

# Corporate Performance and Impact Report



## Mid-Year update on Kirklees Council Plan Deliverables 2022/23



### 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



Ongoing **cost of living crisis** – rising energy prices coupled with increasing inflationary cost have created an unprecedented scale of challenges for households. These will also have a significant detrimental impact on the Council's finances.



**Attracting and retaining skills** and technical staff is a regional issue. West Yorkshire authorities are finding it increasingly difficult to recruit officers with technical qualifications e.g. planners and environmental health officers.



**Reducing footfall** in town centres is an ongoing challenge, exacerbated by the current financial crisis.



The Education White Paper sets out proposed reforms to the education system. It acknowledged that councils would need additional powers to fulfil their education statutory duties in a fully academised school system.



The climate change crisis is ongoing, not helped by current political uncertainty and the financial crisis.

## Shaped by people

### Headline successes & achievements



Our **Democracy Friendly Schools** programme has been a success at helping young people become active citizens in Kirklees. This has the support of all Cabinet members; schools from all wards have engaged with the programme; and 82 Kirklees Youth Councillors have been trained.

### Headline challenges & risks



**Increased volumes and complexity of calls** to the contact centre in 2022 due to the Council Tax rebate in the first half of the year and the current cost of living crisis.

# Highlights

## Best start

### Headline successes & achievements



The **Families Together Offer** continues to grow, delivering support and intervention for children, young people and families across Kirklees.



There has been an increase in children with an Education Health and Care Plan (EHCP) achieving **good level of development at the end of reception** across Kirklees.

## Well

### Headline successes & achievements



Over 1000 NHS health checks were delivered during the Wellness Service community pilot identifying potential health issues in 79% of cases and reaching a larger proportion of non-White British ethnic groups than is in the Kirklees population overall.



Co-productive work with local people has resulted in a new Direct Payment Policy, Direct Payment Guidance, and Third-Party Agreement. The working group included a diverse range of 15 people who draw on care and support, with positive feedback received from participants.

### Headline challenges & risks



In the lead-up to winter, it is important that all those eligible for COVID-19 vaccination boosters and flu jabs take up these offers. National infection surveys and local hospital figures show recent rises in COVID-19-related activity, and the protection given by these vaccines is the best way to ensure the NHS is able to cope with patient numbers over the coming months.

## Independent

### Headline successes & achievements



Independent review of **Home Adaptations provision** in Kirklees has been completed involving engagement from Kirklees Citizens and service users.



The **Library Service** has just been awarded the “Quality for Health” award and is, nationally, the first library service to have received this award based on the quality of the service offer (stock and staff knowledge) to **enable residents to improve their health**.



Libraries are continuing to **provide cost of living support**; in the first half of this year (April to September) the use of our physical book lending service, e-book lending service and e-magazine and newspaper lending service saved our customers £5,221,708.

### Headline challenges & risks



**Inflation and increased costs** will create financial risks across all areas of delivery including the ability of the council to provide match funding for transport, regeneration and house building schemes and on care providers to be able to sustain services over the coming months. The **unplanned closure of care services** is likely to continue, with the number of unplanned care home closures at the highest level for many years over the last 12 months.

# Key Highlights

## 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 **primary 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

## Sustainable economy

### Headline successes & achievements



Successful submission of several **Levelling Up** schemes including town centres and transport



The **Cultural Heart** business case has been approved

### Headline challenges & risks



Inflation and increased costs will create financial risks across all areas of delivery including the ability of the council to provide match funding for transport, regeneration and house building schemes.

## Safe and cohesive

### Headline successes & achievements



The **Inclusive Communities Framework (ICF)** has been completed. The strong relationships built between multiple agencies across Kirklees continue to work together to embed the ICF.



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

# Highlights

## Clean and green

### Headline successes & achievements



Kerbside **glass collections** and **re-use shop** start in November 2022



**22,593 potholes** repaired April to September 2022



Kirklees Council **Climate Change Action Plan** has been developed and is visiting Cabinet on the 16th November and Council on the 7th December. This incorporates the 'Net Zero Assessment for Kirklees: A technical and Economic Appraisal' and the 'Climate Change Risk and Vulnerability Assessment for Kirklees'.

### Headline challenges & risks



**Recruitment challenges**, particularly in Highways and Environmental Health.



**Climate change crisis** – not helped by current political uncertainty and the financial crisis which may impact on local ambitions.

## Efficient and effective

### Headline successes & achievements



The Council is piloting a workforce planning toolkit in priority areas, including introductory priming sessions and an exploration of workforce demographics in the services.

### Headline challenges & risks



Inflationary pressures are resulting in cost increases which impact on the council directly and on the ability of contractors to deliver at the agreed price. If tenants, residents and businesses are unable to meet financial commitments there is a risk that we fail to meet our budgeted income targets for Council Tax, Business Rates and other payments.



The Council has a forecast overspend of £34.3m in this financial year. The most significant cause of the overspend is energy and inflationary costs affecting households, businesses and organisations across the country. Other budget pressures (totalling £11.8m) include increased demand for vital services, particularly social care services for older residents and young people. Immediate action to reduce the in-year deficit includes a freeze on recruitment, increased scrutiny of expenditure beyond current commitments and a rationalisation of council buildings; alongside ongoing work to review the capital programme and explore alternative sources of funding.



The national economic outlook means that the council must be prepared for budget pressures to persist and intensify in future years.



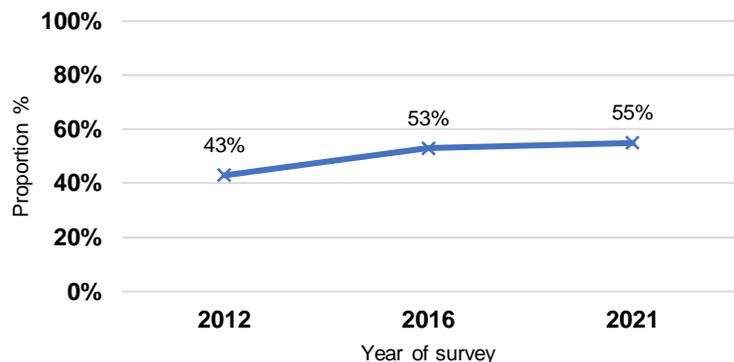
# Shaped by People: We make our places what we are

## 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.

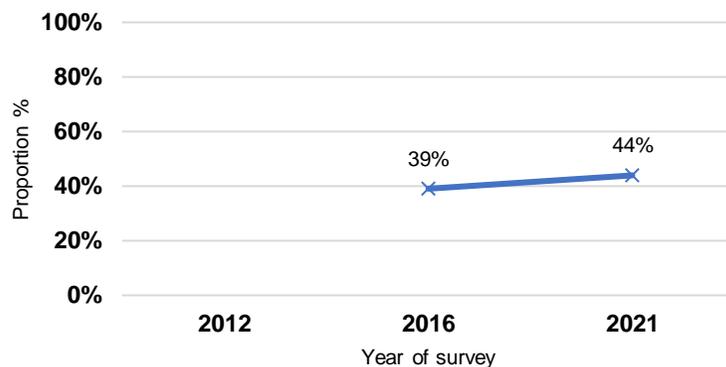
## Population outcome indicators ('tracking our progress')

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?

Both the Inclusive Communities Framework and Joint Health & Wellbeing have been formally approved.

The Plan-Making Toolkit is now complete and will appear on the Council's Intranet and Internet shortly.

## How well have we done it?

The Plan-Making toolkit is designed to help services research, plan and write strategic documents and provides officers with a straightforward practical guide to ensure our plans are developed following a clear and consistent approach.

There is a section on Place-based Working to help guide people but the main message is to contact the Strategy & Policy Team. This is so they can not only help and support but the Team will also be aware of any plans being developed. This will further ensure the Policy Team is able to embed PBW in all our strategic documents, where appropriate.

# 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.

## How much have we done?

- **30** Schools for ages 11 to 16 have shown an expression of interest in our Democracy Friendly Schools programme. This includes **20** high schools (77%), **6** Special Schools (100%), **one** pupil referral unit (33%), **two** madrasa schools and **one** all through Muslim school.
- **41** Primary schools (26%) have signed up for the programme.
- Schools from **all 23** wards have joined the programme.
- **82** young people have completed our two-day training programme and have become Kirklees Youth Councillors.
- **200** young people participated in our NCS (National Citizen Service) sessions.
- **30** high school students have been supported to take part in Listening to Birkenshaw, using our resources.
- **13** Greenhead College students learned about local democracy in the Council Chamber at Huddersfield Town Hall.
- **11** schools were engaged or re-engaged in the programme at the 'Our Climate, Our Voice' events during Local Democracy Week.
- **2** community organisations have been provided with our 'Train the trainer' session.

## How well have we done it?

- We have helped young people, school communities and individual teachers to learn about local democracy.
- 100% of schools who have completed a Democracy Friendly assessment say the programme has helped young people to shape their local place.
- We have continued to take a flexible approach and we've provided easy to use learning resources for all ages groups. This has been really appreciated by school communities.
- 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.
- Young citizens are beginning to understand their part in local democracy.

# 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?

- **59** of our **69** councillors (85%) have offered to support our activities with young citizens.\*
- All **10** cabinet members are supportive.
- **22** councillors have participated in recent Democracy Friendly Schools activities.
- **Three** cabinet members have become identified champions for Kirklees Youth Council.
- **82** Kirklees Youth Councillors have been trained so far.
- Expressions of interest received from schools in **22** of 23 wards.
- **14** primary schools have completed a one hour 'train the trainer' session in their school.
- **200** NCS participants learned about their councillors.

## How well have we done it?

- Our programme has provided a framework for councillors around which to build a relationship with young citizens.
- More Councillors are approaching us about the Democracy Friendly programme, inviting us to create links with schools who wish to get involved and testing out new ways of involving schools in their wards. Newly elected councillors have also been keen to get involved.
- 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 through our programme updates and activities.
- We are participating in the Our Kirklees Futures programme, connecting young citizens with councillors and cabinet members.
- We have supported colleagues to understand how to design meaningful engagement activities for young people, and to involve councillors in their work with young citizens.

### Quotes from Gomersal St Mary's CE Primary School

*"We wrote to our Councillor, we zoomed him, we tweeted him, and we agreed on a local project."*

### Quotes from Spring Grove Junior, Infant and Nursery School

*"Our school community is keen to be a part of local democracy... Our children know who their councillors are and what they do as councillors (possibly more so than their parents!)"*

# 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. Voluntary sector participants have told us that these conversations have helped them to understand something new about how we can work together and about what we're trying to achieve – they feel that their work is valued and noticed, and that they are part of local democracy.

## How much have we done?

**320** people have been involved in conversations to help us shape and test flexible ways of measuring progress towards our shared goal.

We have also developed ideas with councillors and with colleagues.

