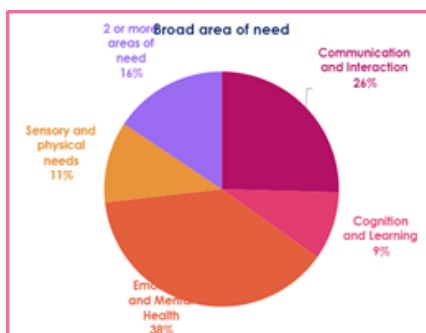
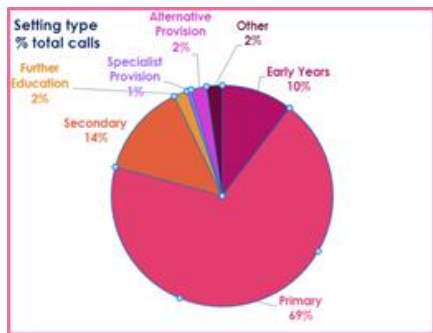
Deliverable: Phase 1 - Put in place and grow our Inclusion Support Offer for professionals

Impacts and Outcomes

The top five areas SENDCos cite in terms of the impact of support from the Inclusion Support Offer are:

- The opportunity to talk my concerns and ideas through with someone independent
- Helped me develop a better support plan for the child / young person
- Advice on specific issues and strategies
- Direction to information and resources I didn't know about before
- Highlighted a service I didn't know about before

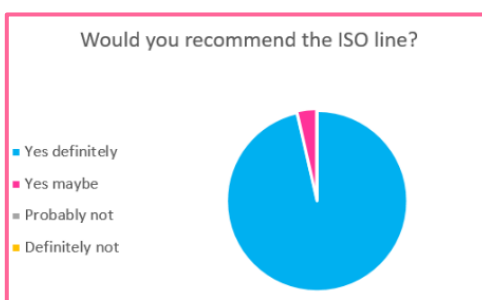
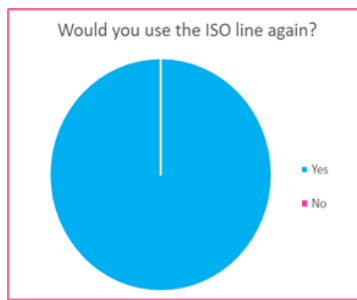
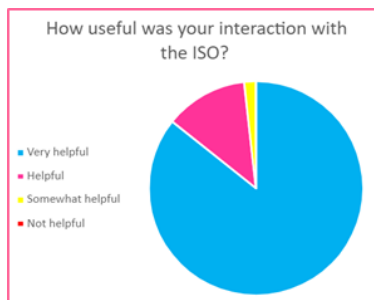
How much have we done?



Since its launch in April 2021, the Inclusion Support Offer has received 332 contacts and associated pieces of work. 68% of unique settings have contacted the Inclusion Support Offer.

The majority of contacts to the Inclusion Support Offer come from primary settings with the top two broad areas of need being Social, Emotional and Mental Health (SEMH) and Communication and Interaction.

How well have we done it?



Average score of how concerned professionals were before the call, compared to after the call	
Pre-call	8.2
Post call	5.1

Feedback responses are captured via online evaluation forms, following each contact with the ISO.

The response from SENDCos who have used the service is overwhelmingly positive with 100% of those contacting the service explaining that they would use the service again.

All users found the service helpful with majority stating the services was 'very useful' or 'useful'.

Best Start

Priority action: Transform the way we support children and families with SEND by providing more support early, starting this year with providing a new helpline for professionals and parents

Deliverable: Phase 2 - Scope and establish a plan for widening the Inclusion Support Offer for parents and carers

Impacts and Outcomes

This action has been about scoping not implementation.

How much have we done?

Engagement work with families:

- Engagement has been undertaken with parents, carers and families of children and young people with SEND in Kirklees to inform what gaps exist and what is required to ensure families get the right support in the right place at the right time.
- Engagement with families and young people has identified that whilst the Local Offer website has supported them in providing information, guidance and advice, there is a need for good, holistic information and signposting to be delivered in a more personalised manner. Families find that they are overwhelmed with information and that they require support to 'navigate' what is available to them locally.

Data analysis to consider parents and carers requirements from an expanded ISO team:

- The Local Offer: Number of calls to Local Offer helpline 01/03/2021 – 01/03/2022 = 365 calls
- Supporting Education Health and Care Plan (EHCP) Decision Making Groups (DMGs) as part of the 'other offer'. In late Dec 2021, the ISO began working alongside SENDACT to support at DMGs: So far the ISO have contacted 51 settings from the DMG with the initial email informing them of the offer of support and co-ordination. This has resulted in 20 pieces of targeted work.
- SEND Assessment and Commissioning Team (SENDER) have undertaken a piece of work considering projections of number of calls in to the service over a 12 month period based on previous data. Anecdotally, SENDACT are reporting a reduction in the number of queries from schools regarding processes and paperwork in the last six months. There is a high probability this is directly related to the remit of the ISO.

Detail Proposal for expansion of the service agreed in principle, to be signed off at SLT May 2022

Funding

- On 19 Nov 2021, Schools' Forum approved a block transfer of 0.5% funding from the Schools Block to the High Needs Block for 2022/23. This equates to approximately £1.6million. In addition to this, in March 2022 the LA was notified that it has been accepted into the EFSA's "Safety Valve" programme, enabling Kirklees to access £34 million to address ongoing deficits within the High Needs budget.
- The expansion of the ISO, enabling earlier identification of need and earlier support for children and young people with SEND is a key component within the overall SEND Transformation Plan. The funding outlined above is in place to address a number of areas within the SEND Transformation Plan, ISO being one of them.

Best Start

Priority action: Transform the way we support children and families with SEND by providing more support early, starting this year with providing a new helpline for professionals and parents

Deliverable: Capital Plan sign off to achieve an increase in the number of places for children in special schools in Kirklees

Impacts and Outcomes

This action has been about scoping not implementation. Activities are described below

How much have we done?

All plans have been co-produced with the schools involved:

- Cabinet approval for rebuild of two existing special schools
 - In October 2021, cabinet approved a report entitled “Special Educational Needs and Disabilities (SEND) – Capital investment and rebuild of 2 Special Schools”. This report outlined the work which had been previously undertaken to develop and deliver a plan for the provision of special school places that will contribute to the long-term sufficiency of specialist provision as part of the wider SEND Transformation Plan. It proposed sites for rebuilding and replacing two of our existing special schools with the aim of enhancing and extending already good quality provision. The report requested approval to undertake detailed planning, engagement and technical studies and seeks delegated authority to progress in line with projected timescales.
- Additional plans underway to address sufficiency pressures for Children & Young People with SEND in Kirklees
 - Detailed sufficiency analysis has enabled further planning to ensure sufficiency of provision across the whole school system, from mainstream to special, using a graduated approach.
 - Later in 2022 statutory processes will be undertaken to request cabinet approval for the development of a number of SEND “Additionally Resourced Provision” bases, on mainstream school sites, ensuring increased places for CYP with all areas of SEND with consideration across all geographical areas of Kirklees.
 - Plan to pilot up to 4 “satellite provisions” from our existing special schools in 2022-23, creating further additional specialist places.
 - Much engagement has taken place across the school system to get us to our current position of receiving expressions of interest from schools who would consider having provisions on their sites. Decisions will be made around potential sites over coming weeks and then consultations will be issued.
 - Significant work has been undertaken to secure funding to realise our ambitious plans – we have recently been accepted into the EFSA’s safety valve funding programme which will support investment of £34m of revenue support over the next 5 years, with potential additional capital investment.
- A programme board is now in place, led by the capital delivery team and with representation from Children’s Services and the existing schools

How well have we done it?

This action has been about scoping not implementation.

Best Start

Priority action: Improve the number of places for young people to go

Deliverable: Increase the number of safe places for young people to go in their communities, by approving the Youth Places to Go grant scheme

Impacts and Outcomes

Unknown at the moment. However, we have developed good practice that can be followed by other grant providers.

How much have we done?

- 88 application forms sent out to date for grants scheme (deadline 31st May 2022)
- 80 organisations attended the launch event

Activities Undertaken:

Everything listed below has been developed in partnership via the workstream and other grant providers

- Branding – developed in partnership with children and young people
- Draft brief agreed with partners for town centre venues
- Engagement with Blueprint teams in town centres
- Briefings with elected members
- Mapping of community activities for children and young people
- Grant scheme:
 - Criteria agreed
 - Cabinet approval
 - Process defined and application form created
 - Financial and legal requirements agreed
 - Panel set up
 - Launch event

How well have we done it?

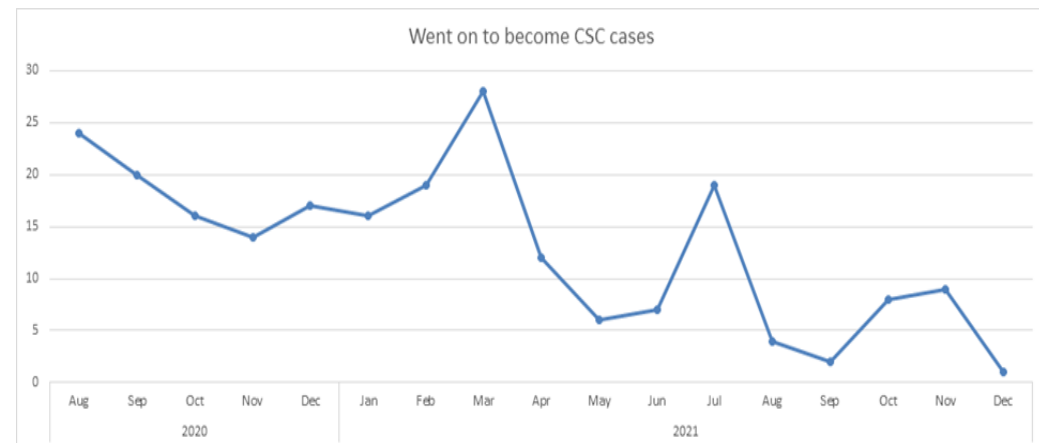
- For the launch event we provided application forms, guidance and recordings of a demo application was provided to support organisations. Feedback from those who attended the event including grant providers within the council and external partners was positive.
- Kirklees College students presented branding designs in a Dragon's Den style meeting. Engagement was undertaken with diverse groups of children and young people through various groups and activities to develop and conclude the final branding.

Best Start

Priority action: Improve the targeted Early Support available in local places this year

Deliverable: Provide support for families through our integrated Families Together Offer

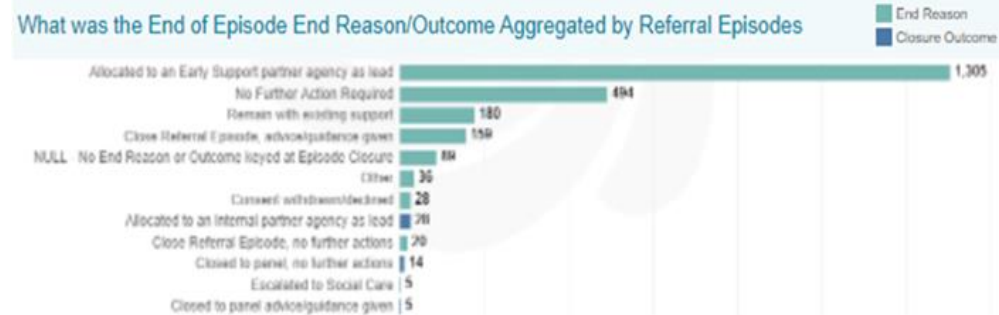
Impacts and Outcomes



We have prioritised establishing teams and promoting the ‘Families Together Offer’ adopted to support children/young people and families. The infrastructure to capture and support the work of the teams in Early Support is currently in development.

- 2437 children were referred into the Early Support Service during the year and were triaged by a Team Manager and received some form of early support either from an internal or external service.
- 2363 children had a referral episode closed to them during the year. All these children received some form of early support either from an internal or external service.
- 968 children had an Internal Early Support Assessment and TAF undertaken by a Family Support Worker.
- The numbers of “Step Ups” for Statutory Intervention is displayed in the table on the left and indicates number of children/ young people with an early support episode starting in the period which went on to subsequently become a CSC case at any time (Step Up). This includes those who became a CSC case during the Early Help Episode. The data is clear from August 2020- Jan 2021 21% of Early Help episodes stepped up to CSC. From Feb 2021- July 2021 this significantly falls to 9%. Overall, in the past 12 months this amounts to 12% of all Early Help episodes resulting in CSC assessment and intervention.

How much have we done?



ESMAP Process (Early Support Multi-Agency Partnership Meetings):

- 2,458 contacts were received into the service and 2,437 (99%) received a referral triage with a Team Manager. The graph shows the outcome of the referral episode this includes through ESMAP meetings and at triage stage.
- The data clearly displays the hard work that has been done through the Early Support External Consultant to support the upskilling of our key stakeholders to undertake assessments and targeted pieces of work with families. They currently account for 50% of referral outcomes.

HAF - Holiday Activities and Food Programme

- Free School Meal and additional vulnerabilities children and young people (aged 4 – 16) accessing 4 hours of enrichment activities per day during the school holidays that included a healthy nutritious meal. Provision was delivered at Easter, Summer, and December 2021.
- Total attendance at funded activities: 53,500. Total approximate individual children and young people attending: 13,375.

Best Start

Priority action: Improve the targeted Early Support available in local places this year

Deliverable: Provide support for families through our integrated Families Together Offer

Continued...

How well have we done it?

The Early Support Service has identified that how we understand 'How Well and How Effective' our service activities are is still being developed. Whilst the service has recently undergone substantial changes and moved to an 'integrated place based Early Support, Families Together model', the priority has been to ensure that services are available to families and embedded within the community. As we progress further and with the development of 4 multi agency area partnership boards, the priority will now be given to ensuring that quantitative and qualitative information is collected and reportable on all areas of the service.

Data and evidence shows that more children and young people are being identified at the Front Door as benefiting from Early Support services and have been accessing the right service at the right time:

- The outcome of 'No Further Action' at the Front Door has seen a significant decrease (95%) from the first quarter of 2020 to the first quarter of 2021.
- The outcome of referrals to Early Support (directly to Family Support) from the first quarter of 2020 to the first quarter of 2021 has seen a 43% increase

The data confirms the number of contacts into Front Door that now progress to Early Help rather than Social Care has increased therefore decreasing the number of single assessments that end with no further action. The result is families are not put through unnecessary statutory processes; this was noted during the recent Peer Review of the Front Door as a strength.

From February 2021 the number of cases open in Early Support which are stepped up into CSC significant declines from 21% to 9%. This is clear evidence the improvement journey within Early Support's Family Support teams is positively impacting the quality of support families are receiving. Risks are being safely and effectively managed in Early Help services and families are not being moved across services therefore reducing unnecessary emotional trauma.

Best Start

Priority action: Achieve outstanding Children's Social Care this year

Deliverable: Increase the number of children who are cared for in Kirklees by opening an additional children's home

Impacts and Outcomes

Service delivery has not yet commenced; however, the impact of the new provision, approach and staffing model will be to provide a safe, secure, and stable home for young people. This will support them to maximise their outcomes, in terms of wellbeing and resilience, as well as learning skills and educational outcomes, to prepare them for a confident, successful adult life.

How much have we done?

- We have purchased a character residential property in a semi-rural location for conversion into a new Kirklees Council Children's Home provision.
- Consultation with neighbours, residents, and elected members about the change of use of the property has been completed.
- Consultation with Ofsted about the registration of the property as a Children's home has been undertaken.
- Planning permission has been approved.
- A specification has been completed and implemented.
- The list of works required to meet the desired standard and statutory requirements has been agreed and approved.
- A contractor for the building works has been procured by tender and the contractor began work onsite W/C 17th January 2022, the initial estimated completion date was to occur in April 2022, however, complications meeting fire safety requirements has led to an extension of the completion date. We are still on target to open as a Children's home by October 2022.

How well have we done it?

We aim to provide a nurturing home environment, regulated by Ofsted which will support and help prepare young people to move onto the next stage of their lives. Young people will be provided with an environment and opportunities to help them develop and enhance their practical, social, emotional, and educational skills, to enable them to transition to live in a family setting or another appropriate care placement, or to achieve semi-independence successfully.

This provision has been developed in response to our sufficiency needs analysis. Being able to continue to live locally, whilst in the care of the local authority enables young people to maintain continuity of contact with their friends and family, and supports consistency in education, leisure activities and health care provision.

The provision of the new Children's Home is part of a wider transformation and modernisation programme of our homes for Children in Care in Kirklees.

Best Start

Priority action: Achieve outstanding Children's Social Care this year

Deliverable: Improve the financial support to care leavers through the new Care Leaver and Staying Put policies.

Impacts and Outcomes

The following sets out what difference the refreshed policies have made:

- The refreshed Staying Put policy better supports both Carers and young people to stay living together after their 18th birthday.
- The refreshed financial policy provides additional financial support for young people to increase their opportunities to positively engage in Education, Employment and or Training.
- The policies move away from a 'one size fits all' set of rules. Personal Advisors are encouraged and enabled to think differently about how we support our young people to achieve their goals and ambitions and the refreshed policy provides this flexibility.
- Personal Advisors (PAs) have access to additional funding for the young people they are working with, which enables the PAs and young people can together agree how this will be used.

Feedback has been received from foster carers in relation to the Staying Put policy as it provides financial stability for carers and young people to remain within the family post 18.

How much have we done?

A series of briefings have been delivered to all staff in Children's Social Work Teams and included the fostering service and Independent Reviewing Unit (Independent Reviewing Officers and Child Protection Chairs). The briefing sessions provided information in relation to the new Support & Financial Guidance Policy for Care Leavers and the Staying Put Policy. A copy of the policy has been made available to all staff and foster carers. Easy read guides have been produced and 2 lead officers have been confirmed within the service. All staff within Children's Social Work Service were invited to attend the sessions. For those staff who were unable to attend they will have access to the recording of the briefing session and can contact the lead officers identified.

How well have we done it?

All staff have been informed of the new refreshed policy and it has been successfully implemented across the service

Best Start

Priority action: Achieve outstanding Children's Social Care this year

Deliverable: Improve our grading at the next social care inspection

Impacts and Outcomes

- The quality of contacts has improved and although there is still ongoing work with the team, we are ensuring referrals are safely and appropriately made to Children's Social Work teams with appropriate alternative pathways for all other referrals.
- The front door is well resourced with permanent and experienced staff, and the skill mix complements the offer and enables good decision making. The practice model is understood and owned by practitioners and partners and there is confidence the model, the ethos is embedded of having conversations at the right time leading to the right interventions
- There is a strong focus on direct work which is helping children develop relationships with their social workers. Social workers know their children extremely well. The majority of assessments are of a good standard with outstanding practice increasing
- Our Children with a Disability service has seen a significant improvement in performance and timeliness in completing of assessments and progressing of care plans and support packages for children and their families.

How much have we done?

- Our activity focus this period has been inspection preparation – collating Ofsted evidence library; ensuring all necessary documentation is up to date and refreshed where needed. Ensuring we have a strong narrative and can evidence we have addressed the areas outlined as needing further improvement in the 2019 inspection letter
- Continued focus on consistency and timeliness of recording, assessment and planning.
- The Service Development Plan (previously known as Improvement Plan) has been updated in draft.
- We have participated successfully in a regional funding application for COVID-19 recovery to the DfE in relation to our Mental Health in Families service. We have shared our COVID-19 learning from our Child Protection Conference service nationally through the DfE directed “What Works In Social Care” review. We were invited to spotlight our response to Child Protection conferences in a virtual environment in a national seminar. The process we adopted for the study included extensive mapping, consultation with partners through focus groups and exploration of activities undertaken. We also considered and reflected upon unintended consequences of the developing arrangements.
- A significant amount of work has been undertaken not only to improve the quality of data and development of the Liquid Logic case management system, but to use data and intelligence to continually improve performance, practice, and quality.
- The current Quality Assurance arrangements have been reviewed to further enhance our learning, support and challenge to all aspects of our performance, to ensure that we are delivering consistent, high-quality services. We have further embedded arrangements for Quality Assurance throughout Children's services, including focused audits for identified areas of potential development and focused practice learning days across the service. Interactive audits and challenge are undertaken with direct feedback on themes and areas for development identified.
- Reach across the KSCP subgroups and a presence in Executive partnership has increased breadth of understanding and accountability across Children's Service and partners, eradicating previously experienced silo worker and segregation.

How well have we done it?

The most recent Children's Services Analysis tool (ChAT) shows the majority of indicators travelling in a positive direction.