### 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. We will bring these approaches together in a practical guide, sharing approaches which anyone can use to gather insight. This is in-keeping with the approach citizens asked us to take; *“we can all share in it and take responsibility for achieving it – we make our places what they are”*.

### 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 2022. We have learned that, although these workshop materials are very well received in some settings, we also need a range of flexible approaches to enable more community organisations to participate, particularly given the currently challenges many are facing. From late Summer to Autumn 2022 we have been holding one-to-one conversations with people from voluntary organisations, local businesses and schools, exploring some quicker methods of measuring progress towards our shared goal. We will now try these approaches in some group settings.

# Shaped by People

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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.

Continued....

## Place Standard Integration

We are working with partners to integrated Shaped by People into our ongoing Place Standard conversations in local places. We began by developing some conversation prompts, as part of the 'Influence and sense of control' and 'Identity and belonging' themes. We did an early test in Spring 2022 and in Autumn 2022 we are working with Marsden Community Trust to develop further approaches. This includes including Shaped by People in volunteer training sessions and materials, using extra prompts developed by the community, and focussing on the action planning phase as a way of engaging people in actively shaping their local place.

## 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. However, our participants in the voluntary sector are also facing significant and growing challenges, including supporting people with the rising cost of living, and supporting people who are experiencing violent crime in their neighbourhood. This means that we're shifting our focus to activities that are more easily manageable for our partners, and we're working with local groups to develop sensitive approaches. We have taken the time to work with people and discuss things in depth, and we 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. We introduced 200 partners to Shaped by People at the Picture of Kirklees event in July 2022 and have followed up with some positive conversations since then. We also have Cabinet leads and councillors who are supportive and who have volunteered to test our conversation materials in their wards, along with staff who are keen to get more involved (including colleagues who pledged to help in response to our Kirklees Leadership Forum about Place Based Working).

# 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 have taken some more time to test different ways of story gathering, so that we can include some practical advice in our Shaped by People measurement pack, to support colleagues and partners to gather stories from citizens.

- Gathered stories from active citizens by talking with them in their local place about what they do and what motivates them to get involved
- Developed a guided, step-by-step online form to support citizens to share their stories more easily

As part of our commitment to making sure we keep listening to and learning from Citizen Stories, we are highlighting several stories from our citizens in our 2023 Council Plan.

## How well have we done it?

Participants feel that their personal stories are valued, so the approach has been successful. This is now an ongoing action 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 tool proves a holistic, collaborative and place-based way of working to understand and address local issues. A key element of place standard engagement is to develop stronger relationships, encourage citizens to be more active and support Cllrs, citizens and partners to work collaboratively to tackle shared priorities in a place. Some wards have a history of partnership working, especially where there are legacy arrangements from regeneration programmes, some have topic-based forums that bring partners together and some wards have no mechanism that brings Cllrs, citizens and partners together. Place standard engagement has enabled more collaboration at a local level, so most wards have some form of partnership working arrangements either through legacy arrangements, forums or place standard

### How much have we done?

- Since the last update two more place standard engagement activities have been delivered as follows: -
  - Kirkburton ward – Ask Burton
  - Birstall & Birkenshaw ward - Listening to Birkenshaw
- In addition, engagement is currently taking place in Greenhead – Paddocks’ Priorities and is due to start later this month in Colne Valley ward – What matters to Marsden.
- Action planning has taken place in the areas where engagement has previously been delivered.
- Dalton – Listen to Waterloo, action plan has been published and funding secured from the Place Standard Investment Fund. Work continuing in other areas to seek further funding.
- **307** individuals participated in the **2** engagement activities listed above.
- Action planning workshops and/or drop ins have taken place in **7** areas, with others to be progressed this year.
- Funding of **£50,000** approved to deliver action plan priorities.

### 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.
- Place standard engagement process ensures that the ideas and views of our most vulnerable groups are considered and addressed. More work is needed to ensure that we capture protected characteristic data to demonstrate that all communities are able to participate.

# 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 results of the STAR 2022 Survey carried out in April 2022 show encouraging signs of improvement in satisfaction across several measures. The most promising is that our Net Promoter Score (NPS) has increased from -3 to +7.4. The NPS represents how likely it is that tenants will recommend H&N to their friends and family. Scores range from -100 to +100. NPS varies widely across sectors but an average score of 0-30 is generally considered 'good'.

### How much have we done?

- Approx 21,000 tenants received the newsletter detailing the STAR results and high level actions from the STAR improvement framework.
- Approx 2000 tenants received a newsletter describing how a place based approach has been taken to the management and development of these estates.

### How well have we done it?

- All identified actions have been delivered, improving the quality of services offered to tenants.
- The Tenant Advisory and Grants Panel receive a regular update on progress against the improvement framework and are given opportunity to influence design of many of the actions.
- The STAR 2022 results are presented in the table opposite.

Question	2021	2022	Change
Satisfied with ease of dealings	61%	69%	+8%
Satisfied with overall service	68%	68%	No change
Satisfied with home being safe and secure	73%	76%	+3%
Satisfied rent provides VFM	78%	81%	+3%
Satisfied with neighbourhood as place to live	66%	73%	+7%
Satisfied service charges provide VFM	65%	62%	-3%
Satisfied with overall quality of home	64%	68%	+4%
Satisfied with repairs and maintenance	64%	65%	+1%
Satisfied views and listened to and acted upon	47%	56%	+9%
Satisfied that Homes and Neighbourhoods makes a positive contribution to neighbourhoods and communities	-	60%	TSM
Satisfied with approach to ASB handling	-	49%	TSM
Satisfied that home is well maintained and safe to live in	-	72%	TSM
Satisfied that Homes and Neighbourhoods treats tenants fairly and with respect	-	75%	TSM
Satisfied that Homes and Neighbourhoods keeps tenants informed about things that matter to them?	-	67%	TSM
Satisfied with approach to handling of complaints?	-	50%	TSM
Satisfied that know how to make a complaint?	-	80%	TSM
Net Promoter Score*	-3	4.4	+7.4

**Note:** Questions referenced as TSM (Tenant Satisfaction Measures) are new for the 2022 survey. TSMs have recently been introduced by the Regulator for Social Housing.

# Shaped by People

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

**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.

The successful implementation of the like for like telephony system replacement has ensured that the significant number of citizens who use this channel for contacting the council and its partners can continue to do so and service delivery was not compromised.

### **How much have we done?**

- Telephony system replacement (like for like) completed in September 2022
- 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.
- 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.
- One of the projects completed was to introduce into the IIA process a requirement to consider and score against the Access to Services principles.
- Access to Services Board created with senior officers from across all council directorates and some key partners.

### **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

Support is provided online, telephone and face-face should that be required by citizens.

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. Upon presentation at our centres citizens are assessed for the best route to support presenting need - be that online, phone or face-face.

### How much have we done?

- Implemented the new like for like telephony system during the first half of the year requiring staff to undertake training as well as developing and testing new systems. This went live in September 2022
- Recruited to fill more than 50% of posts in the contact centre vacated by experienced staff moving to pursue new careers both internally within the council and externally. Our normal turnover is around 10-15% per year
- Clinics with each service with Kirklees Direct data
- During the period 1<sup>st</sup> April 2022 – 30<sup>th</sup> September 2022
  - ❑ 867k calls made to telephone contact centre
  - ❑ 16,694 email were responded to
  - ❑ 8,988 web chat conversations took place.
  - ❑ 15,107 calls were handled by the 24 Hour Team, supporting emergency out of hours contact

### How well have we done it?

In relation to our online webchat offer and telephone call answering rate, response times had improved from 71% mid-2021 to 76% by April 2022. The first half of 2022/23 has seen a reduction to 72% performance but is still an improvement on the original benchmark of 71% in September 2021.

The landscape of contacts particularly telephony contacts has changed considerably in 2022/23. Citizens are presenting with more complex needs as the cost-of-living crisis impacts on many citizens. Call handling times have increased considerably as we attempt to deal with those increasing and more complex needs, including the council tax rebate in the first half of 2022. This has had an impact on improving response times and has seen average wait times increase to approximately 7 minutes on average.

An improvement is expected in our response times by January 2023.



# 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')

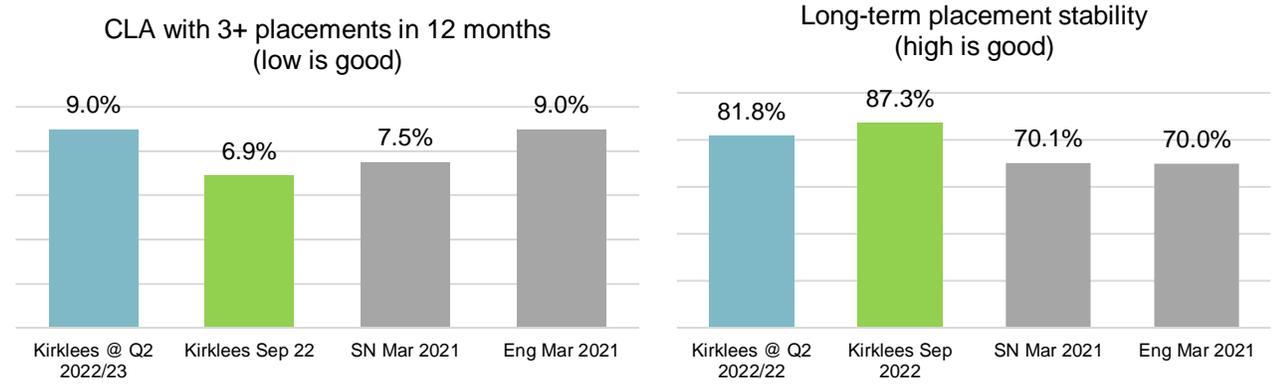
### School readiness: good level of development at the end of Reception

	Kirklees 2019	Eng. 2019	Kirklees Diff to Eng.	Kirklees 2022 (Cohort no. children)	Eng. 2022	Kirklees Diff to Eng.
All children	69.7%	71.8%	-2.1%	62.5% (5,142)	65.2%	-2.7%
SEN Support	19.0%	29.0%	-10.0%	17.1% (398)	22.9%	-5.8%
EHCP	0.0%	5.0%	-5.0%	3.4% (118)	3.7%	-0.3%
Free School Meals Eligible (FSM)	55.0%	57.0%	-2.0%	46.8% (951)	49.1%	-2.3%

- 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.
- These are the first attainment statistics since 2019, after assessments were cancelled in 2020 and 2021 due to the pandemic. These statistics cover the attainment of reception pupils who were assessed in summer 2022. These pupils experienced disruption to their learning during the pandemic (DfE, 2022)
- In 2022 the national emerging figures show that the difference between England and Kirklees is decreasing for good level of development for those who have an Education Health and Care Plan (EHCP). Although national figures have decreased across the board there is evidence of improvement in Kirklees for those children with an EHCP.

### Placement stability for our Children Looked After

	2021-22 Q3	2021-22 Q4	2022-23 Q1	2022-23 Q2
Percentage of children looked after with 3 or more placements in the last 12 months	7.1%	8.9%	9.6%	9.0%
Long-term placement stability - same placement for at least two years	87.7%	85.6%	82.2%	81.8%



\* 2021/2022 National data for Statistical Neighbours (SN) and England (Eng) is due to be released mid-November 2022

# 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

The Inclusion Support Offer (ISO) service was rolled out in March 2021 following a 12 month test and learn approach. The aim of the Inclusion Support Offer is to give early support and advice around SEND to SENDCOs in schools, ensuring that educational settings are working in a “strengths based” way, and that all support which could and should be offered to children and young people with SEND, using a “Graduated Approach” is in place, before any request for assessed specialist services is made.

## How much have we done?

The Inclusion Support Offer (ISO) sits within a suite of early intervention offers for SEND which are being developed under the SEND Transformation Plan who share the aim of reducing dependence on costly, assessed services. The effectiveness of early intervention within SEND must be considered cumulatively across this wider picture.

- By the end of September 2022, the Inclusion Support Offer service has managed over **600 unique contacts** from schools and settings. The majority of support in the first year was term time – this equates to approximately 15 contacts per week, during term time.
- **84% of primary** settings, **88% of secondary** settings and **37% of Early Years** settings have made contact with the Inclusion Support service.
- In September 2022, the ISO received 65 unique contacts – a **97% increase** from last year.
- Since January 2022, ISO have undertaken **24 visits to schools** and settings to provide targeted support around SEN support needs.
- A ‘test’ offer of support for wider SEND professionals commenced in August 2022. (Previously ISO had just been aimed at SENDCOs / schools). In this time, ISO have had **40 contacts with wider professionals** including Early Support Consultants, Social Workers, C&K Careers, Community Hub Coordinators, Family Support Workers and more. Initial feedback has been positive with repeat callers already evidenced. We would like to continue our offer to wider professionals but just need to monitor capacity.
- ISO officers have recently started to attend **Local Offer drop in events for families** with queries relating to SEND. Many of these discussions relate to families’ experiences with schools. With their understanding of the challenges schools face and via a strengths based approach to conversations with families, ISO are able to help schools and families empathise with each other’s position and ensure a shared responsibility to finding positive solutions.

## How well have we done it?

SENDACT report seeing a reduction in general SEND Support queries which we would hope would be attributed to the ISO offer and increased awareness. Through 2021, the Kirklees SEND Information Advice and Support service – KIAS - reported an overall reduction in Level 1 interventions for new referrals queries which they attribute to increased use of the Local Offer.

# 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

The grants have only just been awarded, it is expected grants awarded to date will have the following impact, these will be monitored through the grant award process.

- Create two additional community rooms at Heckmondwike Community Centre so that more young people can use the building
- Providing a youth hub at Honley Village Hall which will enable more young people (including those with disabilities) to access this safe space
- Create new disabled changing toilet facilities and an interactive sensory machine at Sensory World, Dewsbury, to increase the number of people with disabilities who can access the venue and will encourage active engagement by stimulating imagination
- Upgrades to accommodation at Kickstart, Huddersfield, which will enable them to continue and expand their project which provides young people with the opportunity to learn how to use and maintain motorbikes, whilst learning social skills and anti-social behaviour awareness
- Contribution to a new extension at Ravensthorpe Community Centre, which will provide a more inclusive and sustainable facility for young people (including those with disabilities). This includes a better-quality dining and cooking area
- New outdoor facilities at Fanwood Activity Centre, Gomersal. Providing a physical challenge and a mental stimulus, which are essential to mental wellbeing. Also helping address increasing levels of obesity in our local area by encouraging a more active and outdoor experience, in safe placed with well-trained adults and safe equipment.
- Upgraded facilities, including a sound and vision suite, at the Watershed, Slaithwaite. This will enable an extended offer of creative activity provision for young people and an improved facility for community arts with increased opportunities for engagement and use
- Contribution to improved facilities at Dewsbury Moor Sports Club, which will enable increased participation in the junior game especially for girls aged 12-18
- Contribution to a safe fully accessible outdoor area at Northorpe Hall, Mirfield, for children with additional needs. This will children and young people to learn new skills and increase their confidence and self esteem in group situations.
- Improvements to Furnishing a creative centre of excellence for children and young people with additional needs, run by Shabang!, Huddersfield. This will result in users feeling less isolated and experiencing enhanced wellbeing.
- Major improvements to Central Youth Club, including making the building accessible to all young people by installing a lift enabling young people with mobility issues to access the sports hall giving them a sense of belonging and inclusivity

## How much have we done?

- We have allocated capital funding of around **£1million** to improve and expand youth facilities across the district
- The applications process is now complete and over **155** local groups will receive funding for towards a huge range of exciting projects.
- We are working with some groups to finalise details of their application.

## How well have we done it?

The grant process has involved each request being assessed against set criteria - the outcomes for Best Start, CYP Plan 2023 and Youth Development Board Outcomes.

# 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**

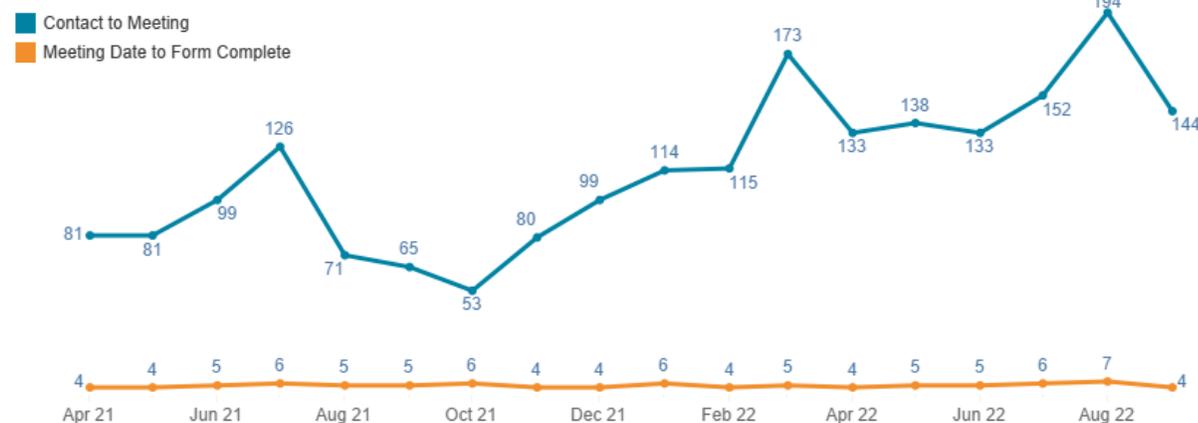
## Impacts and Outcomes

A considerable amount of work has been undertaken during the year to be able to start to gather evidence of the 'What Difference' the service is making. We have purchased the Outcome Star Tool for all practitioners in the Early Support Service. This will enable the service to measure the 'Journey of Change' for the children, young people and families we work with and report on those impacts. Reporting on outcomes should be available early in the Spring Term.

## How much have we done?

- In 2021/2022 there were 17,154 requests for support into Children's Services with Police being the highest referrers (1 in every 3 requests are made by the Police).
- Nearly a quarter (23%) of all requests into Children's Services progress to an Early Support Service, usually through the Early Support Multi Agency Panel (ESMAP) process. This is the second highest outcome after Information, Advice & Guidance. Progress to Children's Social Care for Assessment is the 3rd highest. This is the first year where Early Support has had more outcomes than Social Care.
- There are on average 20 children who receive a package of support at each Early Support Multi Agency Panel (ESMAP) meeting. However, the chart opposite shows how numbers of children for discussion at meetings has been continually on the increase since October.

How many children have been the subject of an ESMAP meeting over time?



- The Government funded initiative, Holiday Activities & Food Programme (HAF) , saw 5038 children in Kirklees access a holiday activity and receive a free meal.
- Detached Youth Work – This is a specialist team working in targeted areas across the district in partnership with Police and other community teams responding to anti-social behaviour, exploitation and safeguarding concerns. On average during the summer months each individual youth worker engaged with over 150 young people.
- The Play work team run targeted outdoor physical activity sessions to support and encourage young people to engage in positive outdoor activities. During the summer period nearly 500 attended the sessions.
- Supporting Families (renamed from Troubled Families/Stronger Families) is a government funded initiative. During the year approximately 570 families have been identified as meeting the criteria for the Supporting Families' programme. Just over 700 families who were nominated have been identified as meeting the success criteria for a funding claim resulting in an additional £1.5m been generated for Children's Services in Kirklees. There are currently a further 2438 families enrolled on the programme and receiving support.

# 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...

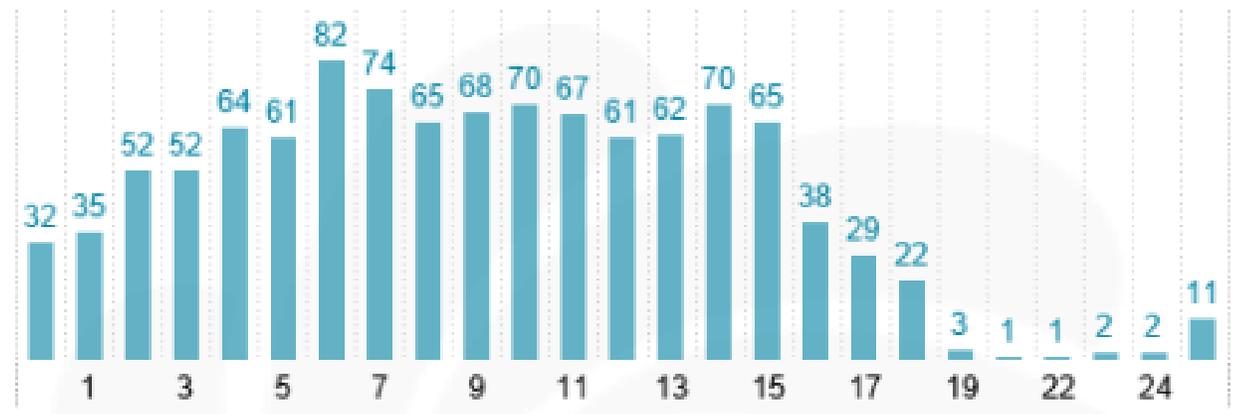
## How well have we done it?

25% of all contacts into Kirklees Children's Services result in the child/young person receiving some form of Early Support Intervention. The Practice Standard for the recording of this contact information is 1 working day and the services has a 43% compliance rate – this can be mitigated for by staffing shortages and recruitment challenges.

970 children had an Early Support Assessment completed during the year with 38% of those being completed within the Practice Standard of 14 working days. 69% of supervisions for these caseloads were completed within timescales.