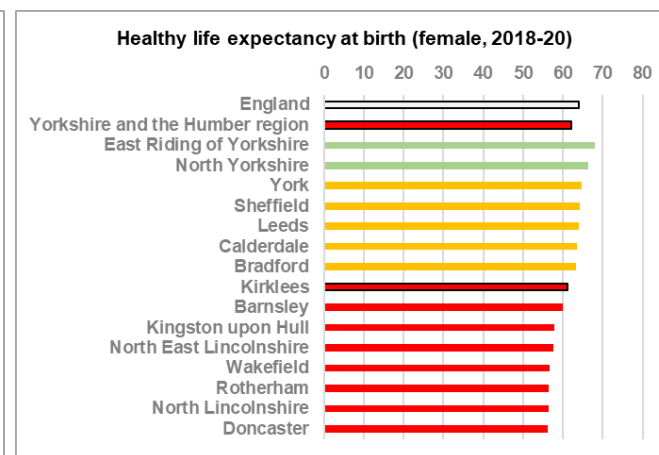
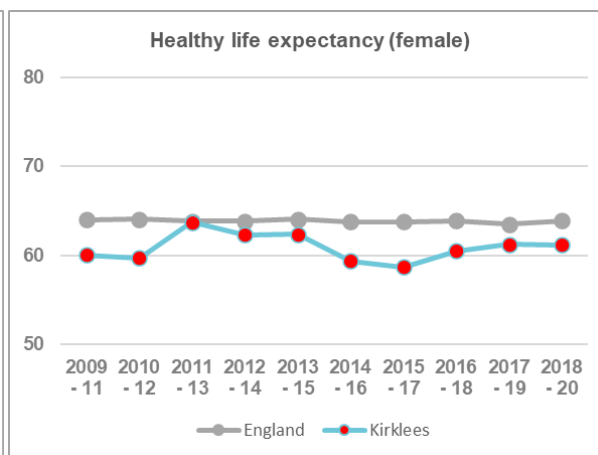
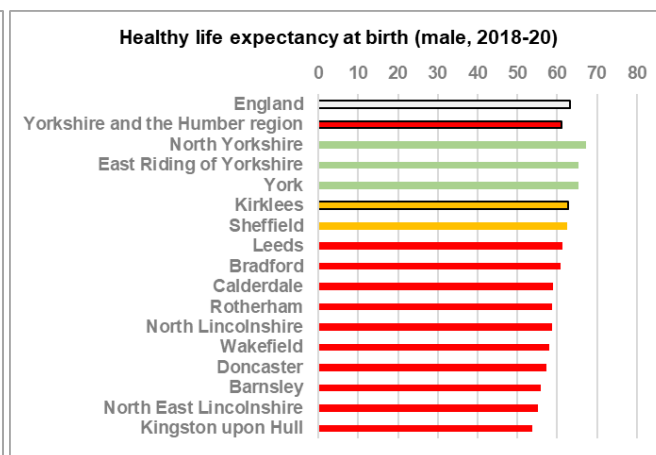
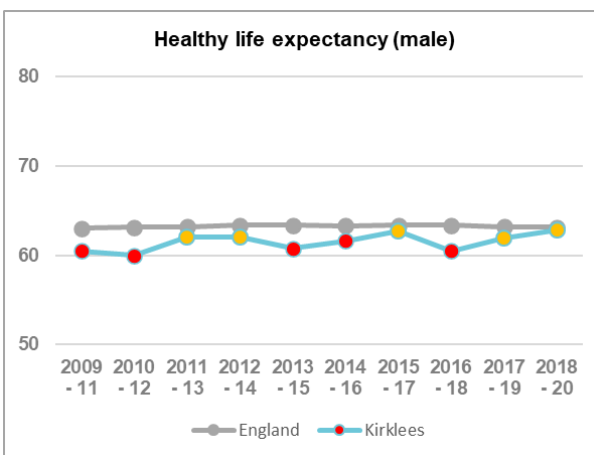
People in Kirklees are as well as possible for as long as possible

Outcome Definition

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.

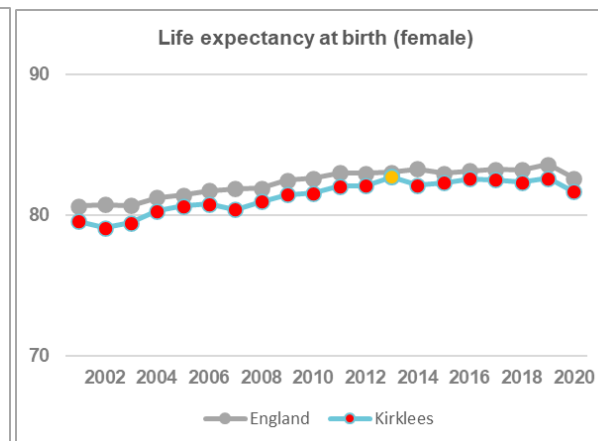
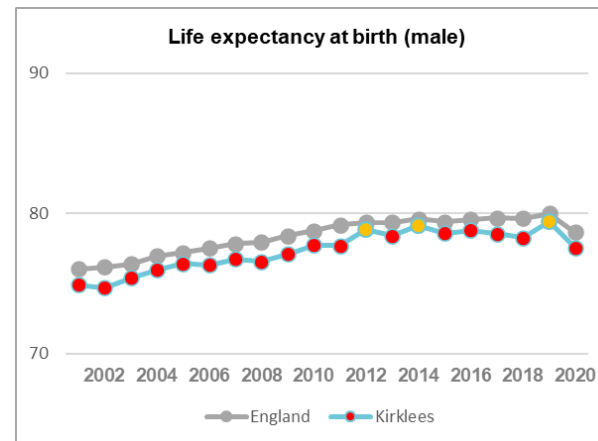
Population outcome indicators ('tracking our progress')

Healthy life expectancy



- Healthy life expectancy at birth in Kirklees has increased for males in the latest three-year period (2018-20). Kirklees is similar to the England average, and fourth highest in the region
- Healthy life expectancy at birth for females has remained the same in the latest three-year period, significantly below the England average and in the middle for the region
- Excess mortality resulting from COVID-19 can be seen in the 2020 single-year life expectancy figures, with life expectancy falling by almost two years for Kirklees males and falling by one year for females

● Red shows significantly worse, ● yellow shows no significant difference, ● green shows significantly better



Priority action 1: Leverage the opportunities that come from working as a whole council and wider system rather than just those that come from being individual services

Deliverable: Build on existing joint working between the council, CCG and providers (with and through the new Kirklees Care Association) to support the sector to maintain and improve quality and adapt to a new longer term future

Impacts and Outcomes

- The maturity of the relationship between the Local Authority (LA) and the provider market has improved significantly through the work outlined below. There is a much better appreciation of internal and partner-related issues, and the LA has a better understanding of where providers are and the factors that influence them. For example, on the work around equipment, providers didn't realise the criteria and budget restrictions, and LA and CCG colleagues did not appreciate the attitude of some of the those involved in the equipment assessment process. This has now improved, and the Care Association is well placed to lead procurement of some types of equipment moving forward.

How much have we done?

- The Commissioning Partnerships and Market Development team have supported the care sector through one of the most difficult times in its history. The team has issued £18.6m to 190 providers across social care to support providers with staffing and other additional business costs, ensuring continued delivery of provision and staff having the capacity to deliver quality services to those in their care. Drawing on strong relationships, quality support for early intervention has been available throughout.
- The award-winning In2Care workforce team has been working across the sector to support recruitment and retention, shaping and developing with providers lean processes to convert interested individuals into interviews and subsequently appropriate roles. Their work across the sector gives providers the best chance of attracting and retaining high quality dedicated staff, other work around fees will also help retain that workforce.
- The LA, CCG and providers have worked collaboratively on: Asset and provision mapping; Diversification discussions; Fees and funding; The Care Association.
- Activities undertaken included: commissioning external expertise to build evidence and local options to develop local care markets; developing a local workplan and task groups; generating a range of products that provide greater insight and understanding of sector issues; providing a business case for developing a local Care Association; supporting development of the Kirklees Care Association (KirCA), in place since late 2021, with a CEO and support staff appointed.

How well have we done it?

- The care sector, particularly the care home sector started 21/22 in a state of extreme pressure; an emotionally drained and exhausted workforce had seen loss on an unprecedented scale. Care homes were at such low occupancy there was a risk whole chunks of the market would close. Providers and their leaders could have ignored the work mentioned above, but instead they got deeply involved in the external research and shaping the work programme, and then got involved in delivering the tasks.
- The care market remains in a state of flux; whilst there have been a very small number of closures the market exits that were feared have not been seen. Some 'right-sizing' still needs to take place and the work above has been focussed on ensuring that even if a care business has to close the asset and staff have the best opportunity to carry on in the wider care market.

Priority action 1: Leverage the opportunities that come from working as a whole council and wider system rather than just those that come from being individual services

Deliverable: Play a key role in Kirklees' placed-based partnership: a collaborative arrangement between the organisations responsible for arranging and delivering health and care services in Kirklees, supporting a system of mutual accountability for the improvement of Kirklees outcomes

Impacts and Outcomes

- The Government delayed the implementation of Integrated Care Partnerships until July 2022 to allow the necessary legislative changes to be completed, therefore no evidence of impact is available yet

How much have we done?

- We have worked closely with our partners across Kirklees and West Yorkshire to develop a new set of governance arrangements in readiness for the formal introduction on the Integrated Care Board on 1st July 2022.
- At both Kirklees and West Yorkshire level these arrangements started operating in shadow form in April 2022 to ensure we built on the significant progress over the last year in establishing an inclusive approach to planning and delivering health and care services.
- To support this we have developed a formal Collaboration Agreement that sets out how partners will work together.

How well have we done it?

- As the Integrated Care Partnership and Integrated Care Board will not formally come into existence until July 2022, no information on how well this new structure is performing is currently available.

Priority action 2: Advocate for citizens and communities as part of the development of new integrated health and care arrangements in Kirklees, particularly to reduce health inequalities

Deliverable: Embed co-production principles for service review and redesign. Co-produce the new Direct Payments Policy with citizens (people who use services and family carers) through embedding principles of power sharing and collaboration, choice and control

Impacts and Outcomes

- In Kirklees, some peoples' lived experience of taking and managing a direct payment is falling short of the intentions enshrined in policy. The principle is that people should be able to maximise the choice and control they have over the care and support they are entitled to. The review of the Direct Payment Policy is the first phase of how Kirklees Council will work in partnership with direct payment recipients in a mutually respectful and co-produced way.
- Co-productive work with local people has resulted in a new: Direct Payment Policy; Direct Payment Guidance; Third party agreement
- The next phase of this project will be to successfully implement the new policy, processes and practice in a way which continues to embed the principles of power sharing and collaboration, and which allows people to have more choice and control.

How much have we done?

- The Direct Payments Working Group has involved a diverse group of 15 people who draw on care and support, including representatives from younger and older age groups, people with learning and physical disabilities, people who draw on mental health services, and unpaid carers who draw on care and support.
- To date there have been 23 meetings (plus many additional conversations), five reflective sessions, and a staff survey which attracted over 60 responses.

How well have we done it?

Regular and positive feedback has been received from coproduction partners, including:

- *"I have found the experience positive and most rewarding."*
- *"It's been an honour to work on the Direct Payments review. The group works really well together and the trust has grown between people to a point where they feel safe to challenge and support each other. The approach of the officer has been key to the success of the project so far and I really value that that they have taken the time to listen and reflect on what has been shared."*
- *"Being involved in the coproduction work with the council has helped me increase in confidence. I have enjoyed bouncing ideas around with other professionals and service users. I hope that my continued contribution to the work will help me in any future employment."*
- *"...I am really impressed with how open it has been, I have been able to share my experiences and contribute proactively to the policy review. I am confident that we can make a real difference with these documents and the work that comes after (hopefully!)"*
- *"Another productive meeting. It feels like we are really finding our feet now...it feels like this really is a new way of working, and I'm glad to be a part of it."*
- *"What went better than expected? Sustaining the principles of co-production, as a default setting, throughout the duration of each of the projects..."*

Priority action 4: Promote access to urban greenspace to increase physical activity and mental wellbeing through both high quality environments and the promotion of their use, particularly by those currently less likely to do so

Deliverable: Map existing and planned green space and improve access to those places as part of the Dewsbury and Huddersfield blueprints and Small Centre masterplans, working across directorates and with local communities

Impacts and Outcomes

- The masterplans are a long-term delivery plan and therefore it is not expected that this deliverable will be achieved within one year. It is too soon to see impacts and outcomes.

How much have we done?

- Greenspace mapping: Existing green space is mapped on Kompass. Within the Dewsbury and Huddersfield Blueprints new greenspace is planned and the designs for these areas are progressing. The Dewsbury Town Park includes a large new space with hard and soft landscape to the side of the Town Hall. Concept plans have been through a consultation phase with the public this year and are now progressing from concept design to detailed masterplan. The Huddersfield Blueprint includes several areas with new or improved greenspace. As part of this the Cultural Heart project represents the biggest new green space and is currently at concept design stage as part of a major master planning process for this zone of the town. St Peter's Gardens is the other major green space in the town centre and work has started on the design and consultation to define a scheme to improve this space to make it more attractive for all. A programme of works to public realm including greenspaces in other centres in the district is at concept stage and will include improvements to greenspaces that are integral to those centres, with good accessibility, under the small centres programme. Access to the spaces for pedestrians in the vicinity is a consideration in the design brief for all the above projects.
- Playable spaces: There are around 60 sites in various stages of development from early consultation through to final completion. These are distributed across the whole district and designed with a place-based approach to ensure provision is tailored to local requirements. New tree planting, general planting and additional natural features are being added to increase opportunities for biodiversity. We are one year into the full five-year Playable Spaces programme, with approximately 250 play areas in scope.
- Safer Streets: Funding for projects to improve safety of public spaces, with particular focus on females, led to new community activity at Greenhead and Crow Nest Parks.
- Make Space For Us: Yorkshire Sport Foundation research project with focus on teenage girls' barriers to accessing green spaces, using Ravensthorpe and Holroyd Park; findings should be available in June 2022 and will inform amendments to Holroyd Park.

How well have we done it?

- The Playable Spaces programme has successfully completed 19 site specific consultation exercises since launch, with responses from 734 residents. In general, the feedback received has been constructive and positive – enabling tailoring of designs where practicable to meet the needs of the local community. Place-based consultation and research conducted via Active Citizens and Place Officers has also been used to inform development of designs or further consultations regarding play.
- A Play and Inclusivity scoring assessment document has been developed to enable officers to score and assess sites before redevelopment and again once development has been completed. Moving forward, this scoring system will allow us to demonstrate the increase in Play Value and improvements in Accessibility that resulted from programme investment.

Priority action 4: Promote access to urban greenspace to increase physical activity and mental wellbeing through both high quality environments and the promotion of their use, particularly by those currently less likely to do so

Deliverable: Use mechanisms such as the Place Standard tool and the Current Living in Kirklees survey to gain a better understanding of why particular communities do and don't access green space

Impacts and Outcomes

- The push scooting pilot programme supports physical activity and mental wellbeing, encouraging the overall school community to promote push scooting as a sustainable active travel mode alongside walking and cycling. Push scooting is included as an effective intervention as part of 'Modeshift Stars' (travel plan framework for schools). A final evaluation report for this pilot is expected by December 2022.
- Elected members and stakeholders will be working together to identify active travel opportunities and to ensure barriers experienced at each place (informed by data and local insight) are in view and are being addressed. The interventions to be implemented are currently being identified, therefore no impact can be demonstrated yet.

How much have we done?

- Around 6,200 people completed the CLiK Survey in Nov-Dec 2021; data is currently being analysed and will inform this programme going forwards.
- The Kirklees Young People's Survey includes questions on active travel and perceptions of place. The survey closes at the end of July 2022.
- Push scooting pilot programme: This was delivered in over 50 Kirklees KS1/KS2 schools, engaging over 7000 pupils in activities.
- Place Partnerships Active Travel Fund: Opportunities to support elected members and place based communities to implement suitable active travel behaviour change interventions and small scale infrastructure works have been identified, using data intelligence and local insights gathered via the CLiK survey and Place Standard tool.
- Spatial planning for healthy places: Health Impact Assessments (HIAs) are carried out for all major development proposals that are likely to have a significant impact on the health and wellbeing of the local communities, or particular groups within it, to identify measures to maximise the health benefits of the development and avoid any potential adverse impacts. Over the period 2021/22, eight HIAs and 17 hot food takeaway applications have been received and responded to by Public Health.

How well have we done it?

- Some very positive feedback has been received from pupils taking part in the push scooting pilot. Further details will be provided once the evaluation is completed.

Priority action 5: Work with KAL to promote physical activity and wellbeing interventions among communities least likely to use existing KAL resources

Deliverable: Work closely with KAL and their senior management team to understand the partnership we need to deliver the ambitions in the KAL Commission, which will set the direction of travel, recognise the significant financial investment in KAL by the council and set out how more people who are currently inactive can become active, in ways that are interesting and acceptable to them

Impacts and Outcomes

- KAL do not routinely collect demographic data, but they have been requested to do so going forwards. KAL are also partnering with the University of Huddersfield for an **external impact evaluation** of their work to be developed, which will help to show the difference made.

How much have we done?

- KAL have made strides in this area, however the more pressing issue of finances has taken precedence. Additionally, the lingering challenges from COVID-19 still impacts KAL in terms of membership and, until recently, also their capacities.
- The KAL Commission was re-branded the KAL Partnership Framework, and signed off in Summer 2021. It encourages KAL to do more to support groups who are inactive and / or under-represented, and some progress has been made in that respect.
- KAL have initiated the Exercise Referral Scheme, First Steps to Fitness, Fit Mums (a programme aimed at ladies who are pregnant and / or who have recently given birth), and are developing other pilots including Falls and Trips, and a cancer prehab/rehab scheme.
- Regular meetings take place with KAL to understand what is happening on this agenda.

How well have we done it?

- KAL's customer survey has just been undertaken, which will give an update on customer satisfaction.
- KAL report that fitness membership (at 85% of pre-COVID-19 levels) and swimming lessons (at 90% of pre-COVID-19 levels) have recovered faster than anticipated.
- Family attractions are also performing well.

Priority action 6: Build on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and sense of belonging

Deliverable: Build on the capacity that community champions and volunteers have brought to supporting people with mental health issues during the pandemic response, helping to create more place-based capacity and ensure that access to support is easier, more timely and culturally appropriate

Impacts and Outcomes

- **Increasing vaccination uptake:** Following the work of Community Champions, the inequality gap in uptake between the most and least deprived areas in Kirklees reduced from 35% to 32% (July to October 2021). From July to October 2021 the biggest percentage increase in uptake was seen in Pakistani/British Pakistani ethnicities (+7%). This increase equates to over 2,300 additional vaccinations in Pakistani ethnicities across Kirklees, evidence of the life-saving impact of Community Champions.
- This work has also had an impact on the **Champions** themselves: “Through this project I felt more connected to my community... I now demand that kind of connectivity.”
- It has also increased the impact of voluntary organisations and **collaborative working:** “...Being a part of the Champions project has meant that our input as an organisation has been amplified.” “The project has definitely strengthened links between community organisations.” “The Local Authority wants everyone to be safe and the public want better service. Working together we can work something out and help to influence policy and shape services.”

How much have we done?

- Over 8,500 residents had a conversation with one of our 78 Community Champions. Champions spoke to individuals on numerous occasions to help overcome barriers to the vaccine, building confidence and working at the individual’s pace. These conversations were not just about the vaccine, but about the individual as a whole, and Champions were well-placed to signpost and support individuals around other needs.
- 58 Voluntary and Community Sector organisations were involved in the Community Champions project, working with Black, Asian and Minority ethnic communities, individuals with physical and learning disabilities, carers and vulnerable adults. Alongside conversations, social media, community newspapers and radio stations were used.
- Champions identified concerns about mental health within their communities and were able to access mental health training. Community members were also linked to bereavement support sessions. As Champions were from the communities they were dealing with, their natural cultural sensitivity enabled them to support individuals with mental health issues without any associated stigma.

How well have we done it?

- Over 40 case studies are available, with many more quotes from individuals impacted by the work of Community Champions.
- Emergent themes included:
- Continuous support and reassurance (Pakistani lady with underlying health issues, conversations took place over a period of time); Overcoming anxieties (individual with learning disabilities afraid of Covid and fearful of the vaccine); Challenged and informed conversation (Individual from the African Caribbean community, conversation was about more than just the vaccine, “politics of race and access to health care”); The power of changing one mind (*“I wasn’t going to have the vaccine but you changed my mind. Not only that but I have convinced my friends and family to do the same”*); If it wasn’t for you...(*“If it wasn’t for you guys asking me everyday and telling me the facts about the vaccine or even how important it is to get it done, I wouldn’t have got it, so thank you”*)

Priority action 6: Build on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and sense of belonging

Deliverable: Commence the Health Check Pilot that will work to engage with people who have been previously invited for a health check, but not taken up the offer. This will result in the early identification of issues such as diabetes and hypertension among those individuals at greatest risk

Impacts and Outcomes

- In 80% of those taking part in the Health Check Pilot a health issue was identified, e.g. high blood pressure, high cholesterol, or diabetes.
- One case study demonstrated that as a result of the Health Check, a gentleman had reduced his salt intake, reduced the amount of bacon and bread he was eating (he had a cooked breakfast everyday pre-Health Check). His self-reported mental wellbeing has subsequently improved, and he has lost weight. He is now undertaking mindfulness, his blood pressure is now in the normal range, his total cholesterol has reduced, his Q-risk (his cardiovascular risk) has reduced. He is now food prepping with his daughter.
- Further case studies and storyboards will be gathered.
- Qualitative and quantitative data is being collected, and will be independently evaluated by the University of Huddersfield in November 2022.
- Follow up conversations are being held with participants by Wellness Coaches. Early indicators are that we are seeing positive behaviour change, and participants are engaging with the Wellness Service in the longer term as a result of the Health Check.