During the year 1089 children have received a specialist targeted intervention. The graph shows a breakdown of numbers by age. The data indicates the highest caseload numbers for school age children.

## Children By Age



# 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. 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?

- Building secured and work is underway.
- Internal/external works to building completed as far as possible; awaiting utilities connection to complete final checks and handover for use of the property.

## 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.

**Deliverable: Improve our grading at the next social care inspection**

- The Council awaits the next Social Care inspection.
- Work continues service wide and Ofsted readiness meeting is scheduled to support preparation of SEF.
- Ongoing collation of information/evidence from across the service to support the inspection.



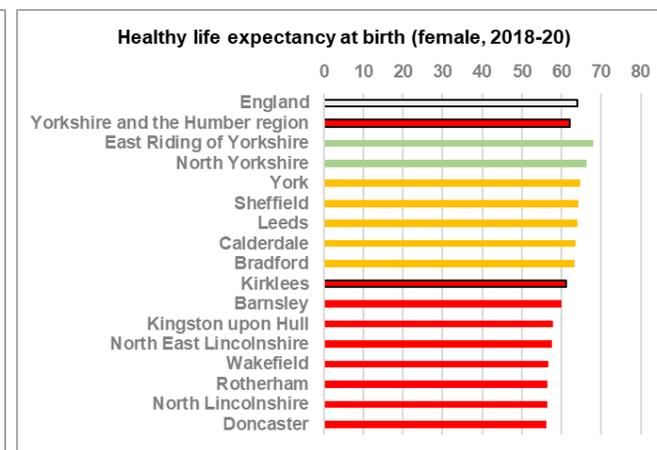
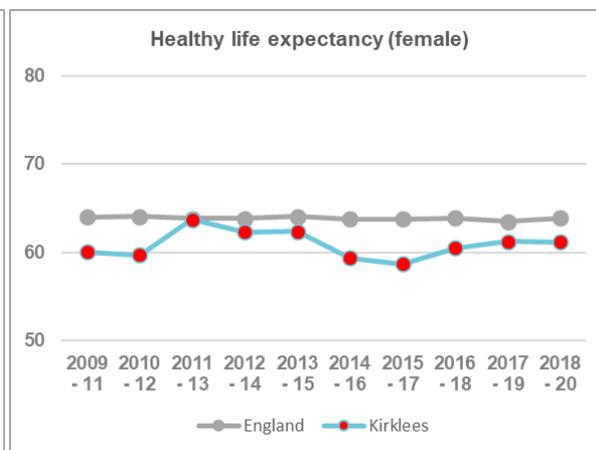
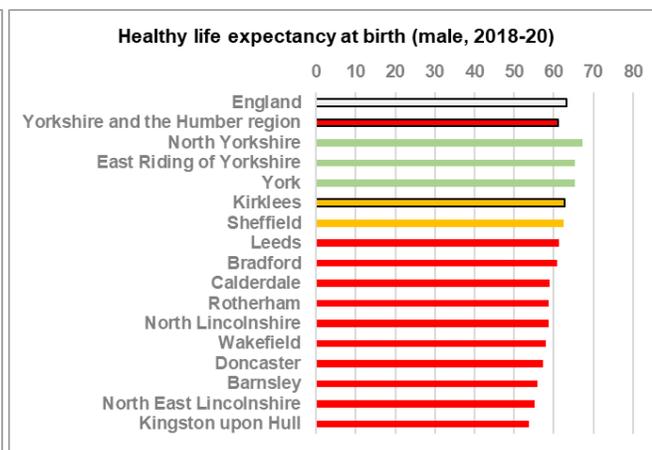
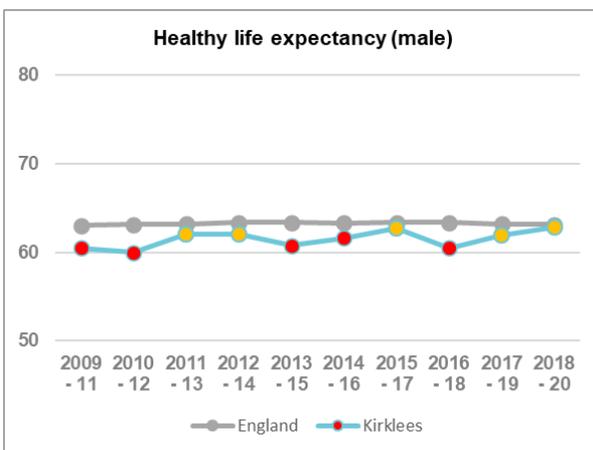
# People in Kirklees are as well as possible for as long as possible

## 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.

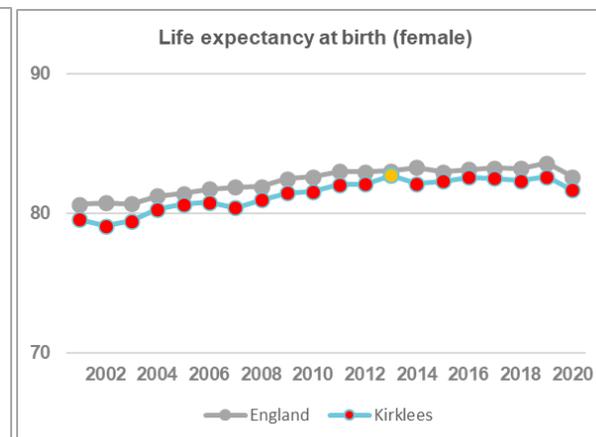
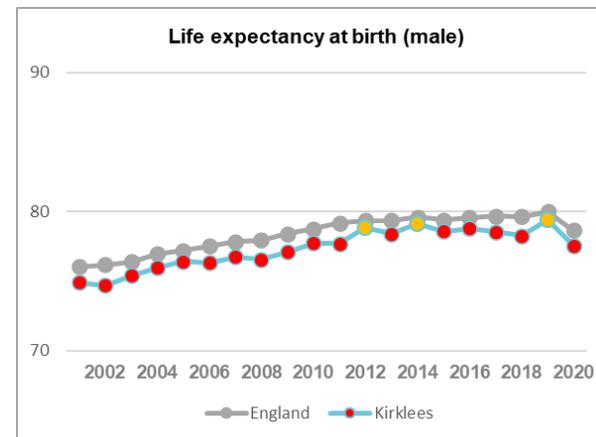
## Population outcome indicators ('tracking our progress')

### Healthy life expectancy (no new data since year end 2021/22)



- 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 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, e.g., equipment assessment and procurement. This has now improved, and Kirklees Care Association (KirCA) is well placed to support the market and partner relationships with care providers moving forward.

## How much have we done?

- The care market was significantly impacted by COVID-19; what was a fragile market is suffering from reduced volumes of new entrants or respite cases and a higher number of deaths. There have also been a number of operational and financial pressures such as insurance costs, staff sickness and staff isolation.
- The commissioning team has issued £17m short term government and Council funding to providers across social care to support fee uplifts, increased hourly rates to staff, workforce and other additional business costs. This has meant a level of provision has continued to be delivered and staff have the capacity to deliver quality services to those in their care. Reporting requirements around funding were shaped with providers, and underspending identified early and redistributed to maximise local benefit.
- The Care Home Market Strategic Analysis found that Kirklees, like many other areas, was moving from long term placement provision to a shorter period of care home support for those with increasingly complex requirements. These changes impact the overall market capacity, the skill level of staff supporting those with more complex needs and multiple co-morbidities, and the pay and recognition needed to attract and retain appropriate staff, and can only be responded to effectively in partnership with the sector.
- The In2Care workforce team has been working to support recruitment and retention, shaping and developing lean processes with providers to convert interested individuals into interviews and appropriate roles.
- Partnership working around commissioned mental health community service provision continues to be a strength, including commissioning of services as a MH partnership.
- Collaboration on asset and provision mapping helped collective understanding of over-provision and where support could be better focused. Considering diversification enables providers to understand income potential and operating structures. A business case is being developed to increase hourly rates.
- Membership of KirCA has grown and is now made up of 40% of local home care providers and 40% of local residential providers. External grant funding is supporting the delivery of digital social care project work.

## How well have we done it?

- The move to deliver more personalised care in people's own homes, supported through increased collaboration, and the use of technology and equipment solutions, meant that people who historically may have gone into care homes are now being supported in the community. This positive market shift did lead to pressures in the home care market, some of which were alleviated by the introduction of the 'speed dating' initiative.
- The care market remains in a state of flux and whilst there have been a very small number of closures the market exits that were feared have not been seen. There is still some "right-sizing" that 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 has 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**

## **How much have we done?**

- We have worked closely with our partners across Kirklees and West Yorkshire to establish a new set of governance arrangements including the establishment of the West Yorkshire Integrated Care Board and its Kirklees sub-committee. These new arrangements have been in place since 1st July 2022.
- The Council has signed a formal Collaboration Agreement with all the key health and care partners in Kirklees that sets out how partners will work together within the new arrangements.
- To further support these new arrangements the Council has updated the Terms of Reference and membership of the Health and Wellbeing Board to enable a wider range of partners to contribute to the work of the Board.

## **How well have we done it?**

- Elected members and officers are actively involved in all the new structures which taken together will embed an inclusive approach to planning and delivering health and care services.

## 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 has historically fallen 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, and Third-Party Agreement. These documents have now been formally signed off by the Director of Adults and Health, and the next phase is focused on successfully embedding the new policy, processes and practice in a way which continues to honour 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 range 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 36 meetings (plus many additional conversations), five reflective sessions, and a staff survey which attracted over 60 responses.
- A new Direct Payments Policy and supporting guidance and Third-Party Agreement are currently with the council's comms team for formatting. Eight briefing sessions are planned with staff across the spectrum of Direct Payments, which will include interactive content with information available prior to the sessions and feedback/ booster sessions available after the initial roll-out. Briefing sessions are being coproduced with the council's Learning and Development team.

### How well have we done it?

Examples of positive feedback from working group participants include:

- *"The project team has recognised and acknowledged that those who use services and their carers are experts in their own right and are well placed to highlight best practice examples, what doesn't work well and how improvements can be achieved, and where there are gaps and how they might be appropriately filled."*
- *"What did I enjoy? Collaborative partnership working, where all voices were heard... Sharing and acquiring lived experience, in sight and learning, with and from all project team partners... Flexibility relating to the provision of feedback options..."*
- *"The experience of co-producing the documents... It was really good, it actually felt like co-production."*
- *"I'm really hoping this work will do two things... Provide flexibility for how direct payments are used... historically it has been very prescriptive... Also, I'm hoping it will encourage more people to use direct payments as an option and develop support for people who use direct payments through their peers."*

*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.
- The Push Scooting Pilot led to a 40% increase in scooting to school; 80% of schools agreed that since taking part in the scooting activity, pupils have been more enthusiastic about physical activity.
- Due to funding received for Hi-Viz shirts and jackets, 'Friends of Greenhead Park' are more recognisable to women and girls in the park, making them feel safer.