How much have we done?

- 450 people have undertaken a Health Check in the community (between November 21 and March 22)

How well have we done it?

- To ensure active and responsive engagement:
 - Resources have been developed in 5 languages
 - Sessions were delivered in local venues in response to insight gathered

Priority action 6: Build on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and sense of belonging

Deliverable: Implement the Exercise on Referral (ERS) Scheme, which recognises that there is a significant cohort of people requiring specialist exercise supervision due to existing co-morbidities, as well as the impact of COVID-19. The scheme will enable clients to be supported in various other ways, for example with addressing smoking or alcohol use

Impacts and Outcomes

- The University of Huddersfield will be supporting KAL by analysing the impact of the Exercise on Referral Scheme. The full picture on this will not be available until after the 12-month follow up has been completed, with reporting expected in Spring / Summer 2023.

How much have we done?

- Initial reporting will be due in June but KAL report that an average of 15 people per week are currently being referred, with further pushes to boost this due once KAL have recruited an additional staff member.
- The scope of the ERS was agreed, including sharing the scope and the test referral platform with stakeholders for comment / feedback. Internally, the Wellness Website was expanded to include a secure online referral link for medical professionals, with the process documented and then signed off by Information Governance to ensure GDPR compliance.
- A slight delay in obtaining GDPR sign-off meant that referrals started in December 2021 rather than November.
- KAL recruited staff to deliver the programme, and have started to take referrals since December 2021. Further promotion of the scheme to GPs is being prepared and will be circulated imminently.
- Monitoring and evaluation will be carried out by KAL, with the University Of Huddersfield providing independent assessment of impact. The nature of the scheme means that the first of this feedback is unlikely to be available until Spring / Summer 2023 as it includes 12-month post ERS follow-up.
- Regular meetings between Public Health and KAL take place as part of the extended roll-out and support.

How well have we done it?

- Initial reporting will be due in June which will help to demonstrate how well the scheme is performing.

Priority action 6: Build on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and sense of belonging

Deliverable: Pilot an approach to tackling obesity within the council's Wellness Service that focuses on healthy behaviours such as movement, good quality nutrition and good mental wellbeing, rather than on weight and BMI

Impacts and Outcomes

- Improvements in ONS scores (measure of life satisfaction, happiness and feeling things are worthwhile) between pre- and post-intervention; variance excellent at +1.6
- Improvements in WEMWBS scores (measure of emotional wellbeing); variance outstanding at +4.8
- Patient activation improvements:
 - Prior to attending course, 72% were a little able to manage their health and wellbeing, 28% were quite able
 - After attending the course, 28% were a little able, 72% were quite able
- As a result of attending the course, clients are using relaxation techniques (80%), have improved mental wellbeing (50%), have improved understanding of own behaviours (40%), think more positively (40%) and eat more mindfully (40%).
- Health markers 3 months after course: Systolic BP variance = -7; Diastolic BP variance = -3; HbA1c variance = -4; Total cholesterol variance = -0.62

How much have we done?

- The course structure and content was created between July – Sept 2021. The team worked alongside Healthwatch during this phase and delivered focus groups where individuals helped inform the design of the course name, content and structure.
- In Sept 2021, the course was delivered internally to Wellness and Community Plus staff members, which provided further feedback ahead of launch.
- The first 6-week virtual course launched and was successfully delivered in November 2021.
- Between January and April 2022, two further virtual courses have been successfully delivered, using participant feedback to continuously improve the programme.

How well have we done it?

- The average satisfaction score has been excellent at 4.9 out of 5



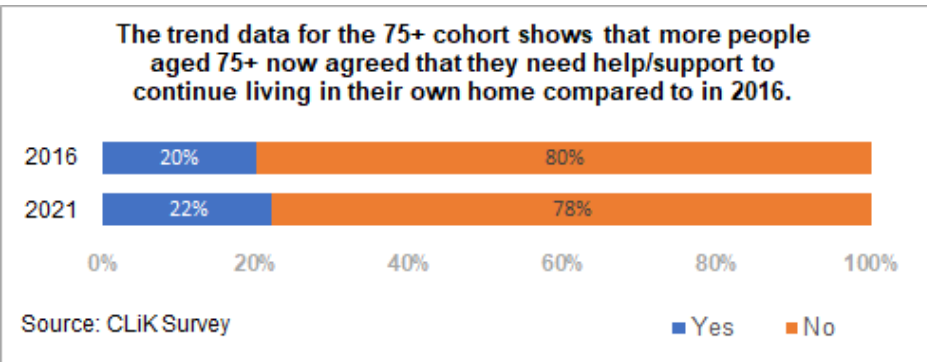
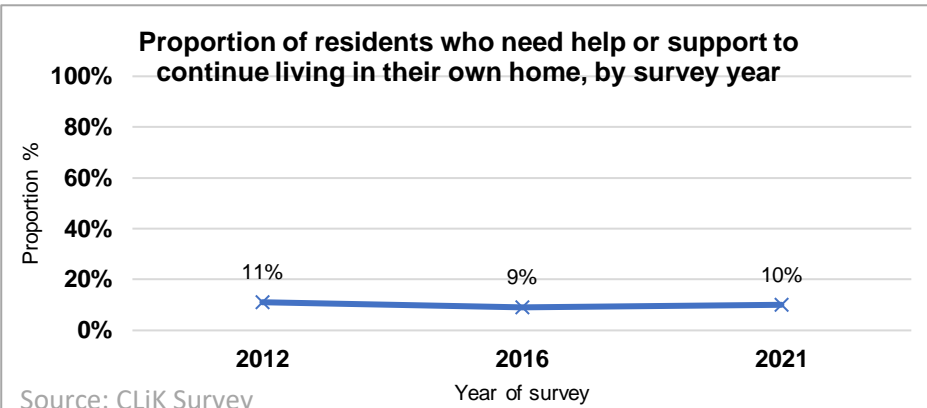
People in Kirklees are independent and have control over their lives

Outcome Definition

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.

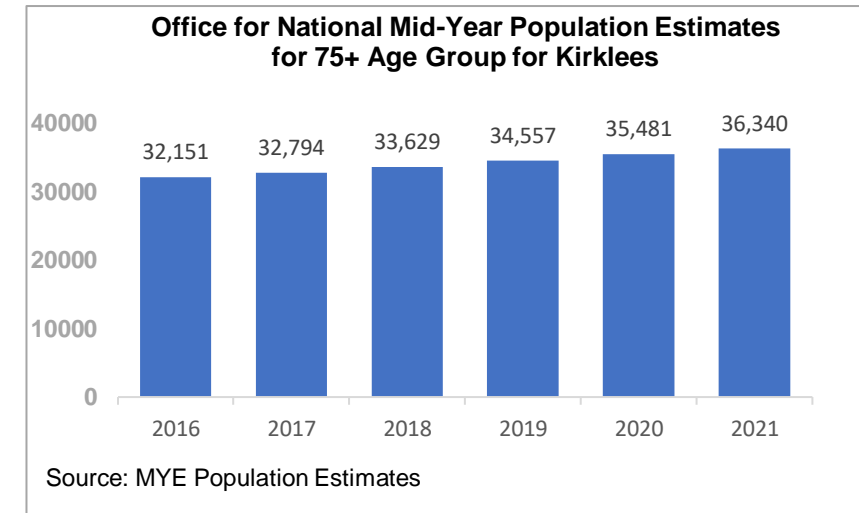
Population outcome indicators ('tracking our progress')

Indicator 1: % of people who need help or support to continue to live in their own home



Overall about **10%** of people who responded to our latest CLiK Survey said that they need help or support to continue living in their own home. This remains consistent with previous years.

- People aged 75 and over are more likely to have support needs to continue living in their own home (22%). Although this is similar to the proportion seen in 2016, there has been a large **rise in that population group (+13%)** during the same period. Through a continued focus on enabling people to remain independent, the number of people we support to live at home has been increasing rapidly year on year. We have a well-developed reablement service and a proactive urgent response offer enabling us to provide early intervention and support.



- People living in the most deprived areas (quintile 1 = 15%) are more likely to need support compared to people living in less deprived areas of Kirklees.
- More people in Dewsbury West and Heckmondwike wards said they need support to continue living in their own home (16% for both) compared to other wards in Kirklees.

Independent

Priority action 3 (under Well outcome in Council Plan): Create a sustainable care market including alternatives to residential care through the development of extra care housing etc., and staff working conditions that more closely reflect the value of their role

Deliverable: Develop a broader range of accommodation and support offers including micro-enterprises, new supported living arrangements and extra care housing

Impacts and Outcomes

- Insufficient progress on this deliverable to demonstrate impact/outcomes
- Accommodation will contribute to the stock of affordable housing in Kirklees, targeting those most in need including those living below the poverty line
- Residents will live in affordable safe, secure and more energy efficient homes (e.g. Abbey Road retrofit scheme)
- Other complementary pieces of work that will help to tackle inequalities e.g. Older People from Ethnic Minority Housing Needs & Perceptions Study carried out last year, will assist the council and its partners in providing a truly inclusive housing and support offer, meeting the needs of all older people across the district and helping Kirklees to build a strong, lasting legacy of belonging for all local communities to feel proud of

How much have we done?

- September 2021: Planning Permission Granted
- Supported Living scheme at St Pauls Mirfield is still in progress but not yet on site, discussions are ongoing between the provider and the council
- Ten homes started on site in 2021/22 are bungalows for people over 55; two will be adapted for people with limited mobility (but not classed as supported housing)

How well have we done it?

- Insufficient progress on this deliverable to demonstrate how well this was done
- Tenants will complete the annual STAR (satisfaction of tenants and residents) social housing survey
- Results from the 2022 STAR survey will be available in the summer of 2022; the 2021 survey showed 68% of tenants were satisfied overall with the service (a decrease on previous years, in part due to the COVID-19 pandemic)

Independent

Priority action 3 (under Well outcome in Council Plan): Create a sustainable care market including alternatives to residential care through the development of extra care housing etc., and staff working conditions that more closely reflect the value of their role

Deliverable: Build 50 affordable 'Extra Care' homes at Ashbrow, Huddersfield, with a further 50 at Cleckheaton

Impacts and Outcomes

- Insufficient progress on this deliverable to demonstrate impact/outcomes
- When built, the 'Extra Care' homes will contribute to the stock of affordable housing in Kirklees, targeting those most in need including those living below the poverty line
- These are self-contained flats with design features and care and support services available to enable self-care and independent living
- Tenants will have access to regular wellbeing checks, and intended outcomes include improved mental health and wellbeing, and reduced social isolation

How much have we done?

- Ashbrow Extra Care scheme Platform works complete Spring 2022
 - Contractual issues and increased construction costs on Ashbrow Extra Care scheme (50 units) have impacted delivery. Platform works for the Extra Care scheme is complete and the current estimate for completion of the scheme is late 2023.
- Cleckheaton Planning Permission granted January 2022
 - Public Rights of Way on site at the Cleckheaton Extra Care scheme (80 units) have impacted delivery. The current estimate for start on site is Autumn 2022 and the estimate for completion is Autumn 2024.

How well have we done it?

- Insufficient progress on this deliverable to demonstrate how well this was done
- Residents living in the new Ashbrow 'Extra Care' scheme will complete the annual STAR (satisfaction of tenants and residents) social housing survey Results from the 2022 STAR survey will be available in the summer of 2022; the 2021 survey showed 68% of tenants were satisfied overall with the service (a decrease on previous years, in part due to the COVID-19 pandemic)

Independent

Priority action 1: Create inclusive communities in which the design of housing and the built environment actively promotes the independence of older people and people with a disability

Deliverable: Explore emerging models of accommodation that facilitate independence, care and support. Engage with communities to inform place-based intelligence regarding current provision and gaps

Impacts and Outcomes?

The internal collaboration around the issue is much more effective than it was even a year ago, the strategy covering children, adults with care needs and other vulnerable adults means there is a common view of the issues, and an agreed set of objectives that are required across all accommodation markets. However, as above the strategy is in its early stages so impacts on people lives outside of the great business as usual work that happens to support people to live independently is yet to be tested.

How much have we done?

The work so far has been predominantly secondary research based and preparing for place level engagement. Building on the OPEM (Older People from Ethnic Minorities) research that took place has influenced the direction of travel for aspects of the place-based engagement. Developing the strategy took time and effort during the first part of the reporting period.

The strategy was then consulted upon, this engaged a range of professional groups from providers, developers, partners and internal services to test and reflect on the aims and themes of the strategy in a post pandemic specialist accommodation market.

Assimilating the range of national and local data into simple profiles has taken place, these have developed KLOE for place-based engagement work.

Provider diversification discussions – This was particularly aimed at care home providers where other care and support models and types of provision have been outlined in one to one and group conversations.

We have undertaken a number of site suitability reviews where data, modelling and local intelligence are brought together to test a potential site being used for a particular care group and are developing baseline profiles of geographic areas locally, starting with the four community hub areas and exploring subsets of data where there are ward and LSOA insights which need to be considered as we shape specialist accommodation.

Independent

Priority action 1: Create inclusive communities in which the design of housing and the built environment actively promotes the independence of older people and people with a disability

Deliverable: Explore emerging models of accommodation that facilitate independence, care and support. Engage with communities to inform place-based intelligence regarding current provision and gaps

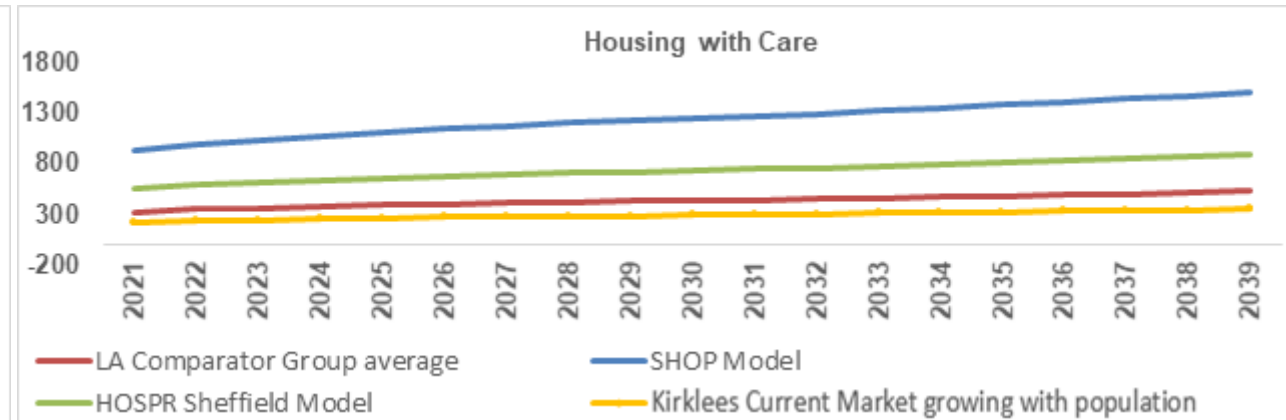
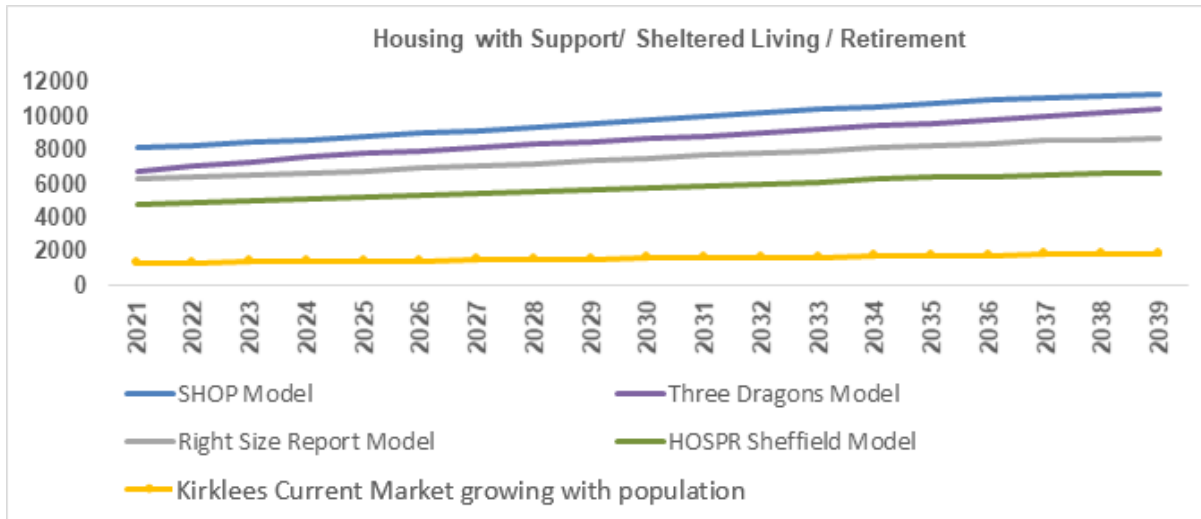
Continued...

How well have we done it?

The work is in an early phase, the strategy covers the period to 2030 and gauging quality will be difficult in the short term. The strategy document itself has been well received but delivery will of course be the test of its effectiveness.

There are a number of tools that can help understand potential future demand for accommodation support, they are summarised below and have been applied to the local population across each of the groups covered by this strategy.

These models are likely to be significantly modified as a result of the actions of the strategy. In terms of numbers of units Kirklees trails behind comparators and national models. This gap will continue to grow over the coming years. The local plan to develop 500 units of housing care would put us above comparators and below the HOSPR model. Housing with Support, sheltered and retirement should be looked at alongside housing with care, there have been instances locally where a more rounded retirement model would have potentially better suited people who have ended up in local extra care.



SHOP - (Strategic Housing for Older People) tool from Housing LIN

Housing for older people supply recommendations (HOPSR) Model from Sheffield Hallam University with Cambridgeshire LA's

Right Size Model - Kirklees Comparator Group Model

Independent

Priority action 2: Review and make improvements to the adaptations policy and process

Deliverable: Support people to live independently and with dignity by implementing people-centred service delivery. Map processes and compare to national best practice models, then revise processes and implement an appropriate policy.

Impacts and Outcomes

This project is at a very early stage, so evidence of impact is limited for the timeframe covered by this. Intermediate impacts evident in mid-April 22 include:

- Confidence in a positive outcome from the independent review remains high – based on feedback from working group members
- Good levels of engagement in the review by council colleagues and delivery partner representatives invited to participate in the process workshops – evidenced by at least 41 of the 71 people invited to participate accepting 1 or more workshop session invites (with time still available for acceptance number to rise further)

Reason for Project Delay

- Agreeing to undertake a longer review process (12 weeks rather than 5 weeks) on the basis of the response to the review tender, informed by good practice and a desire to ensure 'buy-in' and involvement of all relevant council teams and delivery partners

How much have we done?

- 1 consultant appointed to carry out the independent review of home adaptations provision
- 6 working group meetings held (by the end March 22)
- 2 key stakeholders identified for 1:1 interview with the consultant as part of the review
- 13 service user / community of interest groups identified to support citizen and provider involvement during and after the review process (covering a range of groups including carers, people with learning disabilities, people with visual impairment, people with Autism, people with disabilities, people affected by mental health, parents of children with additional needs)
- Over 70 colleagues invited to participate in process workshops as part of the review process

How well have we done it?

- High level of satisfaction (across the project working group members) with the outcome of the procurement exercise, and subsequent appointment of Foundations to carry the independent review of home adaptations provision
- High level of confidence in the quality of Foundations (as a national body with considerable expertise and influence in this area of work) across council teams involved in the review process and the working group members

Independent

Priority action 3: Continue to develop the library service, including investment into the library estate

Deliverable: Continue the capital development programme to ensure the library estate provides inclusive and accessible services and spaces

Impacts and Outcomes

A six month evaluation has highlighted the importance of the library services to the local community. Feedback has been excellent regarding the children's stock, people recognising that it reflects the local community, and the cohesion library services.

The three capital development schemes Heckmondwike, Mirfield, Holmfirth libraries will contribute to town centre development/regeneration including growing community resilience and capacity which will help embed our place based working ambition. Success of these three schemes that have been coproduced with elected members, the community and other services leading corporate initiatives such as small town centre schemes, and corporate landlord place based working, will see the libraries as thriving venues in the heart of these places where our residents can access services above and beyond borrowing books. Council, voluntary/community and a wide range of stakeholders include businesses will share the spaces available and ensure that accessibility and inclusivity for all the community is paramount resulting in outcomes delivered being appropriate to the place.

How much have we done?

- Opening of new library building at Birkby and Fartown – inclusive engagement has led to a well-used library by the community.
- Phase 1 – Redesign/Rebuild of Mirfield, Holmfirth and Heckmondwike libraries –the completion of the works on these three libraries will extend beyond March 23, but the redesign phase will be complete by June 2022. The delay is due to changes in extent of works, identification/assessment of wider options, consideration of integration into wider schemes than initial timescale was based on. Rebuild milestones to be confirmed once re-design phase is complete and capital allocation granted.
- Accessibility assessments and action is currently on track to be completed by Mar 23 across all other libraries.
- General repair, maintenance and improvement program for all other libraries has a delivery timescale of 3-5 years and is separate to above.
- Birkby and Fartown activities – 64 events to help with social isolation, ESOL, literacy and mental health, responding to community needs identified from the community engagement.
- Working with the Community Cohesion team to support refugees and asylum seekers including arrivals from Ukraine

How well have we done it?

Feedback following a visit by the DCMS (Department for Digital, Culture, Media & Sport) Library team was very positive.

"We loved visiting the new library at Birkby Fartown. What a great example of how new design principles to support diverse needs can be used in libraries to create a fresh, flexible, and welcoming space for the community. And we could see the ambition from staff and local volunteers to really maximise the potential of the space and the resources in it"

Independent

Priority action 1: Continue to develop the library service, including investment into the library estate

Deliverable: Use our library estate to support and enable partnerships based in the heart of communities to embed place-based working and the role of libraries as community anchors

Impacts and Outcomes

Library Services continue to increase visits, events, lending and digital offer after the significant downturn during the pandemic.

We have received some great feedback from people who use our services.

“I lead a small Book Group for the visually impaired who would normally meet monthly at Huddersfield Library. I have had lots of lovely chats over the year covering all sorts from book discussions and recommendations to new hobbies and holiday memories! “

“I really enjoy autobiographies; it has really helped me get through this.”

“I had to go into hospital last week, so I took some of the books from box (Aspire wellbeing package) with me for something to do.”

How much have we done?

- Partnership work: We provide a range of resources, develop partnerships (approx. 400 different partners) and reach out to those who can't easily access the service e.g. Books and IT provision, loaning digital devices, Home Library Service.
- **440,276 total visits** to our libraries this year (Covid affected)
- **1,083,730 Items loaned** (physical and digital)
- Libraries have become 'Libraries of Sanctuary' - Libraries of Sanctuary is one stream within the City of Sanctuary UK movement which aims to build a culture of welcome and place of safety for people seeking sanctuary from conflict, persecution, and environmental issues. To support this movement, Kirklees Libraries work to be safe, neutral, spaces that are accessible to all, with staff and volunteers trained to understand the issues faced by sanctuary seekers and able to provide them with a warm, friendly welcome, signposting and support.

	2019/20	2020/21	2021/22
Book Issues Physical	1,017,724	196,526	638,622
E-book Issues	61,128	158,120	121,824
PressReader Articles Read	354,266	4,671,625	10,159,855
PressReader Issues Read	76,338	273,539	323,342
New Members	13,362	4,432	11,158
Visitor Figures	1,324,683	18,243	440,276
IT Sessions	155,436	778	43,256
Events	8,224		2,173
Online interactions	-	58,798	490,513
Volunteering Hours	41,818	924	12,753

Independent

Priority action 1: Continue to develop the library service, including investment into the library estate

Deliverable: Use our library estate to support and enable partnerships based in the heart of communities to embed place-based working and the role of libraries as community anchors

Continued...

How well have we done it?

By using our Overdrive collection to read and listen to books our users have saved themselves over £108 each since the first national lockdown in March 2020. In comparison with figures from 2019-20 the number of people using Overdrive has increased by 94%, with the number of copies borrowed increasing by 254%. Similarly, magazine and newspaper readers were able to save over £185 each by using Pressreader while usage saw a 90% increase in users and a 326% increase in issues opened.

Over the whole year, Kirklees Libraries saved Kirklees residents a figure in excess of £2 million. These figures have been reached by looking at the numbers of readers and issues for each title, along with the average price to buy of the most popular e-audio and e-book titles, magazines, and newspapers, and represent average savings per person.

We donated over 5000 books to care homes, residential and nursing homes, sheltered housing, children's homes, community settings, local organisations, and partners across Kirklees. The books gave the opportunity for escapism and relaxation, while also supporting children and families who were home schooling.



Aspire and Achieve

Outcome Definition

People in Kirklees aspire to achieve their ambitions through education, training, employment and lifelong learning

We want children to achieve well and leave school ready for life and work. We want people to enjoy and value learning throughout their lives and businesses to support a skilled workforce. The council has a role in making sure that education and learning is accessible and relevant to needs and opportunities, both now and in the future.

Population outcome indicators ('tracking our progress')

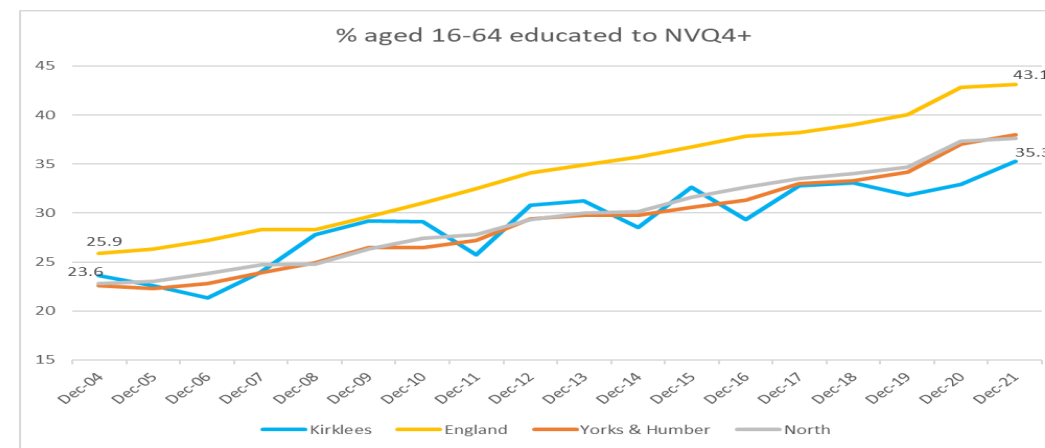
Performance at the end of Key Stage 4 (at end of GCSEs)

Average Attainment 8 Score	2019 Kirklees	2020 Kirklees	2020 England	2020 Difference to England	2020 National Rank	2020 National Quartile	2021 Kirklees	2021 England	2021 Difference to England	2021 National Rank	2021 National Quartile	2021 Yorkshire & Humber
All children	45.3	48.6	48.0	0.6	97	C	49.5	50.9	-1.4	95	C	49.1

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.

In 2020/21, the average Attainment 8 score of all pupils nationally in state funded schools was 50.9 points, in comparison Kirklees was 49.5 points. Since last year, the average attainment score in Kirklees has increased to 49.5, from 48.6 points. This is a 0.9 increase from last year and equivalent to the England all schools average increase of 0.9 (48.0 to 48.9). When comparing by Region, Yorkshire & Humber saw an average Attainment 8 increase of 0.8 points over the last year. In Kirklees, the Attainment 8 increased by a slightly faster pace (0.9 points).

Adults qualified to level 4 or above (i.e. equivalent to a BTEC)



95,300 Kirklees residents aged 16-64 were qualified to Level 4 or above in 2021, 35.3% of the adult population. This is up from 89,400 (32.9%) a year earlier. This 7.3% annual increase in the proportion of people with degree level qualifications is significantly larger than the 0.8% increase seen across England as a whole over the same period. However, there remains a large gap between attainment in England and Kirklees. With 43.1% of adults educated to NVQ4+ in England, the gap currently stands at 7.8 percentage points, despite the recent narrowing. Looking over the longer terms shows this gap has widened substantially since 2004, when 23.6% of Kirklees adults and 25.9% of those in England were educated to Level 4 or above.

Aspire and Achieve

Priority action 1: Improve learning outcomes for all our children, particularly those where the attainment gap is the widest

Deliverable: Develop approaches that support young people who have been impacted by the pandemic, through the Kirklees Futures work which has seen a Learning Strategy for the borough adopted by the council's Cabinet, and will co-produce plans for action

Impacts and Outcomes

Average Attainment 8 Score	2020 Kirklees	2020 England	2020 Difference to England	2020 National Rank	2020 National Quartile	2021 Kirklees	2021 England	2021 Difference to England	2021 National Rank	2021 National Quartile	2021 Yorkshire & the Humber
SEN Support	32.6	36.4	-3.8	129	D	31.6	36.7	-5.1	141	D	33.9
Educational Health & Care Plan	13.1	15.2	-2.1	101	C	15.1	15.7	-0.6	83	C	15.1
FSM Eligible	38.9	38.6	0.3	48	B	38.6	39.1	-0.5	60	B	37.6
Children Looked After	22.3	21.4	0.9	67	B	30.1	23.1	7.0	12	A	52.2

- The government published local authority data for GCSE results for 2020 and 2021 but not individual schools' data. The data shows an improving picture. In 2021, the percentage of pupils achieving grades 5 and above in English and Maths in Kirklees increased to 50%, this is an increase of 1.9% since last year.
- Ofsted reports from September 2021 will give an indication of the evidence of impact of school improvement work on pupils.
- Impact on future outcomes for all learners, including those with the widest attainment gap, will come as a result of the resumption of national testing in the summer of 2022. An educational outcomes report will be provided which will include detailed analysis of the impact of the work to reduce the attainment gap and tackle inequalities.

How much have we done?

Co-production of the Learning Strategy known as '**Our Kirklees Futures**' received cabinet approval in October 2021. This aligns with the ambitions of the **SEND Transformation Plan** to support and challenge schools to ensure best outcomes for all learners, with a clear focus on vulnerable groups.

In Autumn term 2021, there were 120 visits in total to 68 schools undertaken by Kirklees Learning Partners with school leaders from the Autumn Term of 2021. 43 of these have been planned School Improvement visits. In addition, support was provided for Headteacher recruitments, Headteacher performance management meetings, and facilitation of school to school networks. Examples of these networks include: Primary, Secondary and Special School Heads meetings, Leaders of learning, Deputy Heads, New Heads, Primary Maths, Primary English, Science, SENDCO, Faith and SACRE, Early Years and Early Careers teachers.

29 online courses, conferences and networks were delivered in the Autumn term, examples including: Kirklees and Calderdale Religious Education Conference, Secondary Data and Assessment network, Knowing the data in your primary school, Special Educational Needs and Disability network meeting, New to Year Six English and maths, Early Years and Foundations Stage network meeting and Appraisal and competency for School Governors.

How well have we done it?

Feedback from network meetings, courses and Kirklees Learning Partner visits indicates a strong element of satisfaction. This is further indicated by the large number of schools wishing to continue with the network package from the Learning Support Service for the following academic year.

Aspire and Achieve

Continued...

Impacts and Outcomes

Exclusions	2017/18	2018/19	2019/20	England 2019/20	Yorkshire & Humber 2019/20	Difference to England 2019/20
Suspensions	5.9%	6.1%	4.1%	3.8%	5.4%	-0.4%
Permanent exclusions	0.11%	0.10%	0.08%	0.06%	0.06%	-0.14%

Primary School Absence	2017-18	2018-19	Autumn 2019	Autumn 2020	Eng Autumn 2020	Difference to Eng Aut 2020
Authorised Absence	3.0%	2.9%	3.3%	2.6%	2.6%	0.0%
Unauthorised Absence	1.1%	1.1%	1.0%	1.0%	1.0%	0.0%
Persistent Absence	8.7%	8.8%	11.7%	9.9%	9.9%	0.0%

Inequalities

Learners with Special Educational Needs (SEN) have the widest group difference than national, with those on a Educational Health and Care Plan (EHCP) suspensions at 14% (national 12%), and permanent exclusions at 0.1% (in line with national 0.1%). Learners with **SEN support are higher than national in both measures**, at 15% for suspensions (national 11%) and 0.3% for permanent exclusions (national 0.2%).

Secondary School Absence	2017-18	2018-19	Autumn 2019	Autumn 2020	Eng Autumn 2020	Difference to Eng Aut 2020
Authorised Absence	4.0%	3.9%	3.8%	3.8%	3.9%	-0.1%
Unauthorised Absence	1.5%	1.6%	1.5%	1.5%	1.8%	-0.3%
Persistent Absence	13.4%	13.6%	14.0%	15.3%	16.3%	-1.0%

How much have we done?

The Local Authority encourages a clear message that schools must seek advice and support from Ethos Academy Social Emotional and Mental Health (SEMH) outreach service or Educational Psychology before moving to exclude a child or young person.

The increased in suspensions and permanent exclusions are being addressed in the **SEND Transformation Plan** through the inclusion strand underpinned by the **Our Kirklees Futures Learning Strategy**.

With the full reopening of all schools, attendance was a clear focus. The ambition for all learners to have access to an excellent local school, which they regularly attend, is one of the key visions of **Our Kirklees Futures**.

How well have we done it?

The Exclusion rate for all pupils is generally **in line** with national for suspensions and permanent exclusions for 2019/20. Absence rates are **in line** with or lower than national figures.

DfE warning: Covering the 2019/20 academic year, this year's data includes the start of the pandemic when, from 23 March, school sites were closed for all but those children of critical workers and vulnerable children, with others being educated remotely. Permanent exclusions and suspensions were possible throughout the full academic year but comparisons to previous years should be treated with caution.

Priority action 2. Produce an Employment & Skills Strategy

Deliverable: Develop an Employment and Skills Strategy and ensure it aligns with the Learning Strategy, to support with the transition into post-16 education and progression into the world of work

Impacts and Outcomes

- The collaborative process of producing the plan has created stronger partnerships to support its delivery. The plan proposes a series of new partnership-based actions, and a new collaborative approach to oversee the delivery of those actions.
- Although not yet in delivery, the plan outlines a series of measurable indicators to track progress. These cover both the delivery of support (e.g. number of apprenticeship starts/completions; number of digital skills courses completed) and appropriate impact measures (proportion of population educated to level 2 or 4; unemployment rates).
- Further work is ongoing to ensure the plan fully reflects the needs of groups facing inequalities and the narrative in the plan highlights the inequalities in the employment and skills system.

How much have we done?

- The plan draws on feedback from over 250 local businesses and education providers as well as key stakeholder engagement.
- Stakeholders include representation from further and higher education, work-based learning, employers from sectors of local strategic significance, business representative organisations, the voluntary sector, the local authority, and local government agencies.

How well have we done it?

- The plan is the product of extensive engagement and input from partners, including input on the draft strategy from October 2021.
- Both the scale of engagement, and other external factors such as COVID-19 mean production of the strategy has extended beyond original timelines but is now due to be complete in July 2022.



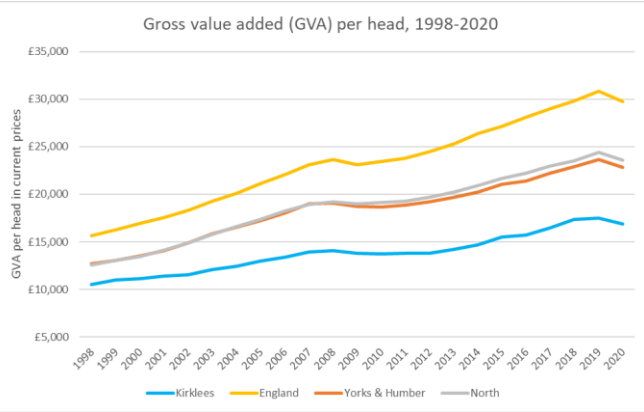
Sustainable Economy - Kirklees has sustainable economic growth and provides good employment for and with communities and businesses.

Outcome Definition

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.

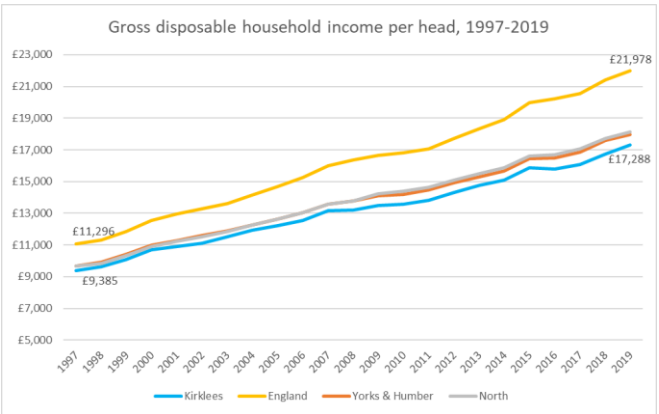
Population outcome indicators ('tracking our progress')

Gross value added per head



- Economic output, measured by gross value added (GVA) was £16,853 in Kirklees in 2020. This is down 3.8% on 2019, with economic output across most parts of the UK falling through the COVID-19 pandemic.
- The fall in Kirklees was slightly larger than across England and Yorkshire & Humber, both of which saw 3.5% falls.
- Note that these numbers do not include the impact of inflation. When the more widely used measure of GDP including inflation is used, Kirklees' output per head fell by 12%. Again, this is higher than in England (11.%) and Yorkshire & Humber (11.5%).
- The falls in activity through COVID-19 disrupted the recent trend of steady growth in output per head in Kirklees. However, this growth has not narrowed the gap to the England average, with output per head currently 43% below national levels in Kirklees.

Gross disposable household income



- Gross Disposable Household Income (GDHI) per head in Kirklees has increased from £9,441 in 1997 to £17,288 in 2019. This represents an 84.2% increase. Over the same period England has seen a 98.9% increase.
- The gap narrowed slightly in 2019, when GDHI increased by 3.3% in Kirklees and by 2.5% in England. However, the gap has widened over the longer term. In 1997, GDHI per head in Kirklees was 85% of that of England. By 2019, that had widened to 78.7%.
- This indicator suffers from significant lag, and represents a pre-pandemic position. The latest national data shows that rising inflation, at 9% in April 2022, is considerably outpacing wage growth (currently at 4.2% excluding bonuses), meaning wages are currently falling in real terms.

Sustainable Economy

Priority action 1: Mobilise an accelerated delivery programme for the Cultural Heart

Deliverables: 1. Develop and agree Strategic Outline Case (Gateway 1) clarifying all delivery arrangements and outline costs to assure accelerated delivery.
2. Develop and agree Outline Business Case (Gateway 2) including preparation of outline planning application and costed development proposal.

Impacts and Outcomes

- The Strategic Outline Case has been developed and approved by Cabinet, enabling the process to continue to Gateway 2 – development of the Outline Business Case.
- Work is ongoing on the Outline Business Case. This includes working on the design and masterplan and associated costed development proposal.
- The anticipated progress is being made towards having the information ready for the July/August Cabinet meeting, in preparation for a planning application to be submitted in the Autumn.
- Consultants supporting the development process are committed to delivering social value activities through their work.

How much have we done?

- The project is progressing through the agreed development process, with the support of consultants.
- Since the approval of Gateway 1 in November 2021, substantial internal consultation has been undertaken with teams such as Highways, Planning and Finance.
- Alongside this, costs have been reviewed, soft market testing has taken place with potential venue operators, and a contractors' briefing day was held to promote the opportunities arising from the project.
- A major consultation programme has been planned and collateral developed. Phase one of the consultation will launch in late May and will introduce key stakeholders and local communities to the feasibility design and seek their feedback. A further phase of consultation will follow in the summer ahead of submission of a planning application in the autumn.

How well have we done it?

- The development of the Strategic Outline Case, and approval to move to Gateway 2 has been completed on time and within the Cabinet approved budget.
- The public consultation provides an opportunity for stakeholders to provide their views on the proposals and progress to date. The Gateway 2 sign off process and beyond will also provide Cabinet and other internal stakeholders with opportunities to input on the plans as they develop.

Sustainable Economy

Priority action 2: Undertake a masterplan exercise for the Station 2 Stadium Enterprise Corridor

Deliverable: Complete masterplan, highlighting opportunities for business expansion within a regenerated corridor. Commence works on the University of Huddersfield health innovation campus.

Impacts and Outcomes

- The Station 2 Stadium Enterprise Corridor project remains in the masterplanning stage, as such impacts and outcomes have not yet been quantified. This will form part of forthcoming phases of work.
- Similarly, the Health Innovation Campus scheme is still in development, and is led by University of Huddersfield. Precise outcomes have yet to be specified.

How much have we done?

- Work is progressing on the development of the Masterplan. Consultants have been appointed to support the work. A baseline review has been undertaken, along with stakeholder events. The transfer of land between the Council and the University has been completed to enable the Health Innovation Campus. Outline planning consent has been granted, and a detailed application is awaited.

How well have we done it?

- A lack of market interest delayed the appointment of consultants for the Station 2 Stadium masterplan, however this is not expected to delay the overall process beyond the original July 2022 completion date.

Priority action 3. Approve business cases for the Dewsbury Town Plan

Deliverable: Business cases for Dewsbury Town Plan approved by the Department for Levelling up, Housing and Communities ready for delivery

Impacts and Outcomes

- Projects remain in the development stage so no impacts have been delivered to date. The process of submission of business cases to government is critical in ensuring funding is secured to deliver the Town Plan.

How much have we done?

- 4 project business cases have been completed and approved by the Stage Gate Forum and Town Board Chair. These have been submitted to DLUHC, with a further one in the process of being reviewed.
- The remaining 4 business cases are going through the assurance process with a view to being submitted to DLUHC by the end of June 2022, in line with original timescales
- The Project Assurance Team (PAT) has been developed to review business cases, with representation from legal, procurement, financial and project management colleagues. The PAT provide robust input, direction, and challenge prior to submission of the business case to the Stage Gate Forum Members

How well have we done it?

- A lack of market interest delayed the appointment of consultants, however this is not expected to delay the overall process beyond the original July 2022 completion date.
- The PAT process is designed to provide assurance that projects are robust and meet required specifications and objectives prior to submission.