## How much have we done?

- Playable Spaces programme: 57 live projects, although progress has varied due to staffing issues, increasing raw material/product pricing, and long delivery lead times.
- Greenspace Mapping: The Our Local Centres Programme is currently developing a masterplan for each of the following town centres: Batley, Cleckheaton, Heckmondwike and Holmfirth. Three key principles are that towns will be green and sustainable, connected and active, and inclusive and diverse. The programme has submitted an application to LUF for £15m to deliver public realm interventions in Batley town centre.
- Everybody Active: Two successful applications to the Shared Prosperity Fund, one for £100k to roll out four programmes across Kirklees working with communities to increase physical activity levels, and the other for £130k linking to the Football Foundation's 'playzones' programme.
- Playing Pitch Strategy: Mapping existing playing pitches across Kirklees, to be completed by the end of 2022.
- Physical Activity From the Front Door: Mapped 18 walking routes for Huddersfield, celebrating local areas, getting people moving, and helping increase their daily steps.
- Safe Streets funding: Based on 400 survey responses, installation of new lighting at Crow Nest Park and safety railings at Greenhead Park; 16 groups were also funded.
- Huddersfield Blueprint Cultural Heart: Public Health has worked with developers to carry out a health impact assessment; improving access to green space and considerations for lighting safety and mobility needs were highlighted through the assessment.
- Push Scooting Pilot: Delivered to 11,000 pupils across 50 Kirklees KS1/KS2 schools, promoting push scooting as a sustainable active travel mode.

## How well have we done it?

- The Push Scooting Pilot was runner-up at the Modeshift National Sustainable Travel Awards 2021
- Eleven schools booked an extra day of scooting and seven made repeat bookings.

*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 CLiK survey 2021 enabled an increased understanding of the types of people accessing green spaces in Kirklees; more residents were accessing parks and green spaces weekly in 2021 compared with the previous CLiK survey in 2016.
- Place Standard responses are summarised for each engagement activity and fed back to the local community to support decisions on local priorities.

## How much have we done?

- Place Standard Tool: So far, 27 engagement activities in 17 different wards have been supported and over 10,000 people have participated.
- Three of the 14 themes explore how people feel about streets and spaces, natural space and play and recreation where they live, work or visit, and in particular the things they value and appreciate, what they think could improve and how and what they can contribute. Analysis is underway of the qualitative insight gained via the Place Standard through the lens of each of the eight Kirklees Outcomes. Further details of Place Standard engagement are available here: [www.howgoodisourplace.org.uk](http://www.howgoodisourplace.org.uk)
- The Current Living in Kirklees (CLiK) Survey took place in Nov-Dec 2021; over 6000 responses were received, with 54% from the most deprived two quintiles. Findings from the survey have been summarised and shared with Council colleagues and partner organisations – further details available here: [www.kirklees.gov.uk/clik2021](http://www.kirklees.gov.uk/clik2021)
- Make Space For Us: This research project aims to find out more from teenage girls around being active in green spaces. Council teams worked with schools and community partners to set up focus groups to listen to teenage girls about their experiences, views and what would an ideal greenspace of park look like, and what they would like from green spaces. The Parks team has a budget to make changes based on these findings.

## How well have we done it?

- As a result of the 'Make Space For Us' project, some key recommendations have been made around sharing good practice, including teenage girls in designing and developing parks, working with sport and exercise providers to encourage park use. Dewsbury/Ravensthorpe will be a pilot area for this work. The top five facilitators to get girls to use parks were:
  - Better toilets/changing facilities (80%); Feeling safe (75%); Girls-only activities and spaces (68%); Better sport/exercise facilities (62%); More community events (60%)

## *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**

- The projects are still too early in their infancy to fully evaluate what difference they have made, as some programme are to be evaluated over an extended period. The University of Huddersfield will be conducting this work on behalf of KAL.
- Depending where required savings are to be made going forwards, there is a risk that this may impact disadvantaged communities or people at highest risk of health inequalities. The increasing cost of living is also likely to have a detrimental effect on some priority user groups being able to afford to access KAL services.

### **How much have we done?**

- KAL have worked hard over the past 18 months to do more to support wider health outcomes for people who are inactive and / or who are at risk of health inequalities. Initiatives include the Exercise Referral Scheme, Fit Mums, First Steps to Fitness, and work on a cancer prehab pilot.
- Emerging data from the Exercise Referral Scheme to Aug 2022 shows 298 referrals over the project lifespan (with 268 in the last six months); of those, 54% took up the programme.
- There were 463 self-referrals into the First Steps to Fitness programme, and 242 self-referrals into Moving Mums.

### **How well have we done it?**

- Emerging data shows 38% of people attended at least 8 out of 12 sessions on the Exercise Referral Scheme (plus an exit interview), with around half of completers taking up Active Movers or KAL membership.
- A higher proportion of referrals into this scheme are for females (69%) and for those under 60 years old (60%).
- Over half of participants (55%) on the First Steps to Fitness programme were from more deprived areas, with 65% of users under 40 years old.
- The focus this year has shifted from the health programmes (although KAL have continued with those) to working with KAL to reduce the financial burden, which has been particularly impacted by increasing energy prices and wider inflation, increases to staffing costs from national living wage increases, and also cost of living pressures on the customer base.

**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

- 79% of results were sub-optimal, meaning that the check gave participants an early opportunity to take positive steps to improve their health and wellbeing, often without needing to visit their GP. All have received appropriate follow up, next steps discussed at the appointment, or appropriate signposting.
- The initial aim of the pilot was to find eligible participants who were unwell and unaware of it; the pilot has also found those individuals where preventative measures would have the greatest positive personal impact for them.
- The University of Huddersfield will be carrying out an evaluation of the Health Check Pilot, including a cost benefit analysis.

## How much have we done?

- The pilot has delivered 1032 NHS Wellness health checks from November 2021 to October 2022, exceeding the target of 1000 checks as a viable data sample for evaluation.
- 66.2% of participants were women; 33.7% were men; 0.1% were transgender.
- 40.5% of participants were in the 40-49 age range; 37.5% were 50-59; 17.7% were 60-69; 4.4% were 70-74.
- 9.4% of participants were of Indian ethnicity (Kirklees population: 4.9%) 12.1% were of Pakistani ethnicity (Kirklees population: 9.9%); 2.5 were of Caribbean ethnicity (Kirklees population: 1.1%), 0.6% were of Black African ethnicity (Kirklees population: 0.6%).

## How well have we done it?

- A higher proportion of participants were from non-White British ethnicities, compared to the Kirklees population overall.
- Very low DNA (Did Not Attend) rates (57 out of 1032 participants). Early feedback indicates this could be due in part to the Health Coaches delivering the checks also having direct involvement in the booking of clients.
- Case studies and qualitative data gathered from NHS Wellness health check recipients highlights an appreciation of the opportunity to have a meaningful conversation about their health, one that motivated them towards health improvement actions, and where they did not feel they were being 'told what to do'.
- The convenience of attending a check in a workplace, place of worship, local venue (such as a community centre or library) was seen as a positive; out-of-hours appointments were also popular.
- Other positives include: Having a comprehensive and informative booklet to take away, where results were recorded and next steps discussed; 'intelligent' bespoke signposting; getting people in front of the right service/person for their personal health journey; increased opportunities to connect with community groups, Locala and other key stakeholders.

*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

- Positive changes were seen in participants' ONS wellbeing score (+2.0) and Warwick Edinburgh Mental Wellbeing Scale (WEMWBS) score (+4.5).
- Improvements were also seen in people's ability to manage their wellbeing: prior to the course, 28% said they were quite or very able; post course attendance this figure rose to 91%.
- As a result of attending the course, clients are using relaxation techniques (93%), have improved mental wellbeing (77%), have improved understanding of own behaviours (87%), are thinking more positively (93%) and being kinder to themselves (67%).

## How much have we done?

- My Wellbeing is a six -week course of 1-hour sessions, providing a mix of practical work, group discussions, activities, information and resources to equip clients with the tools to manage their health and wellbeing. Topics covered include: Self-awareness, understanding thoughts, feelings and behaviours, understanding habits, stress and pressures, food and mood, physical activity and sleep.
- Between April and September 2022, five virtual and four face-to-face six-week programmes were delivered, with a total of **30 participants**.

## How well have we done it?

- The average participant satisfaction score for the course was 4.88 out of 5.
- 86% of participants felt the number of sessions was about right; 84% felt the duration of each session was about right.



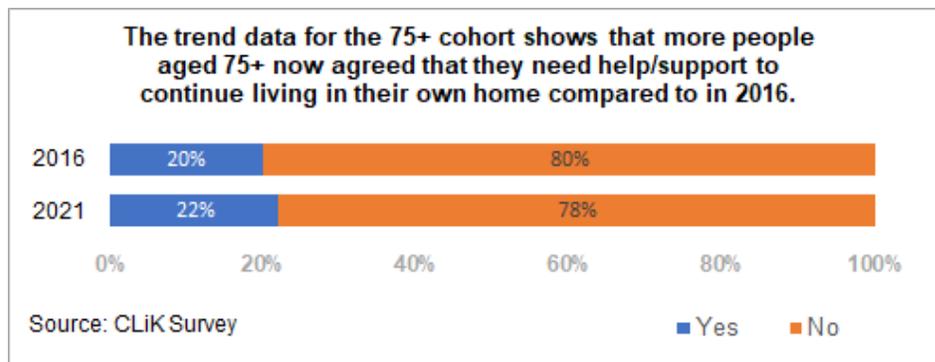
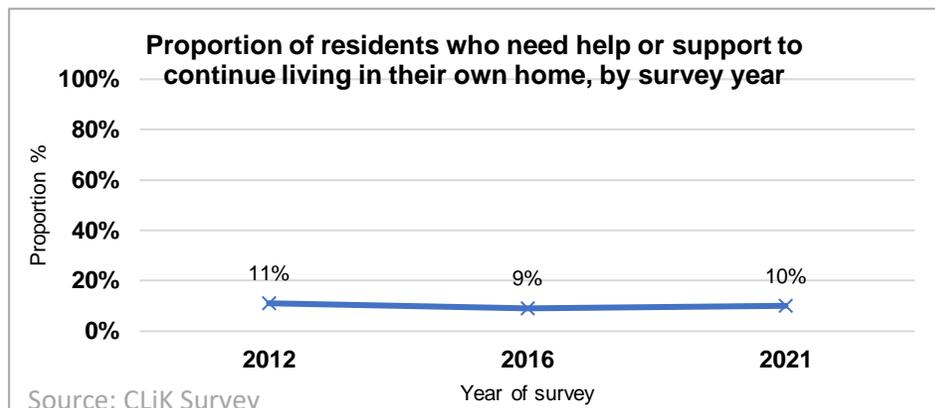
# People in Kirklees are independent and have control over their lives

## 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.

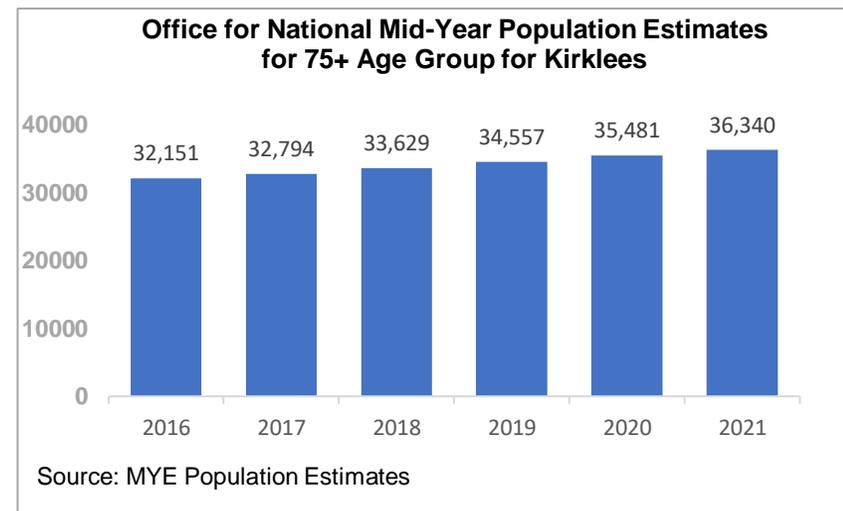
## Population outcome indicators ('tracking our progress')

### 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

- 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?

- 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)
- 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. This has allowed providers typically in the older person market to understand the income potential and operating structures of supported living. The different regulatory environment was also made clear, so a provider would potentially become a landlord and not a direct care provider, but their care home asset was still economically productive. This was very much about outlining the possible and giving providers the data and information, they need to make effective plans.
- The Council Extra Care scheme at Ashbrow is due to start on site in December and the platform works are now complete, this will deliver 50 apartments and a range of communal facilities designed to help tenants with care needs live independently.
- The Council is working in partnership with Housing 21 to bring forward an 80 apartment Extra Care scheme for affordable rent at Kenmore Drive Cleckheaton. Grant funding to support the scheme has been approved by Homes England and this scheme is due to start on site in January following on from contract completion in the next few weeks.

# 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 BAU work that happens to support people to live independently is yet to be tested.

## How much have we done?

- There has been a review of the service approach and models for accessible homes delivery, this is being shaped in autumn 2022, and will affect the trajectory of this work moving forward. There is a stronger relationship between housing and social care around housing issues and complex case discussions take place to unblock issues and learn from practice to improve service offers in the future.
- The wider workplace level so far has been predominantly secondary research based and preparing for place level engagement. The OPEM research took place which 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. For instance, nationally it is suggested that retirement living has grown in appeal, but we want to test this in places locally, some evidence suggests the local stance may need to be different and in doing this we are protecting the LA from unsafe accommodation investments.
- We have worked with the national “Age Friendly Communities” organisation to scope an approach to systematically developing Age Friendly Communities through cross Council working.
- We are supporting the development of Kirklees Disability Network as a user led organisation that can support the development of inclusive design and build understanding of everyday issues (e.g. accessible public transport, placement of wheelie bins etc) that promote independence.

# Independent

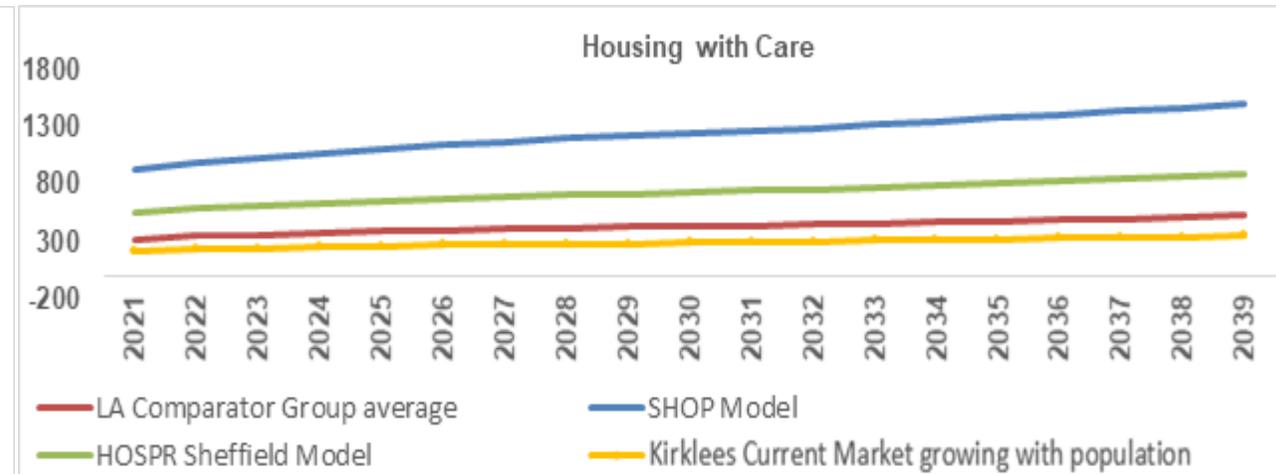
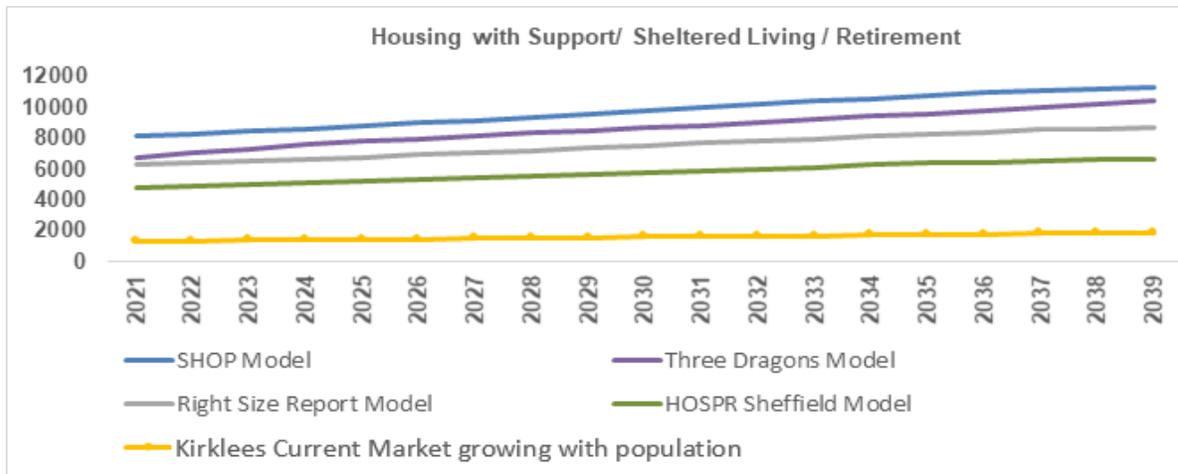
**Priority action 1: Create inclusive communities in which the design of housing and the built environment actively promotes the independence of older people and people with a disability**

**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, discussions with existing and new providers of specialist accommodation are most robust because of the details within the strategy and the draft market position statement.
- 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**

The independent review of Home Adaptations provision in Kirklees has been completed and is in the stages of final sign off.

Actions are now underway to consider and implement the changes recommended in the report.

### **Reason for Project Delay**

- Executive Team scoping discussion which was required ahead of commencing Home Adaptations review process was deferred from September 21 to January 2022
- Agreeing to undertake a longer review process (12 weeks rather than 5 weeks) based on 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?**

- Communications plan developed for implementation following sign off of report
- One –to-one interviews with 20 operational and strategic leads from across the council service areas
- Four face to face workshops with 4 separate cohorts involving 44 individuals from various service areas
- Ten resident interviews held with those who have undergone adaptations.
- Wider consultation with residents following press release.

### **How well have we done it?**

- The Project Board have accepted the report findings, recommendation, and the quality of the information provided
- High level of satisfaction from the working group with the report, findings, and recommendations

# 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**

Service wide accessibility program is currently on track to be completed by March 2023. This encompasses a range of improvements across key areas to ensure our libraries are truly accessible, user friendly and 'welcoming' to all; focussing on areas such as dementia, autism, visual and hearing impairments, physical access needs as well as wider access issues such as language barriers.

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?**

- Redesign/Rebuild of Mirfield, Holmfirth and Heckmondwike libraries; each scheme is paused to allow for a capital review to take place. Design options and costings have been finalised, detailed design cannot take place until the capital budgets have been agreed. Rebuild milestones to be confirmed once re-design phase is complete and capital allocation granted.
- Service wide accessibility program is currently on track to be completed by March 2023. This encompasses a range of improvements across key areas to ensure our libraries are truly accessible, user friendly and 'welcoming' to all; focussing on areas such as dementia, autism, visual and hearing impairments, physical access needs as well as wider access issues such as language barriers.
- Service wide general repair, maintenance and improvement program has a delivery timescale of 3-5 years and is separate to above; things are gradually progressing with key issues being addressed at priority locations.
- Completion of feasibility assessments and reports for each of the three phase 1 locations including multiple option design proposals and linked costings.
- Identification of priority locations for general improvement plan and a linked assessment of core works for each of those locations. Key work completed such as improvements to pathways within garden at Cleckheaton, further roof improvements at Cleckheaton, new doors at Heckmondwike, new signage at Birstall and Batley.
- General accessibility assessments carried out across service to identify core areas for action e.g. support for those with physical access needs, dementia, autism, visual or hearing impairments.

# 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

Continued.....

### How much have we done?

- Focussed assessments completed or in progress relating to above core areas utilising those with lived experience and service, council and wider expertise and guidance.
- Dementia action plan completed and currently carrying out a gradual replacement of furniture, equipment, signage and guiding.
- All library staff currently completing Dimensions 'Autism Friendly Libraries' training so understand how the library environment can impact on individuals and steps we can take to improve user experience and provide support.
- Social Stories completed for all locations (these provide pre-visit info groups/individuals such as those with autism or anxiety related mental health issues, refugees/asylum seekers for example).
- Libraries of Sanctuary champions created and trained in each hub to recognise and address access issues for asylum seekers, refugees and other migrants.
- Assessment of all libraries in terms of support for those with hearing impairments ongoing.
- All above principles incorporated into feasibility plans for phase 1 capital program locations.

### 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"*

The Library Service has just been awarded the "**Quality for Health**" award and is, nationally, the first library service to have received this award on the basis of the quality of the service offer (stock and staff knowledge) to enable local residents to improve their health.