Sustainable Economy

Priority action 3. Approve business cases for the Dewsbury Town Plan

Deliverable: Business cases for Dewsbury Town Plan approved by the Department for Levelling up, Housing and Communities ready for delivery

Impacts and Outcomes

- Projects remain in the development stage so no impacts have been delivered to date. The process of submission of business cases to government is critical in ensuring funding is secured to deliver the Town Plan.

How much have we done?

- 4 project business cases have been completed and approved by the Stage Gate Forum and Town Board Chair. These have been submitted to DLUHC, with a further one in the process of being reviewed.
- The remaining 4 business cases are going through the assurance process with a view to being submitted to DLUHC by the end of June 2022, in line with original timescales
- The Project Assurance Team (PAT) has been developed to review business cases, with representation from legal, procurement, financial and project management colleagues. The PAT provide robust input, direction, and challenge prior to submission of the business case to the Stage Gate Forum Members

How well have we done it?

- A lack of market interest delayed the appointment of consultants, however this is not expected to delay the overall process beyond the original July 2022 completion date.
- The PAT process is designed to provide assurance that projects are robust and meet required specifications and objectives prior to submission.

Sustainable Economy

Priority action 4 . Submit an innovative bid for Batley to the Levelling Up Fund

Priority action 5. Funding awards for Holmfirth and clear arrangements for remaining towns in South Kirklees.

Priority action 6: Approve inclusive investment proposals for Heckmondwike, Cleckheaton and Batley.

Deliverables: Levelling Up Fund Round 2 submission, making the most of partner contributions and delivering place-based investment for Batley.

Undertake Place Standard engagement activities to inform investment priorities for Holmfirth, ensuring delivery meets community aspirations.

Identify and agree projects, based on engagement activity.

Impacts and Outcomes

- Given the project remains in its early stages, precise outcomes have yet to be identified, though if successful, the bid will secure funding to deliver substantial improvements to Batley town centre with the knock on positive effects to the people and businesses in the area.
- In Holmfirth, Heckmondwike, Cleckheaton and Batley the Place Standard work is being used to help inform the development of the small centres masterplans, to influence the development of the town centre over the next 10-15 years.
- The research is helping local people to identify areas that can be improved within their town centre which will guide the plans.
- Further project development will identify the impacts projects will have on Holmfirth, with benefits expected to be delivered over the medium term.

How much have we done?

- Work undertaken to draw up options for inclusion in the Batley LUF bid, with consultants appointed to support the bid submission.
- The Holmfirth Place Standard consultation has been completed and the draft summary is being shared with the community.
- Initial Place Standard consultation undertaken in all 3 areas and the summary report back from Batley completed.
- While the focus in early 2022 is the 4 small centres (including Holmfirth) some contact has also been made with other communities in South Kirklees, for example, Marsden.

How well have we done it?

- The summary reports were delivered slightly later than planned in spring 2022 and are now complete.
- The Place Standard work has identified keys themes which are now being shared with the community. Based on the masterplan a hierarchy of projects will be consulted on with the public and projects agreed to be pursued.

Sustainable Economy

Priority action 7. Develop an Inclusive Procurement Strategy

Deliverables: Develop a first draft of an Inclusive Procurement Strategy. Undertake a social value assessment of our procurements as part of the Inclusive Procurement Strategy.

Impacts and Outcomes

- The procurement strategy is still in development. A social value assessment of procurement activity will take place once the strategy is finalised.

How much have we done?

- A draft procurement strategy has been produced and is scheduled to be presented to Cabinet in July 2022.
- The strategy is the result of consultation with stakeholders on key themes and contents

How well have we done it?

- Future work will be undertaken to monitor the progress and impact of the strategy as it is implemented.

Priority action 8. Establish a strong and innovative destination marketing strategy and team for all of Kirklees.

Deliverables: Launch a new website and app for Creative Kirklees as phase one testing of destination marketing platforms.

Impacts and Outcomes

- The impact of the new applications will be measured once launched.

How much have we done?

- The new website has been developed, and the app created. It is currently being tested within the team who will manage content.
- The aim is to soft launch/market test with a group of regular site users in May.
- This will be followed by the roll out of a teaser marketing plan and plans for a full launch in mid-June.

How well have we done it?

- The site development has been internal and with specific users. The launch of the site will then give us a picture on customer usage and engagement. The existing site continues to be used, therefore demonstrates positive outlook for the revamped and replaced website.

Sustainable Economy

Priority action 8. Establish a strong and innovative destination marketing strategy and team for all of Kirklees.

Deliverables: Produce a Tourism Strategy to establish priorities for development and marketing of the Visitor Economy in Kirklees.

Impacts and Outcomes

- The strategy and 3 year delivery plan draft will be done by June, with plans for Cabinet approval in late 2022, early 2023.

How much have we done?

- Phase 1 industry and stakeholder consultations completed in Feb/March 2022. Over 490 individuals and organisations engaged through online surveys, telephone consultations and 1:1 meetings. Stakeholders included tourism businesses, elected members, business associations, public sector agencies, and community groups. The findings were summarised in a research report submitted early April.
- Phase 2 work to develop an ambitious, achievable and inclusive placemaking strategy commenced in April. This will aim to:
 1. Define a set of collective values that drive behaviour and draw people to Kirklees bringing out the quality of life appeal
 2. Define the competitive strengths and opportunities for Kirklees
 3. Define what makes a great visitor experience in Kirklees

How well have we done it?

- The work has produced a clear outline that is being worked into a draft strategy, with clear objectives moving forward.

Sustainable Economy

Priority action 8. Establish a strong and innovative destination marketing strategy and team for all of Kirklees.

Deliverables: Plan the programme for the Year of Music 2023 and establish the tourism infrastructure required to ensure that this cultural initiative provides a quality visitor experience and increases Kirklees' profile globally.

Impacts and Outcomes

- The impact of the Year of Music will be evaluated as it takes place in 2023.

How much have we done?

- Extensive consultation has taken place with the sector from individual meetings, stakeholder groups (including working groups of community RepreZent, Classical, Festivals, Venues, Heritage and an internal Council representatives group). A planning “design sprint” event called the Pollinator held at Dewsbury Town Hall (7 April) with 95 delegates from across Kirklees and the region, including 22 young people (16 – 25).
- Conscious Youth Consultation with over 650 young people (aged 16 – 25) from across Kirklees – final report due mid May 2022.
- The Music Partnership Board continues to meet bi-monthly to advise and act as critical friend to the project; membership by voluntary commitment x 10 members including Qaisar Mahmood as Chair.
- Appointed an Artistic Programmer for the Year of Music 2023, Project Officers, and an Executive Producer to develop a robust programme, budget and evaluation frameworks for the Year of Music project overall. Projects are being developed in partnership with the sector, and some level of funding has been achieved including Arts Council Grant to support Pollinator and R&D work and Volunteering Futures bid to DCMS.
- Strategic Leads in Education (Shape North Ltd) and Health & Wellbeing (Hoot Creative Arts) appointed and working to develop programme of events and longitudinal interventions for KYOM23 programme.
- Local PR firm WildPR engaged and initiating social media build for project during the “Tuning Up” year of 2022.

How well have we done it?

- Engagement throughout this planning phase has gone very well, with direct conversations, focus groups, working groups, and reaching out to non-music sectors such as with health partners, business, communities and faith groups, through leaders in those areas.
- We have worked with the right partners to reach and engage with key groups and have appointed experts in fields to act as the conduits and champions for the area.

Sustainable Economy

Priority action 9. Implement delivery arrangements for the whole West Yorkshire Transport Fund programme.

Deliverables: Deliver a rolling programme of West Yorkshire Transport Fund schemes over the next 10 years, with phased delivery of schemes.

Impacts and Outcomes

- The council has recently started to deliver the first major WYTF schemes (A62 Smart Corridor and Huddersfield Southern Corridors).
- At this stage it is too early to confirm the detailed monitoring and evaluation of these schemes but all schemes are subject to business case development which assesses their benefit to cost ratio in accordance with Government guidance published on this matter and all schemes represent value for money and planned benefits which outweigh currently expected costs.

How much have we done?

- All the major transport projects involve numerous multi-service/multi-stakeholder (internal and external) project management activity, engagement/public consultation, detailed design and analysis work, the preparation and submission of planning applications and business case submissions to draw down external funding.
- All projects are subject to impact assessments as appropriate.
- Work delivered this year includes:
 - A wide range of project feasibility work.
 - Major public consultations and engagement exercises on all the WYTF schemes.
 - Business case development and submission for externally funded transportation investment to the WYCA.
 - Major procurement and legal work in association with the construction and delivery of the A62 Smart Corridor scheme.

How well have we done it?

- The completion of each major stage of these infrastructure projects culminates in an externally audited business case by WYCA in order to proceed to the next stage of the process (including an assessment of likely scheme delivery, costs and the adequacy of public consultation). All submitted business cases in 2020/21 were approved by WYCA. The WYTF programme has also been assessed by relevant Scrutiny committees.

Sustainable Economy

Priority action 10. Resolve the council's strategic concerns on the Trans Pennine Upgrade so our communities' needs are included in Network Rail's investment programme.

Deliverables: Negotiate with Network Rail to resolve the majority of the council's concerns on the Trans Pennine Route Upgrade (TRU) Transport Works Act Order. TRU Transport Works Act Order granted and conditions/agreements in place during TRU construction to protect our communities' needs.

Impacts and Outcomes

- These activities will provide the framework for the Council to protect and manage many of the risks and issues which will be created for our communities through the supported large scale investment in rail infrastructure, including town planning, environmental protection/health, biodiversity/climate change, highways and highway network management, waste services and wider environmental and heritage implications.

How much have we done?

- Council objections discussed with Network Rail resulting in agreed planning conditions, work flow processes to mitigate risks/issues on an ongoing basis and signed legal agreements to ensure council objections were met as far as possible.
- A significant number of workshops and meetings were held with Network Rail and multiple teams/services across the Council to identify individual risks/issues, ensure appropriate processes/mitigations could be achieved and for the legal agreements to be agreed.

How well have we done it?

- The end result of the negotiations with Network Rail are enshrined in legally binding and sealed legal agreements between Kirklees Council and Network Rail to the satisfaction of legal advisors for both organisations and also the satisfaction (through the TWAO public inquiry process) of the Government Planning Inspector appointed to determine the TWAO application on behalf of the Secretary of State for Transport.



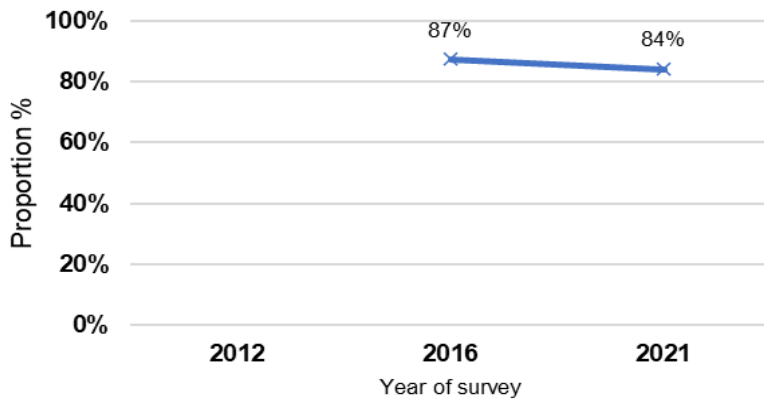
Safe and Cohesive: People in Kirklees live in cohesive communities, feel safe and are protected from harm

Outcome Definition

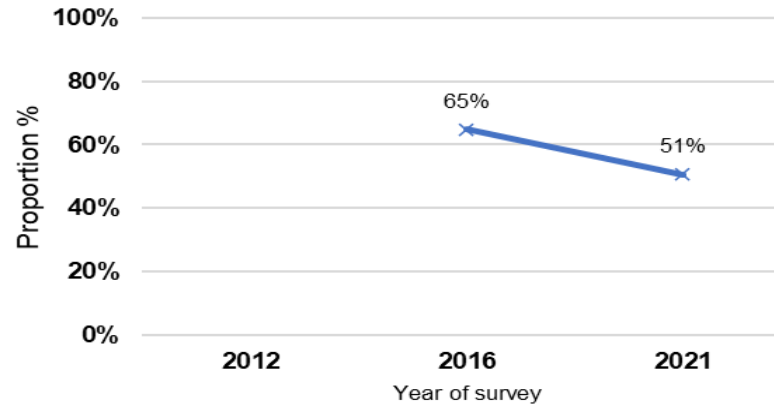
We want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district.

Population outcome indicators (“tracking our progress”)

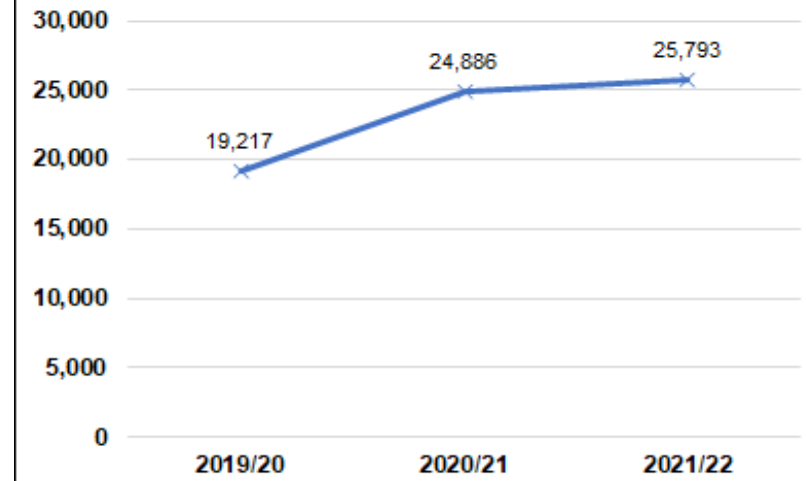
Proportion of residents who agree that they feel safe when outside in their local area during the day, by survey year



Proportion of residents who agree that they feel safe when outside in their local area after dark, by survey year



Recorded Crime in Kirklees



- Younger residents aged 16 to 34 were the least likely to agree that they feel safe in their local area after dark (39%)
- 36% of residents living in the most deprived areas (quintile 1) said they feel safe in their local area after dark. Feeling safe after dark increases as deprivation decreases
- Females were significantly more likely say they feel unsafe in their local area after dark (34%) compared to males (22%). Feeling unsafe after dark has increased by 14% in females and 8% in males since 2016

Safe and Cohesive

Priority action 1. Tenant safety: agree and implement tower block replacement/renewal and refurbishment programme.

Deliverable: Complete high rise fire door programme.

Impacts and Outcomes

- Completion of the fire door programme has made living in high rise blocks safer for tenants. It offers greater assurance about safety, helping to reduce anxiety and improve wellbeing.
- Further work is needed to understand the impact on customers with different characteristics, and to ensure appropriate systems are in place to manage and validate fire safety data.

How much have we done?

- **198 doors fitted** to same number of homes predominantly single households some of whom are vulnerable. 17 tenancies are for temporary accommodation housing homeless people who are awaiting an allocation of permanent housing
- Specified doors, engaged with suppliers to procure the door, carried out 20 test installations given the complexity of fitting new doors into existing door openings to ensure compliance with new regulations, engaged with tenants and elected members before fitting the doors, temporarily decanted some tenants into hotels due to drying time for wet trades and coordinated on site work ensuring tenants were kept informed

How well have we done it?

- The high rise fire door programme was fully complete, but a missing specification detail was identified resulting in a need to return to complete remedial work to some doors. The procurement of communal corridor doors proved problematic and caused delays but contractor on site now installing the doors.
- Time and capacity pressures have led to some details being missed and risk has been escalated to the strategic director, the Building Safety Assurance Board, the Housing Advisory Board and the portfolio holder. The costs of the fire door programme have risen as a result of the need to go back and add the architrave detail and added a cost of £150k.

Safe and Cohesive

Priority action 1. Tenant safety: agree and implement tower block replacement/renewal and refurbishment programme.

Deliverable: In line with the Cabinet's approval to remediate, refurbish and redevelop the high rise blocks, and having tendered the works in July 2021, let the contract to carry out the fire safety works to Harold Wilson Court and deliver the appropriate interim fire safety measures to Buxton House.

Impacts and Outcomes

- The works will improve tenant safety and wellbeing, but further work is needed to quantify this with a particular focus on the impact on tenants with different characteristics.

How much have we done?

- The contract for Harold Wilson Court has been delivered in line with the Council Plan. The compartmentation works to Buxton House will be on hold until the delivery strategy is reviewed in relation to both the remaining compartmentation works as well as the wholesale refurbishment plans approved by Cabinet in July 2021.
- **48** fire doors fitted – same number of tenants temp moved into hotels on a floor-by-floor basis. Specified the doors, procured supply, conducted test installations, agreed installation methodology, engaged with tenants and elected members.

How well have we done it?

- The contract for Harold Wilson Court has been let in April 2022 and we are now in the pre-contract services agreement stage. The delay was due to the tender period being extended at bidders' request as well as staff capacity issues which continue to challenge delivery.
- The fire doors at Buxton House are fully complete but compartmentation works have been put on hold since further investigation has identified stock condition issues – leaking roof and damp and disrepair in some of the flats – which have a bearing on the sequencing of works.

Safe and Cohesive

Priority action 2: Support our communities to live well together by developing an Inclusive Communities Framework that this year will introduce a new way of working with communities to keep everyone safe

Deliverable: Co-produce a partnership Inclusive Communities Framework to help to achieve safe and cohesive outcomes by providing a guide on how to put principles into action. Set out a framework for responsibility and accountability for how all partners contribute to the building blocks of inclusive communities

Impacts and Outcomes

- An inclusive community values all its members and creates the conditions in which all people can thrive, engaging actively with their community.
- Three design circles have been held one with a focused on measures and impact. The framework will provide guidance and good practice on potential measures both at an individual project level and for Communities Board to have oversight of impact. We have coproduced our key principles and approaches with our partners and are currently condensing them into an accessible and usable document
- The Framework will wrap around existing areas of work and aims to improve the way we work across the system with communities – it involves case studies, links to good practice, principles and approaches, self assessment and a toolkit that can be used to reflect on practice. Measures are built into the framework to evaluate impact.

How much have we done?

- The Inclusive Communities Framework (ICF) has been subject to widescale involvement of partners from all parts of the system including health, Police, the voluntary and community sector and across the Council.
- The ICF development was enhanced by three design circles involving over **20** partners and has been presented and discussed at a wide range of partnership meetings and forums.
- The Communities Board have strategic oversight of the development of the ICF and its development has had input from Scrutiny, Partnership Exec and the Health and Wellbeing Board. We have been supported by the Belong Network, a national Cohesion based organisation.
- The Framework is in its final stages of development with principles and approaches coproduced with partners attending the design circles. We are working alongside and aligning with key strategies currently in development including the Health and Wellbeing strategy, the Economic strategy and the Sustainable Environment Strategy.

How well have we done it?

- We have involved a wide range of partners in an open and reflective process with design circles independently facilitated. How well we have done it will be reflected in the delivery stage and buy in from the Council and its partners.

Safe and Cohesive

Priority action 2: Support our communities to live well together by developing an Inclusive Communities Framework that this year will introduce a new way of working with communities to keep everyone safe

Deliverable: Pilot new approaches to community engagement and prevention to respond to post pandemic community pressures and use the learning to inform the development of the Inclusive Communities Framework

Impacts and Outcomes

The ICF will be completed in the next quarter and will include a range of measures that can be used with individual projects as well as by Communities Board to give oversight of the impact of the Framework.

Community Champions will have contributed to the following changes:

Deprivation: July 2021 vaccination uptake was significantly lower in the most deprived areas and significantly higher in less deprived areas for those aged 18+. The difference in uptake between the most and least deprived areas in Kirklees is 35%.

July to October 2021 showed that the inequality gap in uptake between the most and least deprived areas in Kirklees reduced from 35% to 32%.

Ethnicity: July 2021 uptake was lowest in people of any other ethnicities and highest in White British, where the difference in uptake between these two groups is 44%. July to October the biggest percentage increase was seen in Pakistani/British Pakistani ethnicities, where uptake increased by 7% across this time period. This increase equates to over 2,300 additional vaccinations in Pakistani ethnicities across Kirklees.

Health Economics (see final report for assumptions made): For every £1 invested we achieved a £3.70 return on investment

How much have we done?

Community Champions

- Involved **58** voluntary and community organisations, **2** community radio stations and **78** individual champions.
- The Champions recorded over **20,000** conversations, in **9** different languages, and with people from **11+** different ethnic backgrounds and in all of our most disadvantaged communities.
- 17%** of those engaged with live with a learning or physical disability.

How well have we done it?

There are over 40 Case Studies and there are many more quotes from individuals impacted by the work of Community Champions. Themes are as follows:

Continuous support and reassurance, Overcoming anxieties, Challenged and informed conversation, The power of changing 1 mind, If it wasn't for you.....

A full evaluation of community champions has been completed. Reported on separately.

Total engagement attendees: IROKO	
Launch	111
#HearMyVoice - Virtual	63
#HearMyVoice - Face to face	33
#GrowMyVoice	65
#SupportMyVoice	77
Total	349

Safe and Cohesive

Priority action 3: Work alongside voluntary and community sector in Kirklees to create a relationship that best delivers our outcomes

Deliverable: Engage more people and grow support for our 'we are working alongside' approach (which describes how voluntary and community organisations, Kirklees Council and health partners want to work together to make our local places even better) by:

a) Promoting our co-created statement of shared values.