# 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

- Cost of living support – in the first half of this year (April to September) the use of our physical book lending service, e-book lending service and e-magazine and newspaper lending service saved our customers £5,221,708. Over 5 million Press reader articles have been read in the first two quarters of this year.
- Our Home Library service, run in partnership with the RVS, has over 500 users, and in our recent survey:
  - ❑ 87.5% of respondents said that the Home Library Service enables them to enjoy and keep reading
  - ❑ 65% said that it keeps their mind active.
  - ❑ 46% said it helped them to feel less isolated
  - ❑ 44% said it made a positive difference to their health and wellbeing.
- A customer said:

*“I love this service. I wouldn't get books on a regular basis otherwise; it encourages me to read.”*

### How much have we done?

- Partnership work in all 24 of our libraries is ongoing and continuously developing. As we've come out of the COVID restrictions and got our services back on track, we've re-engaged with previous partners and started to work with new ones. Including; A programme of activities delivered in 24 libraries in the heart of communities providing neutral, safe places, accessible to all; Outreach work in schools, care homes and community venues and providing access to a range of online resources.
- The Summer Reading Challenge is run in partnership with the Reading Agency, and is a national scheme aimed at encouraging reading for pleasure during the school holiday. 1,817 children started the Summer Reading Challenge this year, with 1,076 completing. 54 events took place with over 1,600 children and adults attending.
- Working with Diamond Wood School as part of our commitment to re-engaging with local communities – the Librarian worked with 90 families to develop inspiring and engaging activities which promote literacy and the benefits of reading for pleasure.
- Vision Connect event at Huddersfield Town Hall - Kirklees Transcription Service, (part of the library service which delivers services for anyone who has difficulty reading printing material) organised an exhibition, working in partnership with 22 different organisations to exhibitors from all over the country to share the latest technology, products, and services for blind and partially sighted people of all ages. The event attracted 135 visitors and 22 exhibitors.

# Independent - JT

*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 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.
- Online resources continue to be popular – our Press reader “articles read” and “issues read” continue to rise in the first two quarters of this year from 5,140,322 to 5,318,471.
- Regular book borrowing is significantly up, not just as compared to the previous year (as we started to recover our services following the pandemic) but building month on month, with 469,877 items being borrowed in the first 6 months of this year.
- We've already had 7,486 new memberships in the first half of 22/23 (over 1,000 more than the last half of 21/22), which suggests that more people are taking advantage of our service as a possible response to the squeeze on finances.
- Visits to Huddersfield Library are at 8000 per week and one of the branches reported a record number of visits for that branch (300 in 1 day)

## How well have we done it?

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 have attended events/services:

*“It’s fantastic, we saw the Lego event advertised yesterday and it’s really encouraged him to come to the library and take part in the summer reading challenge. It has really kick started his reading for the summer”*

*“My son has read more books this holiday than he would have done”*

*“Superb! Will hopefully give my Mum her independence back.”*

*“Found info on services I was not aware of that would be beneficial for my patients.”*

*“You have made me very welcome; I did not know that I could come here”*



# 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	2019 England	2019 Difference to England	2019 LA Rank	2019 Quartile	2021 Kirklees	2021 England	2021 Difference to England	2021 National Rank	2021 National Quartile	2022 Cohort	2022 Kirklees	2022 England	2022 Y&H	2022 Difference to England	2022 LA Rank	2022 National Quartile
All children	45.3	46.8	-2	89	C	49.5	50.9	-1	95	C	5,028	48.1	48.8	46.8	-1	70	B
SEN Support	28.1	32.6	-5	135	D	31.6	36.7	-5	141	D	508	33.2	34.8	31.4	-2	95	C
EHCP	13.6	13.7	0	73	B	15.1	15.7	-1	83	C	191	15.1	14.3	14.2	1	64	B
FSM Eligible	33.4	35.0	-2	90	C	38.6	39.1	-1	60	B	1,327	37.0	36.9	34.9	0	46	B
Non-FSM Eligible	48.4	48.8	0	68	B	53.1	53.6	-1	79	C	3,701	52.0	51.9	50.2	0	59	B

- GCSEs are graded 1 to 9 (with 1 being the lowest). The Attainment 8 score is the average score for the combined total of grades per pupil across a set suite of eight subjects.
- In 2022, the provisional average Attainment 8 score of all pupils nationally in state funded schools was 48.8 points, in comparison Kirklees was 48.1 points.
- Since pre-pandemic, the provisional average attainment score in Kirklees has increased to 48.1 in 2022, from 45.3 points in 2019. This is a 2.8 increase from 2019 and slightly higher than the England all schools average increase of 2.0 (48.8 from 46.8).
- In relation to inequality groups, results of pupils with Special Educational Needs (SEN) Support, an Educational Health & Care Plan (EHCP), and those eligible for Free School Meals (FSM) have increased since 2019. The Local Authority (LA) rank (out of 152) has improved and the National LA Quartile (out of 4) has improved.
- An educational outcomes report will be provided which will include detailed analysis of the impact of the work to further reduce the attainment gap and tackle inequalities.

*'This academic year saw the return of the summer exam series, after they had been cancelled in 2020 and 2021 due to the impact of the COVID-19 pandemic, where alternative processes were set up to award grades... Comparisons are made with both 2021, the most recent year, and 2019, because it is more meaningful to compare to the last year summer exams were sat. Given the unprecedented change in the way GCSE results were awarded in the summers of 2020 and 2021, as well as the changes to grade boundaries and methods of assessment for 2022, users need to exercise caution when considering comparisons over time, as they may not reflect changes in pupil performance alone.'* (DfE, Oct 2022)



# Aspire and Achieve

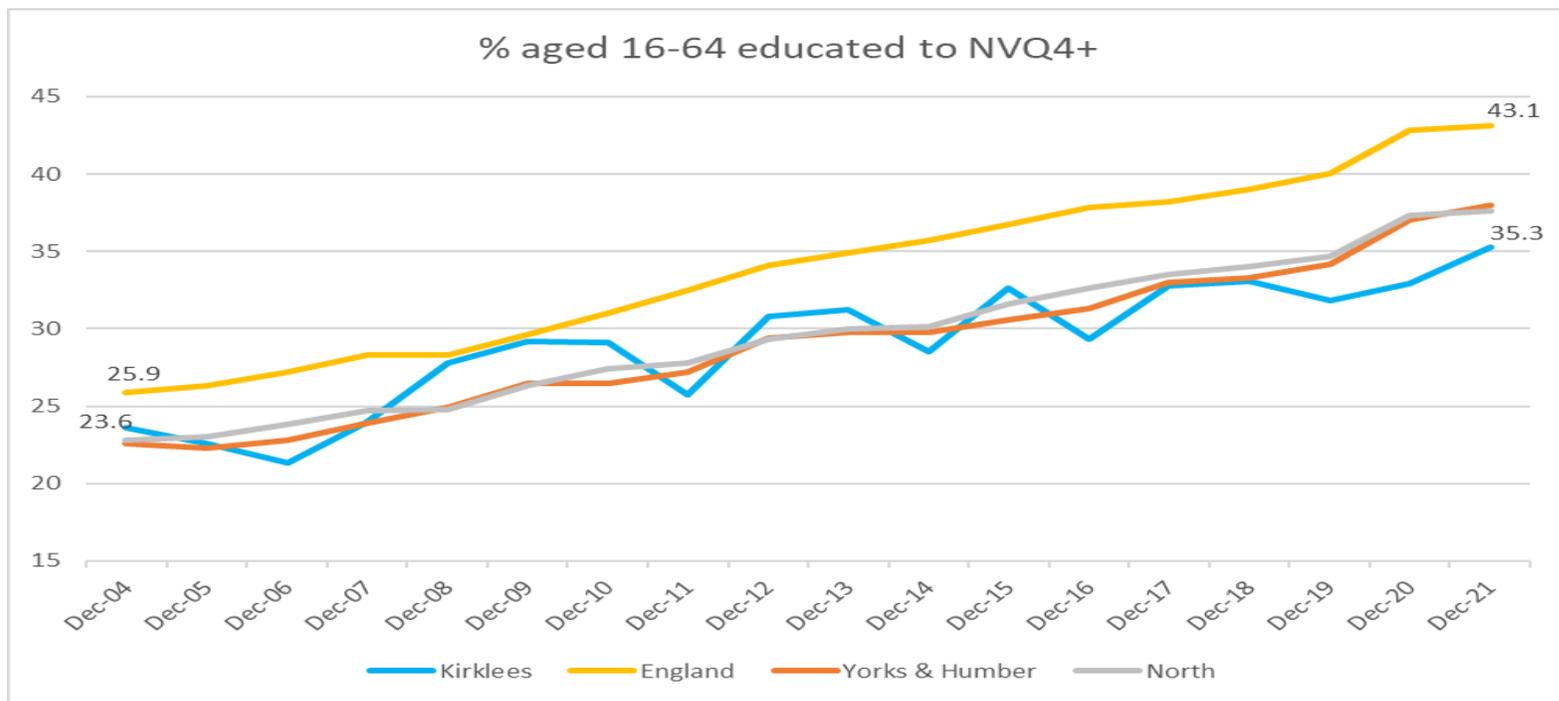
## Outcome Definition

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

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## Population outcome indicators ('tracking our progress')

### 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.

A small cohort of adults (4,415 out of 269,971 Kirklees residents aged 16-64 years) took part in a CLiK survey Nov/Dec 2021. A larger proportion were qualified to Level 4 (47.4%). However, the data shows some significant differences in % people qualified to level 4 by age, ethnicity, sexual orientation, disability and deprivation, but not by gender.

## 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
- The Employment and Skills plan the plan was adopted by Cabinet in June 2022
- The first meeting of the Employment and Skills partnership board was due to take place on September 19<sup>th</sup> 2022, but it was delayed due to the Queen's funeral. The meeting will now take place early November 2022



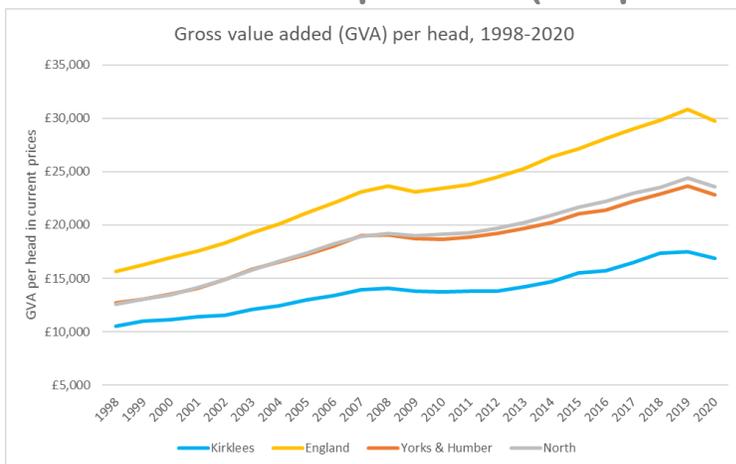
# Sustainable Economy - Kirklees has sustainable economic growth and provides good employment for and with communities and businesses.