Impacts and Outcomes

Our shared values were originally developed in late 2020, as a way for voluntary sector, health and council partners to articulate how we want to work alongside each other. This was particularly inspired by the improved working relationships during the first year of Covid, and people's desire to continue to grow these relationships (and not go back to how things were before). The impact of this approach so far is best demonstrated through the development of the VCSE Investment Strategy, where a significant piece of work has been commissioned, developed and delivered in a way that is different and more meaningful, as a direct result of embracing the 'We are working alongside' shared values. But we can also see these values in action in many other ways, which we need to do the storytelling work to capture.

How much have we done?

Some examples of our activities are:

'The way we do things around here' - Video animation

We worked with local animation company Fettle Animation on a series of three video animations which share key aspects of our Democracy and Place Based Working approach. One of these is a 2 minute animation which focusses on our shared values. The animation is voiced by a local mutual aid co-ordinator and a member of staff who has worked alongside mutual groups during Covid. This engaging video will be a key part of all our 'We are working alongside' promotion.

VCSE Investment Strategy development

The VCSE Investment Strategy is our first significant partnership work which is based on the 'We are working alongside' shared values. Partners used the shared values as the starting point for the work, so the way that the strategy has been developed reflects our shared values in action, in addition to the content of the strategy being influenced by the shared values. This has made the work very different from previous strategy development and has resulted in a strategy that is about investing in our relationships. We have agreed with partners to promote the values and the strategy in tandem. *[Note: delays to the formal adoption of the strategy have had a knock-on effect in terms of promoting our shared values]*

Working with the Place Based Working Board

In November 2021 we agreed a communications approach for 2022 with the Place Based Working Board. This plan includes a 'People, Partners and Places' campaign for staff and partners, to highlight key aspects of Place Based Working. 'We are working alongside' will be shared prominently as part of this work. *[Note: this is the work that is awaiting Strategic Communications support]*. We have also made sure that the shared values are clear in our key messages and planned outcomes for the Place Based Working Programme, which is creating more opportunities for people to engage with this way of working.

Safe and Cohesive

Priority action 3: Work alongside voluntary and community sector in Kirklees to create a relationship that best delivers our outcomes

Deliverable: Engage more people and grow support for our 'we are working alongside' approach (which describes how voluntary and community organisations, Kirklees Council and health partners want to work together to make our local places even better) by: (a) Promoting our co-created statement of shared values.

How much have we done? Continued...

Engagement at events

A Kirklees Leadership Forum about Place Based Working was held on 12th May 2022 and the next Picture of Kirklees event (to be held on 6th July 2022) will have a focus on Shaped by People and how partners are working alongside each other in local places. These are opportunities to raise awareness of our shared values with staff and partners, and to encourage more people to demonstrate these values day to day.

Embedding our shared values, within the council

We have started to look at how we can embed key aspects of Place Based Working (including our shared values) in People processes such as Staff induction, Performance management and the Leadership and Management Programme. We are also taking opportunities to include these values in roles and expectations – for example, “Working alongside partners and citizens” is included in our ‘Week in the life of a Lead Councillor’ statement, which describes the new role for Place Partnerships Leads.

How well have we done it?

The shared values are proving effective at articulating the kind of relationship people want, so the quality of what we’re sharing is good and relevant. However, we are yet to promote the ‘We are working alongside’ approach as widely as intended (and this would give us a better idea of whether it feels as relevant for everyone).

Deliverable: Engage more people and grow support for our 'we are working alongside' approach (which describes how voluntary and community organisations, Kirklees Council and health partners want to work together to make our local places even better) by:

(b) Gathering and sharing stories of how we're working together differently, inspired by our shared values, demonstrating how putting these values into action is helping to deliver our shared outcomes.

How much have we done?

We have done some initial work on gathering stories which demonstrate our shared values in action, talking with colleagues and partners to understand their experiences and to explore the impact of using the ‘We are working alongside’ approach. However, these stories have not been finalised or shared as yet.

The ‘We are working alongside’ shared values were developed prior to the Shaped by People shared outcome, and in some ways the deliverables have been overtaken by the work we need to do to gather stories as part of measuring our progress towards that shared goal. This may however create an opportunity to join up our storytelling activities.

How well have we done it?

The conversations are yielding useful and relevant insights but, as the stories have not yet been shared, we cannot say how useful these feel to others.

Priority action 4: Make our community buildings more inclusive and progress inclusive asset transfers

Deliverable: Continually monitor outcomes from the Community Asset Transfer (CAT) programme and review council processes and procedures in line with the updated 2020 CAT Policy to ensure that communities and community need are at the forefront of asset transfers.

Impacts and Outcomes

The Community Asset Transfer programme acts as a catalyst for realising local aspirations by:

- improving local assets: community groups investing in and/or attracting investment for improving local assets;
- supporting local initiative: supporting and building on local community initiative and enthusiasm, which encourages community participation and volunteering; and
- building new connections: local citizens and groups developing new partnerships in their communities (including to support community cohesion).

How much have we done?

- Cabinet has approved 2 asset transfers in 21/22.
- 1 asset transfer fully completed during 21/22.
- 4 transfer cases in the final stages of the CAT process.
- 3 transfers at various stages of the CAT process.
- A total of 22 asset transfers have been completed to date.

How well have we done it?

- The Community Asset transfer programme continues to be successful. Assets transferred include public buildings, community facilities, sports and recreation grounds.
- The pandemic has reinforced the important role that the third sector plays in supporting our communities. The Council continues to work with communities to ensure the long-term viability and success of asset transfers.
- Work is ongoing, in accordance with the Community Asset Transfer Policy 2020, to review and improve the asset transfer process to make it quicker and more efficient.



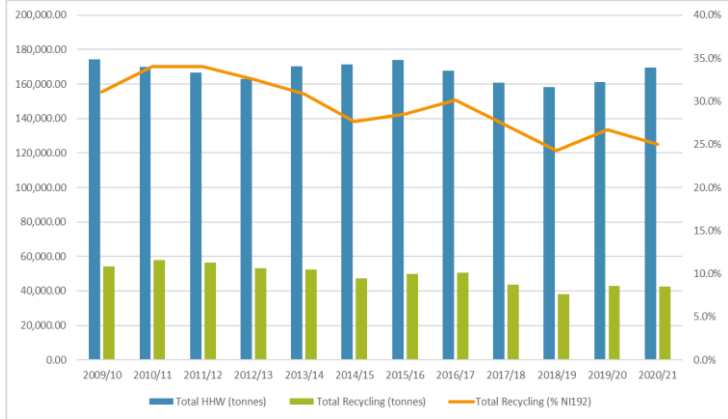
Clean and Green: People in Kirklees enjoy a high quality, clean and green environment

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.

Population outcome indicators ('tracking our progress')

Recycling rates & waste volumes

Household waste and recycling volume (tonnes) and recycling rates



Source: WasteDataFlow, August 2021 (verified data)

- Annual waste and recycling data available **Oct/Nov**.
- Just under 170,000 tonnes of waste were collected from Kirklees households in 2020/21.
- **25% of household waste was recycled in 2020/21**.
- In the meantime, 170 tonnes in 9 months of commercial recycling (120 schools and 208 businesses) has been achieved and Kirklees Council has introduced the collection of more plastics in green bins; established reuse containers at 2 household waste sites (40 tonnes collected since Nov 2021); delivered 86 food waste workshops; and has 56 registered Recycling Champions from across Kirklees communities.

Air quality

Kirklees annual mean nitrogen dioxide (NO₂) concentrations

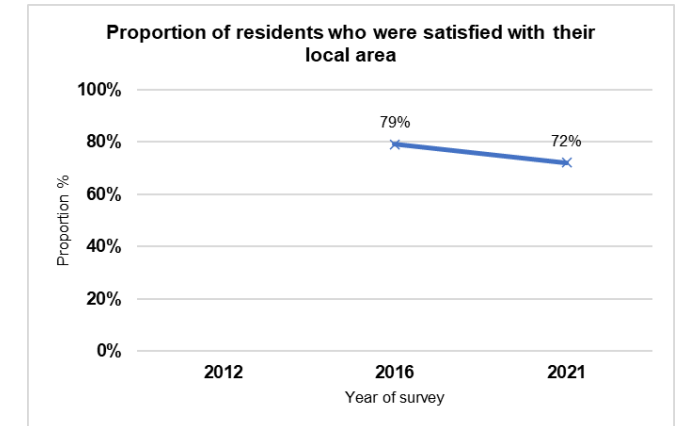


Source: Kirklees Council Air Quality Annual Status Report, June 2021

- The two primary pollutants that provide an indication of air quality are nitrogen dioxide (NO₂) and particulate matter. In Kirklees, at June 2021, **the concentration of NO₂ had fallen districtwide**, but in some hotspots, this had stagnated over the last 5 years prior to the pandemic. Reduced traffic volumes during the pandemic are likely to have contributed to improved air quality. This will be monitored on an ongoing basis.
- Particulate matter (PM_{2.5}) concentrations across Kirklees are compliant with UK target levels. However **concentrations do not comply with the limit values proposed by national government** which are currently out for public consultation (ending 27 June) and could potentially be adopted by 31 October 2022.

Satisfaction with local area

Percentage of people satisfied with their local area as a place to live



Source: Kirklees Current Living in Kirklees (CLiK) Survey 2021

- **72% of people are satisfied with their local area as a place to live**
- This is a significant (7%) fall since the previous CLiK survey in 2016 (79%) although higher than the results from the 'Your Views' (PCC) survey undertaken in 2020 across all West Yorkshire Local Authorities which showed that 66% of people in Kirklees were satisfied with their local area.
- The CLiK survey sample (over 6000) is significantly larger than the PCC survey sample (just over 600) and likely to be a more accurate gauge of local perceptions and **inequalities**
- The CLiK survey shows that people living in **less deprived** areas were more likely to say that they are satisfied with their local area than those living in more deprived areas. Residents **aged over 65** were more likely to be satisfied with their local area than younger residents and **white British** residents were more likely to be satisfied with their local area than residents in other ethnic groups.

Clean and Green

Priority action 1. Housing supply: ensure delivery arrangements are established for new homes across all sites where the council has interests, including direct delivery as well as larger strategic sites.

Deliverable: Start construction of 319 new homes at Soothill, Batley with 20% affordable homes. Complete construction of 161 homes at Ashbrow.

Impacts and Outcomes

- The benefits of the Modern Methods of Construction (MMC) being deployed at **Soothill** include an increased pace of delivery and the production of higher quality, energy efficient homes. This development will include 65 affordable homes, meeting local need and will also feature public rights of way, enhanced landscaping, biodiversity and high-quality open space, including play spaces.
- Once completed the **Ashbrow** development will have provided 161 high quality new homes – 98 x 2-4 bed homes for market sale, 13 x affordable homes and a 50 unit council extra care scheme, all of which will help meet local housing need in Ashbrow ward.

How much have we done?

- The **Soothill** project is supported by funding from Homes England and West Yorkshire Combined Authority (WYCA). The Homes England grant comes from the agency's Local Authority Accelerated Construction Programme, which aims to help unlock public land and increase the speed of housing delivery using innovative MMC.
- The site has many constraints including challenging topography and a history of mining activity. The grant funding received from Homes England's Accelerated Construction Programme has been used to remediate the site in preparation for the delivery of 319 homes, including 20% affordable. This remediation is largely complete and the homes will start to be constructed in summer 2022.
- At **Ashbrow**, groundworks and infrastructure for phase 1 has been largely completed. Keepmoat Homes has commenced work on the 29 market and 7 affordable homes in phase 1. Market and affordable homes due to be completed in late 2023. Council Extra care scheme due to be completed in spring 2023.
- As of 28th April 22 approximately 4 of the phase 1 homes have been constructed to roof level and construction is underway on the others.

How well have we done it?

- An assessment of quality cannot as yet be provided given the current stage of construction at **Ashbrow**. Once the Council extra care scheme is under construction the works will be inspected regularly by the Councils Development Inspector.
- The **Soothill** site has been well managed by Keepmoat Homes to minimise disruption to neighbouring communities. All works carried out have been inspected by a Compliance Inspector appointed by the council.

Clean and Green

Priority action 1. Housing supply: ensure delivery arrangements are established for new homes across all sites where the council has interests, including direct delivery as well as larger strategic sites.

Deliverable: Appoint a Principal Designer for the council's Passivhaus pilot.

Passivhaus is a design standard for highly energy efficient homes (often net zero). It can be applied to existing buildings, but is often achieved through detailed design and construction methods.

Impacts and Outcomes

- This project is designed to tackle inequality of access to affordable housing, providing quality homes and an inclusive place for new and existing residents.
- It will also be addressing the cost of living crisis, and will be designed to tackle climate change issues and reduce the carbon footprint of new homes.
- The scheme will be designed to achieve and exceed regulatory standards in housing. The scheme will be designed to help to shape the locality and it will provide opportunities for jobs, skills and training and learning for residents and those colleagues who will also manage and maintain the buildings.
- The council also seeks to learn from, and share information to help to lift the quality and standard of homes in Kirklees.

How much have we done?

- The Principal Architect/Designer has been appointed following a rigorous procurement and evaluation process.
- The scheme is at the earliest stages of the project planning and design process, although the formal project launch and inception meeting has been undertaken with the consultant team.

How well have we done it?

- The procurement exercise was based on quality, price and social value. The successful bidder was the highest scoring organisation in relation to the quality of their proposed approach, delivery team and experience. The impacts on quality will be shown during the commission and through the planning, design and stakeholder engagement process.

Clean and Green

Priority action 2: Greening the fleet: deliver our innovative green fleet programme, working closely with the Energy Saving Trust to build on the 52 hybrid and 60 fully electric vehicles currently in our fleet and provide an accelerated roadmap to a fully net zero fleet for the 1,100 vehicles we operate.

Deliverable: Finalise charger installation arrangements (25 home chargers and five dual rapid chargers for Flint Street, Highways), to facilitate the use of electric vehicles by council services

Deliverable: Undertake comprehensive trials of specialist vehicles e.g. refuse collection vehicles to establish effectiveness for service delivery and inform future fleet procurement decisions.

Impacts and Outcomes

- The introduction of these 35 EV's vans supports the Councils vision of reaching carbon net zero by 2038 by reducing fleet tailpipe emissions, providing an accelerated roadmap to a fully net zero fleet.
- EV comparison data will be captured as part of the new telematics contract moving forward.
- The new Citroen E-Dispatch vans are cheaper to fuel than their diesel counterparts and provide zero tailpipe emissions.

How much have we done?

- 10 depot and 10 home chargers installed.
- 3 home chargers pending installation and 12 awaiting allocation.
- 35 EV vans have been procured of which 34 are now in service. The remaining EV van will enter service once EV training has been completed by the Homes & Neighbourhoods operative (scheduled for late May 2022).

How well have we done it?

- Services are satisfied with the introduction of EV vans. Initial driver feedback has been very positive
- Delays were encountered with the project due to a number of factors. These included covid absences impacting on supplier availability to install chargers and the outcome of the initial home surveys, which reduced the number of applicants who could go forward to install.

Impacts and Outcomes

- The trials have enabled initial thoughts and driver feedback on the vehicles tested, although prolonged test periods are required in-order for analytical performance data to be captured and reviewed.
- Cabinet has agreed £6.25m for our Vehicle Replacement Programme - to replace standard vehicles with greener models and purchase a number of electric vehicles (including an electronic refuse collection vehicle)



Cllr Simpson pictured with electric refuse collection vehicle at Green Market in Dewsbury during COP26 in November 2021

How much have we done and how well have we done it?

- Six EV vehicles tested in 2021-22
- More thorough testing was requested, but due to high customer demands and lead-times, the test vehicles were provided for limited periods.
- Initial Service and driver feedback has been positive with the exception of the E-Sweepers (insufficient range).

Clean and Green

Priority action 3: Tree planting and improving bio-diversity

Deliverable: Plant over 70,000 trees in 21/22, 40,000 of which will be planted on 22 hectares of council land. Improve net bio-diversity over our public realm through the innovative introduction of wild flower meadows

Impacts and Outcomes

Tree planting has contributed to long-term carbon storage and to reversing biodiversity decline; helps to mitigate the effects of climate change; and provides communities with opportunities to access high quality green spaces.

How much have we done?

Tree planting

We are on target to have planted trees on 22 hectares of council land by the end of 2022.

Woodland sites planted so far in 2021/22:

- Council land - 8 sites planted. Further sites being planned for Nov-Dec 2022
- Private land - 3 sites delivered by White Rose Forest (WRF) core team.

Trees planted & woodland created 2021/22	Council land	Private land (via WRF)	Combined total
Woodland created	19.4 Ha	2 Ha	21.4 Ha
Area physically planted	10.9 Ha	1.3 Ha	12.2 Ha
No. trees planted in woodland	11,714	6,000	17,714

- 414 standard trees (individual trees in council highways and parks) also planted.
- Further 10 hectares (Ha) woodland tree planting proposed for Nov-Dec 2022
- Potential 5,000 – 10,000 additional trees facilitated by natural regeneration in newly planted woodland areas.

How well have we done it?

- Tree planting design meets national guidance set by UK Forest Standards. To reflect these standards (including, density, spacing, natural regeneration areas, etc) future tree planting targets should be quantified by area of woodland created rather than number of trees planted.
- Tree planting on Council land included a wide range of volunteer engagement, including staff via the Green Employee Network and community groups. These schemes were well received and successful.

Wildflower meadows

- We have created approximately 5-6 acres of wildflower meadow at Dewsbury Country Park, sown in October and cut in September.
- The existing wildflower area at Thongsbridge Recreation Ground has been extended in partnership with River Holme Connections from a 100m² area of wildflower area, to 200m²
- Wildflower seeds spread at Honley Old Woods (potential for this to develop into wildflower meadow)

Clean and Green

Priority action 4: Develop the Climate Change Roadmap to 2038

Deliverable: Develop a roadmap that will inform and aid the development of the council's Climate Change Programme and help prioritise measures for consideration beyond the initial Phase 1 priorities. The roadmap will also inform the work of the Kirklees Climate Commission and help prioritise initial areas of focus

Impacts and Outcomes

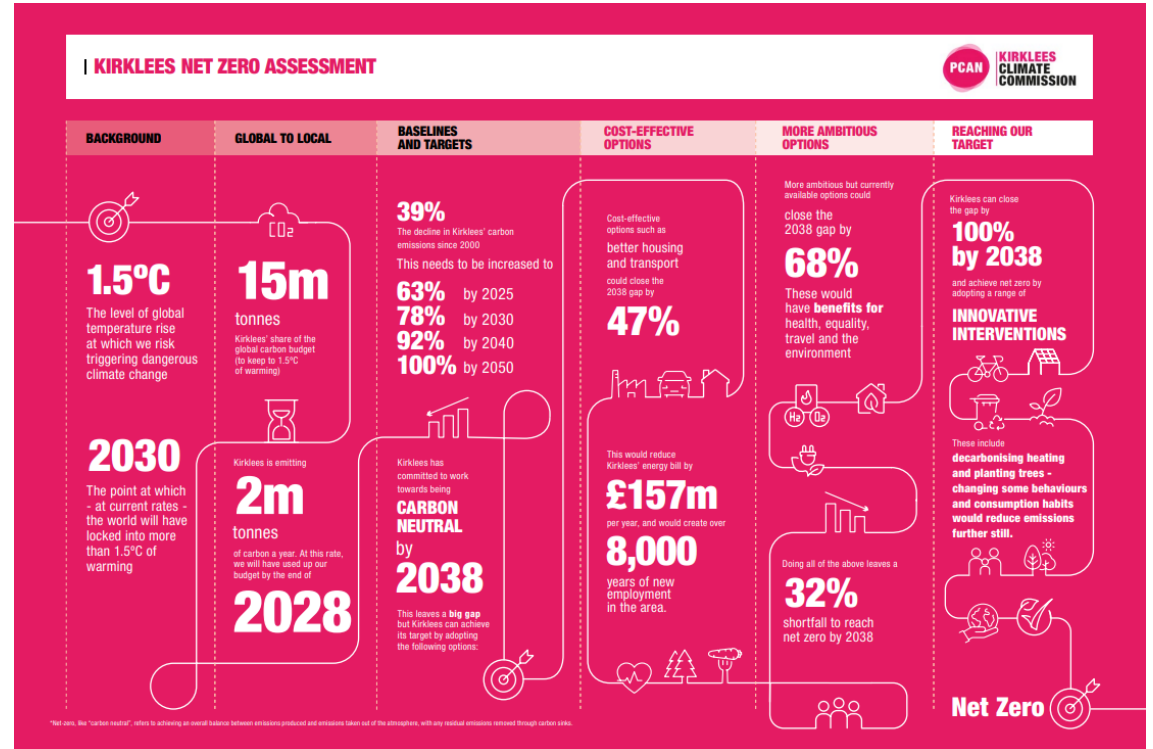
- The evidence and assessments within the roadmap (now re-named as the 'Net-zero assessment for Kirklees: A Technical and Economic Options Appraisal') report give the Council and partners technical and economic information about the suitability of the many options we have on actions to take to reduce our and the district's carbon emissions.
- It will have a significant impact by giving us independent technical evidence to shape our further strategy and action plans, including the Kirklees Environmental Sustainability (ES) Strategy.
- Appropriate measures will be developed to monitor the impacts of the partnership ES Strategy and action plan and the work of the Kirklees Climate Commission.

How much have we done?

- Kirklees Council commissioned academics from the University of Leeds led by the renowned climate scientist Andy Gouldson to prepare a '**Net-Zero Assessment for Kirklees: A Technical and Economic Options Appraisal**'. This will act as a roadmap to support Kirklees Council and our partners such as the Kirklees Climate Commission to develop plans for action beyond the Council's own phase one actions.
- The [report](#) was published in March 2022 on the Kirklees Council Climate Emergency [website](#) as well as on the Climate Commission website. Work is now underway on the Council's Phase 2 action plan as well as developing an **Environmental Sustainability Strategy** which will be one of the key strategies of the Council.
- This deliverable has been completed; we committed to develop a 'roadmap' and the above report has now been published.

How well have we done it?

- The net-zero assessment is exactly as commissioned, i.e. a technical and economic assessment of actions to support the transition to net zero using the mini-STERN methodology used by many within the [PCAN](#) (Place Based Climate Action Network) on which the Kirklees Climate Commission is based.
- The assessment has followed the same methodology as all other commissions, designed by leading climate scientists, based on Sir Nicolas Sterns methodology; widely held up as best practice.



Clean and Green

Priority action 5: Deliver the Resources and Waste Strategy: Delivery of the initial 12 month's milestones following agreement at Full council in September 2021

Deliverable: Open a reuse shop in Huddersfield

Impacts and Outcomes

- Data on the impact of the donated items is kept when known, e.g. donated items of clothes and bedding have been used specifically to help a person in social service care; an electrical item was donated to support a café that raises money for people to access the musical arts.
- During stage two of the reuse shop trial – the opening of a Kirklees based Reuse Shop - we will be able to demonstrate the impact of the donated items and reuse related activities, for example, the hosting of reuse based workshops.

How much have we done?

Reuse containers

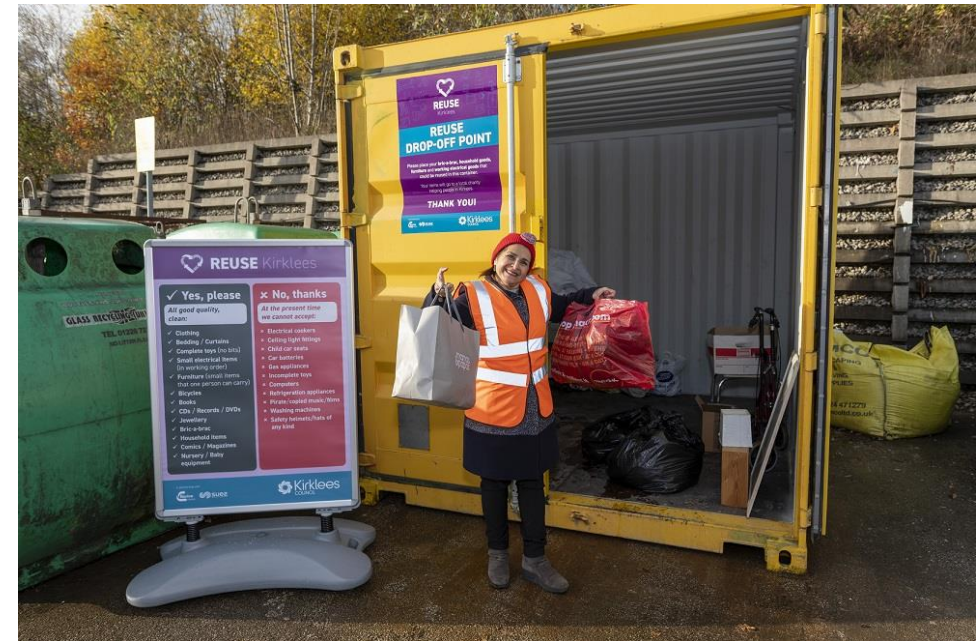
- Since Nov 2021, **over 33 tonnes of reusable items** have been collected from the two 8ftx10ft Reuse containers that have been sited on the Weaving lane and Emerald Street HWRCs.
- The reuse container service for residents, sited at two household waste and recycling centres (HWRC) was **delivered on time in November 2021**.
- This involved hiring and siting of containers at the two sites; promotional communications via press releases and social media campaigns; design and siting of signage; and coordination and review of collection process.
- Donations from residents have been of such volume that we have increased the number of times the containers are emptied from one to three times each week.

Reuse shop

- A variety of different shop units are currently being explored to deliver this as soon as possible.

How well have we done it?

- Collection containers at HWRCs are operational and we are monitoring the timeliness of donation collections, response to public enquiries, and the tonnage and item data.
- All three partners – Kirklees Council and two external contractors, SUEZ and Revive – attend regular meetings to discuss operational performance. All have responded quickly and positively to any changes required to maintain the containers, e.g. a change in collection frequency and repair of damaged signage. Monitoring data has been processed on time and accurately. The scheme is running so well to date that the meeting frequency has been reduced.
- Items donated via the reuse containers are checked before resale to any resident at an affordable cost. The ethos of our reuse partner, Revive, is to provide quality reusable items to others. The majority of items donated via reuse containers are of good quality and are placed into existing reuse shops.



Cllr Mather pictured dropping off items at a new reuse collection container

Clean and Green

Priority action 5: Deliver the Resources and Waste Strategy: Delivery of the initial 12 month's milestones following agreement at Full council in September 2021

Deliverable: Introduce a new bookable bulky waste collection system

Impacts and Outcomes

- Providing a dedicated bookable bulky waste service has made a huge difference to the residents of Kirklees, the Kirklees landscape and the Operational planning of workloads within the cleansing service.
- Prior to the bookable service, residents would not be allocated a collection date but would be asked to place their bulky item outside their property for collection within 3 weeks (at peak times this collection date could be much longer (6 – 7 weeks)). These arrangements were not ideal and uncollected bulky items in gardens or on the streets had many associated risks including the threat of fire, degradation of the item, general unsightliness and provide the motivation for fly tipping.
- The new dedicated bookable service alleviates these risks.

How much have we done?

- Procurement of vehicle and order placed to operate the dedicated service.
- Recruitment of new cleansing posts for Drivers & Loaders.
- Launch of new bookable bulky waste collection service.
- The bookable bulky waste website went live on the 20th April 2022 for bookings to be made. The first day of collections took place on Monday 25th April 2022.
- The bookable service has been operational for 4 weeks and has received **1587 submissions**.

How well have we done it?

- The service is running well with no complaints or missed collections.
- In the first 4 weeks of the service being operational, 109 out of 1587 customers provided feedback on the service. **73% of customers rated the new service 5* out of 5***. The average 'star' rating was 4.6*.
- The customer's experience has vastly improved as they are now able to select a collection date and know in advance when their collection will be, and know to put their item out on the morning of their collection.
- The new dedicated bookable service improves operational performance as the manual process of triaging and allocating collections each week is now carried out automatically and done electronically.

Deliverable: Commence a trial of kerbside glass collections

- Trial not due to commence until November 2022.
- Glass collection trial activities are still in the development stage.

Deliverable: Deliver new measures to tackle fly tipping

Impacts and Outcomes

- Environmental crime is on the increase nationally and impacts on the appearance of local places as well as the safety and wellbeing of residents and clear-up costs for the council.
- CCTV monitoring of fly tipping can achieve good results but it is labour intensive and it may take up to 18 months for a successful prosecution to be achieved through the Magistrate's Court.
- In the last 18 months it has cost the Council in excess of £30,000 to clear waste from the fly tipping hotspots used in the CCTV trial.

How much have we done?

- A CCTV starter kit was purchased to record people committing environmental crime.
- Capabilities tested by Senior Enforcement Officers who worked with Police and attended courses on Regulation of Investigatory Powers Act 2000 (RIPA),
- Main trial was over a 6-week period at 2 fly tipping hotspots using one mobile camera and one camera attached to a streetlighting column.
- To explore CCTV capability, areas were scoped and CCTV deployed and daily visits undertaken to retrieve data and observe changes to the area.

How well have we done it?

- Fly Tipping team cleared the sites and collected evidence, ensuring no contamination took place.
- 16 significant investigations, involving around 30 individuals are being progressed through to legal proceedings. These include the fly tipping of cannabis waste and waste from households and gardens, bed manufacturing, building and trade waste.
- In the last 18 months it has cost the Council in excess of £30,000 to clear waste from these areas.

Clean and Green

Priority action 6: Recovery of frontline services

Deliverable: Deliver a plan of additional activity across frontline environmental services to recover the significant impacts of the response to COVID-19 on these service areas

Impacts and Outcomes

- We have accelerated the completion of backlog **food hygiene** inspections created by the pandemic and exceeded the Food Standard Agency's (FSA) recovery plan targets.
- We have cleared the backlog of **licensing applications** created by the pandemic and got licensing processing times back within service standards.
- Increased efficiency of **home to school transport** to support recovery from the pandemic with additional routes, fewer staff and issues with transport operators.

How much have we done?

- We have put Councillors at the heart of our covid recovery. We set up a series of ward recovery meetings where we worked with Cllrs to take a place based approach to recovery by identifying a series of ward priorities.
- In round 1 of the meetings we held **22 ward meetings** with 56 out of a potential 69 Councillors attending.
- From these meetings we identified 73 recovery priorities. Of the 73 priorities 28 have been completed and all others are in the process of being delivered.
- The recovery activities have involved a wide range of services and include activities relating to highways safety, park maintenance, gully clearance, fly tipping, vegetation cutback, highways maintenance, enforcement, sign cleaning, streetlighting, litter bins/picks, street cleaning and waste management.

Parks, greenspaces and highways highlights

- Additional resources introduced to clear litter in parks due to more people using them post COVID, which will continue into this summer.
- Tackling the backlog of forestry to work to ensure people are safe and our trees are healthy.
- Reducing the backlog in hedge cutting on our Homes & Neighbourhoods estates, to keep them healthy and looking their best.
- Additional weed spraying and moss clearance of hot spots throughout the district, and through engaging with local ward Councillors.
- A winter blitz of flooding hotspots to clear gullies ahead of the bad weather.

Food hygiene safety highlights

- 100% (26) of category A food hygiene inspections completed (in line with Food Standards Agency (FSA) recovery plan target).
- 100% (127) of category B inspections completed (exceeding FSA target).
- 592 category C, D and E inspections completed.
- 450 new food business onsite inspections completed.
- Undertaking 207 school kitchen inspections will exceed the requirements of the FSA recovery plan

Home to school transport highlights

- Additional Q Routes software licences purchased to support improved efficiency of home to school (H2S) transport services

How well have we done it?

- On track to achieve 100% of FSA phase 3 recovery plan by June 2022.
- Q Routes made the H2S transport routing process quicker and more efficient in time for the new academic year as well as in day to day route adjustment for new pupils.

Clean and Green

Priority action 7: Make our roads greener

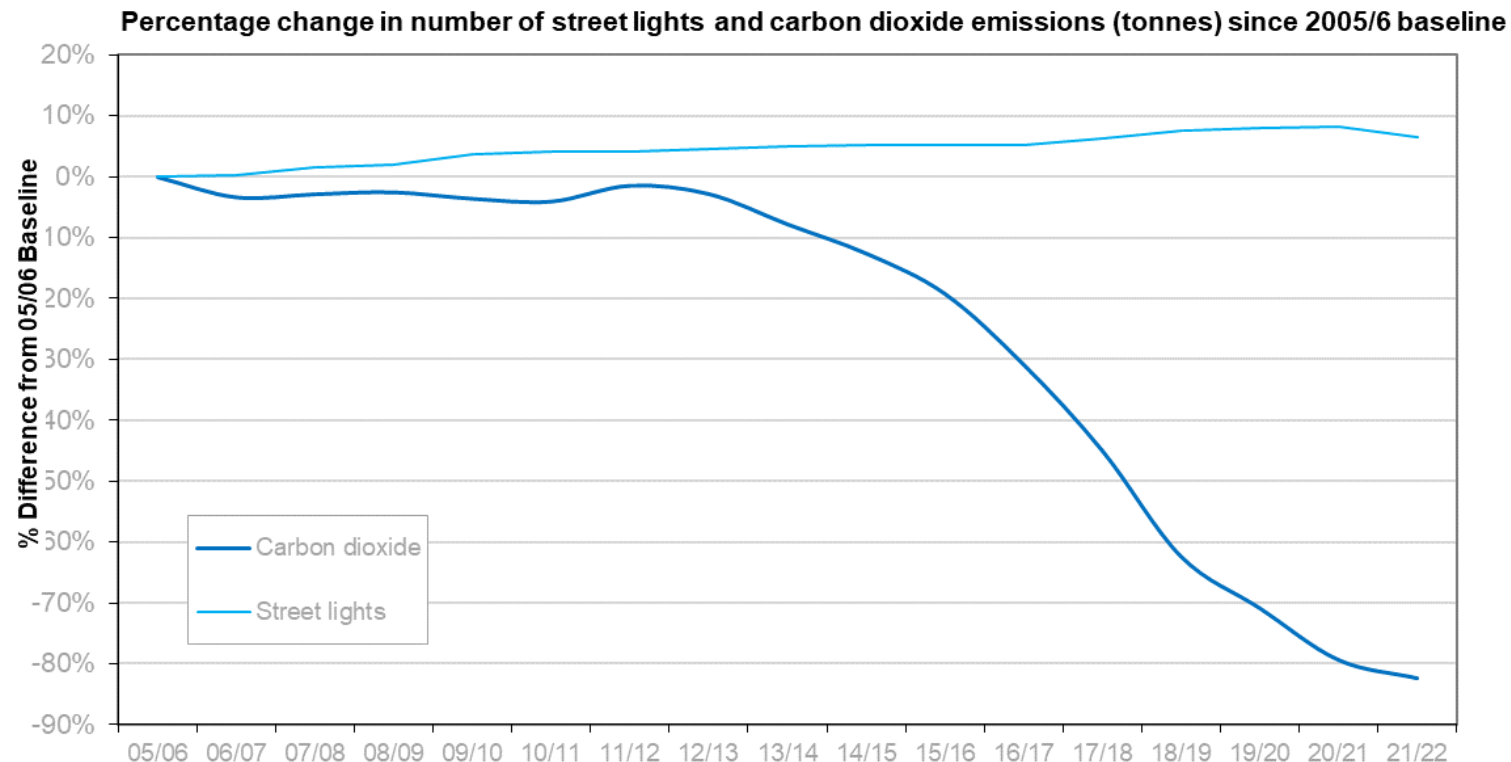
Deliverable: Deliver an LED street lighting scheme that will deliver 100% LEDs across the network by March 2022

Impacts and Outcomes

- At the end of 2021/22 the energy consumption of Kirklees street lighting had reduced by just under 60% from the 2005/6 baseline and **carbon had reduced by 82%** from just over 12,000 tonnes CO₂ to just over 2,000 tonnes.

How much have we done and how well?

- 8513** street lights have been replaced with LED lights
- Approximately **94% of street lights are LED**.
- The target of 100% LED street lights is expected to be achieved by end of March 2023
- Around £3.5 million out of £3.7 million has been spent, equating to 94% spend
- At the end of Sept 2021 Kirklees had over 53,000 street lights (a 6% increase from 2005/6).
- In Sept 2021, Over 99% of street lights were 'in light' (in working order), a trend which has been maintained since April 2020.



Clean and Green

Priority action 7: Make our roads greener

Deliverable: Introduce a Green Parking permit

Impacts and Outcomes

- Increased uptake following the launch of our enhanced green parking permit offer suggests that more electric vehicles are being parked in the district.
- The effectiveness of the Green Parking Permit offer is to be reviewed by Parking Services in August / September 2022. This review will compare the costs of delivering the permit with the environmental benefits it brings and will explore what other impacts can be measured.
- Loss of parking revenue associated with increasing numbers of free parking permits for electric will also need to be monitored.

How much have we done?

- During 2021 work was undertaken to design, order and establish a recharging scheme for a parking clock to accompany the physical permit.
- Since the enhanced offer was launched in September 2021 (i.e. in the last 6 months) Parking Services have issued **212 Electric Vehicle Permits and 3 Low Emission Vehicle Permits** as well as 88 Parking Clocks.

How well have we done it?

- The Green Parking Permit was introduced later than planned. With the onset of the Covid-19 pandemic, all parking in Kirklees was made free of charge from March 2020 until September 2021 so there was no merit in introducing a new Green Permit. The enhanced Green Permit offer was ultimately launched in September 2021 to coincide with the cessation of general free parking concessions.
- Approaches to monitoring customer satisfaction with the green permit application process and parking experience are being explored.
- Ongoing financial cost to the service area is minimal, the only outlay being parking clocks which are recharged to the user.

Electric & Low Emission Vehicle Permits issued	2014	2015	2016	2017	2018	2019	2020	Apr-Sept 2021	Oct-Mar 21/22
	4	12	25	31	43	55	46	48	215



Cllr Mather and Cllr Simpson pictured with giant green parking permit by council electric vehicles and a charging point

Deliverable: Invest in a network of Electric Vehicle Charging Facilities

- A fully resourced project team is now in place, including legal, procurement and EV Delivery and a significant amount of pre-procurement scoping work has been carried out.
- A long list of potential sites has been identified; a procurement strategy, contract type and land lease/license requirements has been identified
- A 'meet the buyer' procurement event has been scheduled for summer 2022 and procurement planned for autumn 2022.
- Delivery on the ground is planned for Spring 2023

Clean and Green

Priority action 8: Make our roads better: A high profile programme of maintenance for 21/22 including principal roads, community roads and the unclassified roads programme

Deliverable: Deliver the Locality Based Unclassified Roads (LBUR) programme following the prioritisation of schemes by ward councillors. Years 2 and 3 of the programme will deliver 132 schemes across 23 wards

Impacts and Outcomes

The 61 completed schemes (primarily carriageway) have resulted in:

- Re-surfacing of 91,600 m² of carriageway
- Re-surfacing of 5,400m² of footway
- Re-kerbing of 850m of kerbing

How much have we done?

- Of 141 LBUR Schemes, **61 are fully complete** with a further 18 partly complete as of 1 April 2022.
- A further 62 schemes will need to be completed in 2022/23 along with the 18 partly completed schemes.
- The 61 completed schemes cost a total of £3.3million (£850,000 under the original £4.15million budget)

How well have we done it?

- There have been minimal quality issues with any substandard areas being remediated with the contractor in line with contractual specifications.
- The specification has been enforced by Clerk of Works
- Programming of the works has been difficult due to the large scale of the works.

Deliverable: Deliver a capital programme of around 40 schemes as approved including the surface dressing of circa 25km of highway

Impacts and Outcomes

- We treated in total **38.1 km of highway network** of which 28.2km was resurfacing and 9.9 km was surface dressing
- 11.2km of footway was resurfaced .
- A total of **62812 potholes** were repaired in 2021-22.

How much have we done?

- The plan comprises of four programme areas, Principal Roads, Roads connecting communities, Local Roads, Unadopted road.
- Works comprise of kerbing, drainage, footway resurfacing and carriageway resurfacing
- Of a budget of £12,817,654 we spent £11,894,361.70 which equates to 92% spend

How well have we done it?

- All works are completed to industry specification. We have a clerk of works in post to ensure compliance with specification

Clean and Green

Priority action 9: Make our roads safer: progressing safety schemes in 21/22, borough-wide speed limits review, place-based Speed Indication Device partnership

Deliverable: Deliver 9 community schemes and 13 casualty reduction schemes further supported by education & publicity programmes to address emerging trends

Impacts and Outcomes

- A reduction in the number of people killed or seriously injured (KSI) on roads demonstrates the impact of road safety schemes.
- Since the introduction of a new collision recording system introduced by the Police in April 2021*, which changed how casualties were classified, **KSI numbers have remained relatively stable.**
- The Covid-19 pandemic lockdowns reduced the volume of traffic which contributed to reduced KSI numbers during this period.
- The introduction of City Region Sustainable Transport Settlements (CRSTS) will require an improved focus on monitoring impacts and outcomes across Local Authorities.

Road casualties in Kirklees 2021	Jul-Sep 2019	Oct-Dec 2019	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020	Jan-Mar 2021	*Apr-Jun 2021	Jul-Sep 2021	Oct-Dec 2021	**Jan-Mar 2022
Total casualties	183	176	197	106	162	142	96	247	247	251	251
Slight	149	152	169	84	129	128	72	190	186	199	188
Serious	33	22	25	20	29	10	24	55	57	51	61
Fatal	1	2	3	2	4	4	0	2	4	1	2
Total Killed or Seriously Injured (KSI)	34	24	28	22	33	14	24	57	61	52	63

Source: West Yorkshire Police. *New KSI category definitions introduced in April 2021. **Data for Jan-Mar 2022 is provisional.

How much have we done?

- Delivery of schemes has been delayed due to design changes needed following consultations and Road Safety Audits; reduced staffing levels due to a challenging recruitment environment in the highways service and construction sector; the continuing impact of Covid-19 on the workforce and availability/supply chain issues of construction materials.
- As of 17 May 2022 three of the nine community schemes are fully completed** (two traffic calming schemes and one pedestrian crossing). Three (one pedestrian crossing and two traffic calming schemes) are programmed for delivery in Q2, 2022-23 and three are in design (one traffic calming scheme, one pedestrian crossing and one junction improvement scheme)
- As of 17 May three casualty reduction schemes are fully completed** (one traffic calming scheme, one crossing improvement and one road surfacing improvement). Three schemes have been abandoned due to other work in the area that will deliver the same safety benefits and five schemes are either programmed for build or in the final design stage ready to be built in 2022/23. Of the remaining 7 schemes, one (traffic calming scheme) is due for completion in Q2 2022-23 and the remaining schemes are in design stage, for completion end March 2023.

How well have we done it?

- Improved customer insights (from surveys and monitoring requests and complaints) are needed to help us to understand the quality of these schemes
- A recent independent review of speed limits in Kirklees concluded that local speed limits across Kirklees are broadly appropriate for their circumstances. A number of recommendations for future improvements have been made and will be implemented by the Highway Safety team. Provisional headlines have been shared with Councillors via ward recovery meetings
- Vision Zero is a West Yorkshire Strategy aimed at eliminating all traffic fatalities and serious injuries by 2040. It is built on 5 safe system pillars (behaviours, speeds, roads, vehicles and post-collision learning & care). The new Kirklees Road Safety Strategy will embed Vision Zero within it.

Deliverable: Purchase Speed Indicator Devices and launch a new two year programme of deployment in consultation with ward councillors to begin in Jan 2022

- Speed Indicator Device (SID) locations have been agreed with all but seven wards. SIDs have been procured and **35 new SIDs will be delivered May 2022.**
- This is a 2 year programme ending May 2024. The impact of SIDs on driving speeds will be evaluated in a sample of sites of different types.



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

Outcome Definition

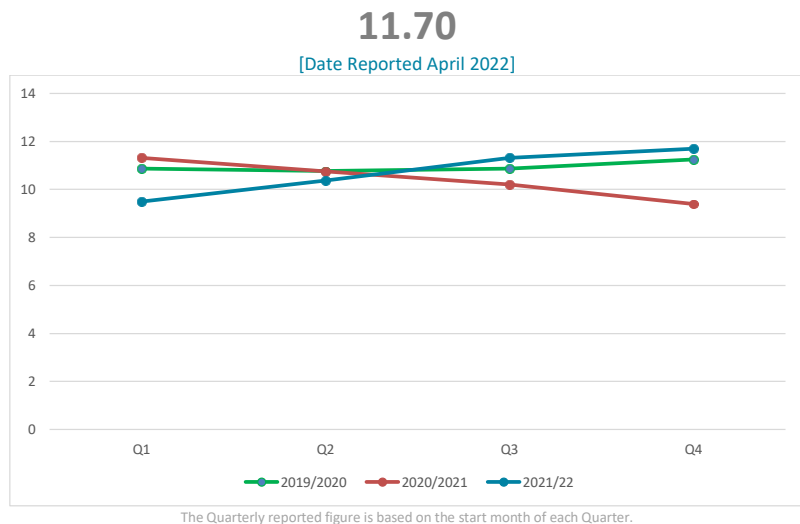
We want to be a transparent, well managed and high performing council. We will focus our resources on doing the right things and doing things right, to make a difference to the outcomes of the people and places of Kirklees.

Population outcome indicators ('tracking our progress')

Indicator 1

Efficient & Effective

Council Sickness Days Lost per FTE

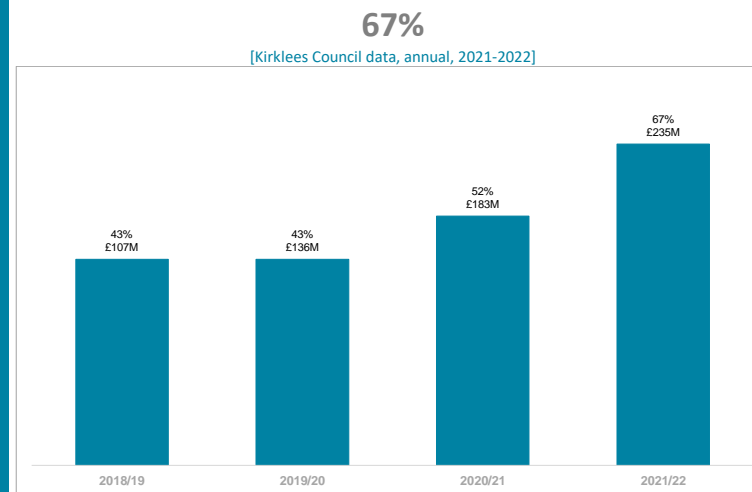


- Sickness Days Lost per FTE in Financial Year 2021/22 have increased each quarter throughout the year.
- Sickness days lost had decreased in the previous financial year but the most recent financial year follows a more similar pattern to that seen before the pandemic.

Indicator 2

Efficient & Effective

Local Spend



- Spend with local suppliers in Kirklees or suppliers with a branch in Kirklees has **increased** over the last financial year to around 67% of total spend.
- In 2021/22, £235M was spent with local suppliers, up from £183M in the previous financial year.
- A Procurement Strategy is aiming to be finalised by the Summer. The Strategy will include an ambition for Inclusive Procurement, promoting the use of local goods and services.

Efficient & Effective

Priority action 1: Promote Digital Inclusion

Deliverable: Work with the public, third and voluntary sectors to discover what digital exclusion means beyond the pandemic across Kirklees, and deliver pilot solutions in different parts of Kirklees

Impacts and Outcomes

- The Digital Inclusion Partnership worked together to share experiences and identify areas where we needed to respond throughout the pandemic. Changes to the VCS anchors will be reflected in the group's attendance from April 2022 onwards alongside existing members from the council, health and education sectors. The Partnership supported the development of the "Let's Talk Digital" survey and have continued to share stories that help us understand where and how digital services may be deployed in future that's supported by evidence collected from our communities.
- There has been successful provision of around 10,000 laptops and Chromebooks to school children. A number of those devices were provided via CSR funding from Locala and we are now providing some devices to community groups who work directly with children. The first group to benefit from that was Conscious Youth for their Huddersfield town centre hub.
- Our EDURoam has been rolled out across all council buildings to support Post 16 students gaining seamless access to their college or University.

How much have we done?

- (April 2021 – March 2022) Completed the delivery of 10k laptops to pupils across Kirklees funded by the DCMS, the Council and with a grant provided by Locala – worked in partnership across agencies to deliver outcomes for those disconnected from school.
- (April 2021 – March 2022) 2 new digital hubs, 200 devices out in the community, 65 for people supported by Works Better, 135 loaned through digital hubs, 150 of the devices were funded by the Dewsbury Town Board the rest funded by the council. at least 5 people have gained employment and have attributed this scheme to gaining the digital skills and attending an online interviews. 12 devices provided to Conscious Youth through Locala CSR funding linked to educational attainment for young people. 375 F1 Frontline worker licences provided for members of the dispersed workforce, primarily for access to the Employee Portal. Ongoing programme roll out to the workforce.
- (December 2021) 150 Mobile phones with 3 months credit were distributed across Kirklees from The Good Things Foundation and Community Calling to organisations that worked with individuals who had no phone.
- (Jan 2022) Completed the rollout of EDURoam across all of our buildings [How Kirklees Council is tackling digital inequality through eduroam | Jisc](#)
- (Jan 2022) Undertook the CLiK Survey to consult with a representative sample of Kirklees residents to understand digital access and usage. The intention was to provide a good understanding of the basics as a basis for better decision making.
- (March 2022) Carried out a survey of Private Sector Care Providers across Kirklees to ascertain their readiness for being more digitally connected to health and care systems – 70% of providers responded. Typically 60% have most of what is needed in place with a spread of issues around wifi connectivity, systems and skills making up the 40% of those who cannot readily switch to digital solutions.

How well have we done it?

We will need to analyse the data we collect from both the CLiK and "Let's Talk Digital" surveys with existing data sets and discuss with voluntary sector leaders on where we will deliver digital interventions.

Efficient & Effective

Priority action 1: Promote Digital Inclusion

Deliverable: Build on the cross-sector learning - to consider how we can make best use of our assets and, by working with people, deliver sustainable inclusive digital solutions and services across Kirklees..

Impacts and Outcomes

To support the transition from the previous deliverable, the Let's Talk Digital Survey was launched to provide a more in depth view of digital exclusion (Feb 2022). We are now engaging community champions to push this survey into specific areas to gain a deeper understanding of the impacts of digital inclusion in our communities (May 2022).

- March 2022 – Re-engaged with the new community anchors and lead community groups to push the Let's Talk Digital Survey into more communities and to share more stories around how Digital can help with wider inclusion issues.
- April 2022 – Provided an improved wifi service into Thornton Lodge Community Centre and talked to them about how better local digital services can assist with the services they deliver.
- June 2022 – July 2022 (Planned) – Continue to work with community groups and reflect on the emerging inclusive communities strategy.
- July 2022 – September 2022 – Engage with the corporate asset management team to overlay the learning through the summer to the asset strategy and where new digital services can be deployed.
- April 2021 – December 2023 – Engage with infrastructure providers to support the rollout of Gigabit and 5G technology across Kirklees.
- June 2022 onwards - Support DCMS / WYCA in the rollout of Lot 8 of Project Gigabit into the Denby Dale ward.

How much have we done?

Work is in progress as detailed above. Delivery will be monitored.

Efficient & Effective

Priority action 2: Effective Financial Management

Deliverable: Work with political and officer leadership, budget managers and key partners to ensure delivery of council outcomes within approved budgets.

Impacts and Outcomes

- Draft Council 2020-21 financial statements published by officers ahead of the 31 July statutory deadline, on 9 July 2021. Subsequent unqualified and unmodified Auditor opinion of Council 2020-21 financial statements sign-off in November 2021.
- Auditor annual report 2020-21 presented to Corporate Governance & Audit Committee in March 2022 identified no significant weaknesses in arrangements to secure financial stability, governance and delivering economy, efficiency and effectiveness.
- Regular reporting of 2021/22 in-year overall Council financial position to Cabinet, Scrutiny, Corporate governance & audit committee and Council as required, including any management actions as required to bring forecasting in line with overall resources available; predicted overall delivery within available planned resources in 21/22.
- Delivery of balanced budget position for 2022-23 approved at Budget Council on 16 February 2022.

How much have we done?

High level regular in-year reporting as per annual planning cycle into corporate member arena.

How well have we done it?

- Auditor unqualified opinion on efficacy of annual statutory accounts as representing a true and fair view of the financial health of the organisation, and arrangements for delivering value for money (annual report). These auditor activities (i.e. auditor assessment) were delivered in 21/22, in relation to 2020/21 financial statements alongside auditor reporting of no significant weaknesses in Council financial management arrangements to deliver VFM.
- Successful outcome to the Council's participation in the Government's Round 2 Safety Valve deficit reduction programme.
- Positive reputational standing with residents/tax-payers on the robustness and efficacy of our statutory account reporting and VFM delivery arrangements in relation to use of public funds.

Efficient & Effective

Priority action 2: Effective Financial Management

Deliverable: Engage with government on a five-year management plan for the delivery of improved outcomes for children and young people with additional needs within available resources.

Impacts and Outcomes

Formal engagement between senior Council officers, Schools Forum and Department for Education (DfE) through the latter half of 2021 to February 2022 as part of our participation in Round 2 Government Safety Valve Dedicated Schools Grant (DSG) deficit reduction programme. DSG management plan formally submitted to DfE in February, and signed off by the Secretary of State in March 2022. Overall Government funding agreement approval for £33.5m towards Council DSG deficit over 2021-27 period.

Funding agreement has resulted in improved Council financial stability because in the absence of Government funding, the Council would otherwise have had to meet the equivalent of £33.5m DSG deficit from available Council one-off reserves. These are reserves otherwise set aside from other significant budget risk issues identified in the Council's corporate risk register. Receipt of full Gov't £33.5m funding subject to subsequent delivery of agreed in-year Council DSG savings over the 5 year plan; in particular relating to the SEND transformation programme and in-district capacity investment over the same period.

How well have we done it?

Summary Funding agreement published by Gov't in March 2022 for successful Round 2 Safety Valve Council participants. Resultant 5 year management plan 2022-2027 to bring the current DSG deficit back into balance over the period, supported by £33.5m Gov't funding over the same period; early release of £13.5m funding to reduce the Council DSG deficit in 2021/22; the remaining £20m funding to be released over the subsequent 4 years, subject to satisfactory Council performance to deliver agreed annual savings targets against the in-year DSG funding deficit position.

Efficient & Effective

Priority action 3: Become an inclusive employer of choice

Deliverable: Develop and launch a Kirklees Careers site to showcase the variety of roles available in the council and the benefits of working for an inclusive and flexible employer

Impacts and Outcomes

- Careers site was launched in September 2021. We currently 'spotlight' careers in Adult Social Care, Children's Social Care, highways, Schools, Catering & Cleaning and Apprenticeships – we are able to flex and update these to meet demand in other areas. The site also includes information on inclusion and safeguarding as well as employee benefits to support attraction.
- Further features include support and guidance for candidates in terms of applying and other help and guidance available from external agencies such as Works Better and Better Works.
- The site is an extension of the recruitment ATS contract. Should any re-procurement be with an alternative supplier this may have implications for the careers site and alternative options may need to be sought.

How much have we done?

There is a gap in terms of data and insight relating to users of the website and where they come from/land, how long they spend there etc.

How well have we done it?

We have confidence that we now have strong, attractive market leading landing page to support further promotion of jobs and careers in Kirklees and as a platform to support wider activities.

Deliverable: Rollout My Space - a digital engagement tool - to all our frontline staff, supported by a digital upskilling development programme

Impacts and Outcomes

My Space engagement portal has been developed and rolled out.

How much have we done?

Technical development of 3 iterations of My Space completed. Communication colleagues developed 1 of 3 promotional videos to date and delivered a poster campaign.

Frontline worker insight workshops are due to commence 27th April 2022. This will determine My Space future developments and develop an understanding of what is required to increase take up/usage.

How well have we done it?

Rolled out to 8,279 (80%) of colleagues, with 2,463 (30%) take up. Highest levels of access are seen around pay days.

Frontline colleagues are accessing pay details, council messages, discounts, well being information and job opportunities via My Space. They are also able to access Council e-mails and respond to employee surveys.

Efficient & Effective

Priority action 3: Become an inclusive employer of choice

Deliverable: Launch Project Search - an internship programme for young people with autism and learning disabilities

Impacts and Outcomes

- Jan 2022 – One intern gained full-time employment with TransDev Bus company and therefore ended his rotation early and left Project Search.
- April 2022 – 7 interns successfully completed their first rotation.
- April 2022 – 7 interns suitably matched to offers of a second rotation to commence early May 2022.

How much have we done?

01.08.2021 – Assessment Day for 2021/2022 Project Search Cohort – 10 Candidates attended. 9 were Successful. One further Candidate Joined later (September) after a successful interview to bring the cohort total to 10.

Oct 2021 – Official launch and start date of Project Search Kirklees.

Nov 2021 – One Intern left the programme to return to an alternative course at Kirklees College due to not engaging with Project Search.

Jan 2022 – 9 Interns commenced 1st rotations.

- 39 teams have been engaged with across the organisation.
- 18 rotations have been offered
- A further 13 service areas have shown interest in offering a September 2022 rotation
- A total of 29 Managers have engaged to offer a current or September 2022 rotation

As the 1st rotational placement just finished a questionnaire for all managers is being sent out to gain their feedback of the programme from the initial engagement of Project Search through to the end of the placement including the support offered by the on- site team has been developed and approved by the Project Search Steering Group. Including the impact on their awareness and understanding of issues relevant to employment of people with learning disabilities and autism. The findings of this questionnaire will be available by the 2nd week in May.

How well have we done it?

2 Interns have successfully gained employment. 1 into full-time and has left the programme and 1 into part-time and is continuing on Project Search. A further intern was successful in gaining employment but did not maintain it.

3 interns have applied for apprenticeships within the council

7 Interns have completed 1 successful rotation with excellent support offered from managers/mentors throughout the Council.

Evaluation surveys will be sent to managers to gather their feedback – including quality of support, impact on their awareness and understanding of issues relevant to employment of people with learning disabilities and autism

DFN Project Search (licensing body) has carried out a 6 monthly review highlighting the positive elements and areas to further strength.

Efficient & Effective

Priority action 3: Become an inclusive employer of choice

Deliverable: Put flexibility at the heart of all our jobs through our Timewise Project

Impacts and Outcomes

- Meeting with Timewise to scope out the activity required to gain accreditation.
- Collaborative meeting with Locala to assess if we can do a joint narrative for both organisations, however, it was agreed that we would embark on separate workstreams in line with our own corporate plan. However, work will follow accreditation with Locala with regards placed based working and wider systems thinking around common themes such as recruitment to hard to fill posts.
- Initial assessment has been completed, with input from the corporate People Strategy Steering group including the Trade Unions.
- Mapping exercise has been undertaken to assess where we are on our journey of improvement linked to key activities in the People Strategy whereby, we now know where we are and where we need to progress to on the maturity model.
- Further consultation with key managers linked into the workforce planning activity is scheduled for May 2022.
- Further information will become available from the front-line workers survey again to inform what our front-line workforce need in terms of flexibility as a group of employees where flexible hiring/working is not as achievable as our office-based workforce.

How much have we done?

- Original assessment from Timewise was supported by data from SAP.
- Consultation with middle managers/senior leaders as to their view on where the council was with regards the maturity assessment @ 20 in total including the Trade Unions. This group, represented most council services.
- Front line survey covers a different demographic of our workforce and will allow us to ascertain what gaps we have and what, if any, steps need to be put in place to address these.
- Evidence of inequalities, at this stage, cannot be supported by clear evidence, however, the gap in data supports more robust monitoring of workforce in terms of carers, flexible working requests etc.

How well have we done it?

The council is more advanced than timewise originally thought we would be with strategies in place linked to the People Strategy with regards recruitment, careers site and supporting managers to reflect if a role that they wish to advertise can be undertaken on a flexible basis (constructive challenge). The council has already advertised posts where we encourage flexible working applications so that those conversation can be upfront.

The quality of conversation with the groups has been good, albeit there is some work to do to promote the council as a flexible employer and by having these conversations as part of workforce planning strategies we can ensure this is embedded.

We will know more through our next round of focus groups/workshops with managers and timewise and the data that is produced from the frontline worker survey which is due in May.

Efficient & Effective

Priority action 3: Become an inclusive employer of choice

Deliverable: Pilot a Workforce Planning toolkit in priority areas

Impacts and Outcomes

- A project team and project plan is in place to support delivery
- An introductory priming session has been developed and piloted in a number of services and will be rolled out and available early summer
- Intelligence have rolled out Head of Service dashboards to support workforce planning
- SharePoint site has been developed to host supporting materials and completed workforce plans
- Supporting tools and materials are in the process of being developed with priorities being determined from themes arising from priming session pilots
- Additional HR Resource has been recruited which will support acceleration of the project

How much have we done?

- 6 pilots of the priming session have been delivered to services across the council with broader conversations with other priority services. A further three pilots of the priming session are booked. All sessions include a focused element on exploration of workforce demographics in the services.
- Due for completion in Autumn 2022.

How well have we done it?

- 6 services are now more conversant with their workforce demographics and are starting to develop plans to address some of the issues highlighted in their introductory sessions.
- A questionnaire has been developed to evaluate effectiveness of the priming session and to provide a baseline for future project evaluation.

Priority action 4: Make Citizens Proud of Kirklees

Deliverable: Engage with citizens, councillors, partners and staff and agree the council's long-term Communications Strategy.

Impacts and Outcomes

Activities carried out to date:

- Internal staff workshops x3, Councillor consultation x2, Informal Scrutiny session x1, Staff business planning sessions x7 and Management workshops x3,
- Strategy and business plan has been drafted. The strategy is now (May 22) in draft form and will be subject to a flightpath through Executive Team and Informal Cabinet over the coming weeks. We anticipate having sign off in July/August 22.

How much have we done?

This deliverable is still in development. One of the key parts of the new strategy will be to implement a new evaluation framework for major communications campaigns and to develop KPIs for the service. This will allow us to establish evidence of inputs, outputs and outcomes. Data and narrative to support these questions will be available once the strategy is agreed and implemented.

How well have we done it?

One of the key issues the Communications Strategy aims to address is the data and insight gap in our communications activity. Only once we have agreed the strategy – and an evaluation framework - will we be able to address the main issues raised by this process.

Deliverable: Demonstrate evidence of increased reach and engagement in the council's work with citizens and communities.

Impacts and Outcomes

- The timescale for this activity, as set out in the Council Plan, is October 2022.
- The Communications Strategy has been in draft form since May 2022. This follows a period of engagement with staff and councillors around its content.
- We anticipate developing an evaluation framework for communications work as part of the new Communications Strategy. This will allow us to begin to collect the relevant data by October 2022.

How much have we done and how well?

Metrics on communications activities will be part of our evaluation framework to be agreed by July / August 2022 and we will be in a position to begin measuring impact by October 2022 as planned.