## Outcome Definition

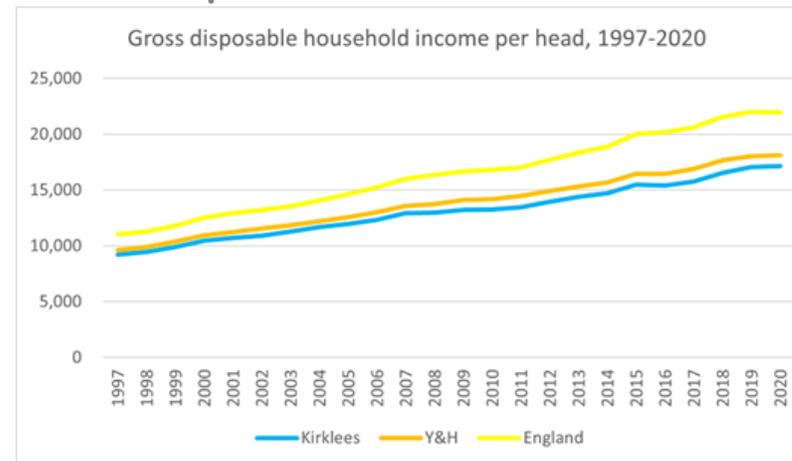
We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will generate growth, but the public sector has a role in creating the right conditions for growth, attracting investment, and encouraging businesses to invest in their workforce and communities.

## Population outcome indicators ('tracking our progress')

### Gross value added per head (no update since March 2021)



### Gross disposable household income



- GVA per head is a measure of productivity. 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 (GDHI) per head in Kirklees has increased from £9,223 in 1997 to £17,139 in 2020. This represents an 85.8% increase. Over the same period England has seen a 99.4% increase.
- The gap narrowed slightly in 2020, when GDHI per head increased by 0.4% in Kirklees whereas it decreased in England by 0.2%. However, the gap has widened over the longer term. In 1997, GDHI per head in Kirklees was 83.7% of that of England. By 2020, that had widened to 78%.
- This indicator suffers from significant lag. The latest national data shows that rising inflation, at 8.8% in September 2022 and increasing, is considerably outpacing wage growth (currently at 5.4% excluding bonuses), meaning wages are currently falling in real terms.
- **Inflation disproportionately affects low-income households.** Essential products such as energy and food are known to take up a larger proportion of the budget of low-income households. Household energy bills increased by 54% in April 2022 and experimental national data from the ONS shows that the lowest priced grocery items increased by 17% over the 12 months to Sept 2022.

# Sustainable Economy

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

**Deliverable 2:** Develop and agree Outline Business Case (Gateway 2) including preparation of outline planning application and costed development proposal.

### **How much have we done and how well?**

- After a significant consultation programme the Outline Business Case (Gateway 2) for the Cultural Heart has been completed and approved on schedule.

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

**Deliverables:** 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.

### **How much have we done?**

- A multi disciplinary team of consultants, led by Arup, were appointed to deliver the Station to Stadium Enterprise Corridor. They have undertaken baseline assessment, assessed constraints and opportunities, engaged with various stakeholders and interested parties and are now drafting the final report.
- The National Health Innovation Campus is a major investment from the University of Huddersfield. Planning permission has been granted for the first building on the Campus. The Council has been working the University on their enabling works and the interface with the A62 Smart Corridor project which has been on site during 2022.

### **How well have we done it?**

- The appointment of consultants for the Station 2 Stadium masterplan was delayed so this deliverable is only partly completed

## *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**

- Submission and agreement of the business cases will allow the Council to unlock external funds of approximately £25 million.

### **How much have we done?**

- All 9 projects agreed and signed off by Department for Levelling up, Housing and Communities (DLUHC).
- These are the Building Revival Scheme; the Construction Skills Village; Dewsbury Market; Fibre Capability; The Arcade; and Cultural Events; Sustainable Transport Modes; Creative Hub and Town Park projects. The first project to move on site will be Dewsbury Arcade

### **How well have we done it?**

- Our Project Assurance Team (PAT) process provided robust quality assurance on all business cases.
- All business cases were prepared, agreed and submitted to DLUHC on time i.e. July 2022.

# 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.*

Deliverable for priority 4: Levelling Up Fund Round 2 submission, making the most of partner contributions and delivering place-based investment for Batley.

## Impacts and Outcomes

- Submission and agreement allows the Council to unlock external funds of approximately £15m.

## How much have we done and how well?

- All design work, assessment and business cases were prepared, agreed and submitted to Department for Levelling Up, Housing and Communities (DLUHC) within the prescribed timeframe.
- The Batley bid focuses on the town centre and is a series of public realm improvements on Commercial Street and Market Place as well as creating a link to the main Tesco Superstore and an upgrade to the JBM building in the town.

Deliverable for priority 5: Undertake Place Standard engagement activities to inform investment priorities for Holmfirth.

## Impacts and Outcomes

- The results of this exercise are feeding into the next stage of the 'Local Centres' work which will identify key projects for delivery. The four 'Local Centres' are the next largest towns below Huddersfield and Dewsbury. These are Batley, Holmfirth, Heckmondwike and Cleckheaton. These are based on our Local Plan hierarchy work. The masterplan will be consulted upon beginning 14th November 2022.

## How much have we done and how well?

- All Place standard work has been completed and published on line. Follow link below:  
<https://howgoodisourplace.files.wordpress.com/2022/03/your-voice-your-holmfirth-results-summary.pdf>
- Holme Valley South ward councillors and Kirklees Council asked local people what they think about Holmfirth town centre. We asked people who live in, work in or visit Holmfirth town centre about what works now, how things might change in the future and what matters most to them. We used a tool called the "Place Standard" which encourages conversations about your local place, by using some simple questions.
- We talked with people and local businesses in the town centre, at Holmfirth Library and at Holmfirth market. We also listened in person to views of people representing local groups, such as Holmfirth Business Association, River Holme Connections, Holmfirth Transition Town, Holmfirth Civic Society, Holmfirth festival organisers and the 8-12 years youth club at the Phoenix Centre. 402 people took part online. 466 citizens took part, completing 434 Place Standard assessments.

# Sustainable Economy

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

Deliverable for priority 6: Identify and agree projects, based on engagement activity.

## Impacts and Outcomes

- Consultation still underway

## How much have we done?

### Heckmondwike:

- Projects are being identified with a preference for a relocation of the library working together with the library service and capital delivery. In addition a scheme has been identified at the Green which involves a road closure. The Team are commissioning a town centre transport model to test the implications of this and understand whether it is workable before including it as a scheme in the masterplan.

### Cleckheaton:

- Masterplan Consultation was undertaken in July 2022. The key projects emerging are Savoy Square and Market Façade, Spen Bottoms and the Park entrance. These will complement the work at Cleckheaton Town Hall and A638 works. A consultation exercise on priorities will be undertaken in November with a target of agreeing final masterplan with Members on 18th November and final adoption in December.

### Batley:

- A levelling up exercise has delayed progress on the masterplan This was submitted in August 2022. Since then the masterplan has been drafted and agreed with ward Councillors and is ready for consultation which will start on 21st October for 4 weeks. Key projects embedded into this are:
  - Commercial Street Public Realm – 2 Phases
  - Market Place
  - The Tesco Link
  - The JBM Building conversion
  - A series of small scale projects
- Once the consultation is completed we expect to move forward on the Commercial Street project – PH1 as this links in with People for Places funding. The Masterplan is expected to be adopted in January 2023.

## How well have we done it?

- Due to this work consultation on the final master plan is delayed but will resume in January 2023 and adoption thereafter.

# 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 scheduled for Cabinet November 2022. A social value assessment of procurement activity will take place once the strategy is finalised and further activity is underway.

### **How much have we done?**

- The draft procurement strategy and action plan have been produced and are scheduled to be presented to Cabinet in November 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.

# Sustainable Economy

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

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

## Impacts and Outcomes

- The Tourism Strategy will give strategic direction for the Council and partners. It will enable the Authority to raise necessary funds to deliver the 3 year delivery plan, once approved.

## How much have we done?

- The draft strategy is complete, along with the draft 3 year delivery plan following public consultation.
- The strategy has been written and is ready to go scrutiny in November, with the target of reaching Cabinet in March 2023.

## How well have we done it?

- The budget to deliver this work was limited and the level of consultation via consultants was restricted as was the time and capacity of the team to support.
- However, outcomes are in line with national expectations for tourism markets and drivers, plus the outcome of the consultation is in line with all previous research on motivations and target audiences.

**Deliverable: Plan the programme for the Year of Music (YoM) 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

- Partnership working has been developed, which has helped the goodwill to support YoM, even when we have been unable to confirm funding agreements or projects.

## How much have we done?

- This has been a period of bid writing, brief and contract development, in readiness of confirmed funding and bids.
- Marketing Agency has been contracted.
- Successful funding bid to West Yorkshire Combined Authority, unsuccessful bid to Arts Council national fund. Expressions of Interest to Arts Council and National Heritage Lottery Fund for other funds that will give results in early 2023.

## How well have we done it?

- There has been a delay in confirming the Year of Music budget due to budget pressures relating to the cost-of-living crisis and the inability to confirm contracts with third parties to deliver works.

## Inequalities and impacts of Covid-19 pandemic

- COVID remained to be a major factor in the sector's ability to respond to the project, as the music sector was significantly impacted by lockdowns and festivals/venues made significant financial losses. This has been exasperated by the cost-of-living crisis, which means people have less disposable income to attend events, venues and festivals.
- The sector also lost workforce and skillsets during the pandemic, with freelancers moving onto other work and not returning to the sector which impacted supply chain when things opened up.

# Sustainable Economy

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

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

## Impacts and Outcomes

- Scheme monitoring and evaluation measuring stated objectives and benefits will be carried out and reported on post scheme completion.

### How much have we done?

- A significant number of projects have been developed with funding business cases submitted to WYCA to draw down capital budgets from the WYTF to continue with public consultations and scheme design. The A62 Smart Corridor scheme is now under construction and the Huddersfield Southern Corridor scheme is partially complete.
- Multiple business case submissions.
- Multiple public consultation events.
- Significant procurement activity. Capital expenditure from the WYTF this financial year stands at over £7 Million to date.

### How well have we done it?

- All activity has been carried out in accordance with WYCA assurance framework which assesses quality outcomes before schemes can pass to their next planning stage.

*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*

**Deliverable:** 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?

- Transport Works Act Order (TWAo) approved by Secretary of State. Conditions and agreements in place and work now commencing on implementing those in partnership with Network Rail.
- A significant number of workshops and meetings were and are 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 and implemented.

### 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.



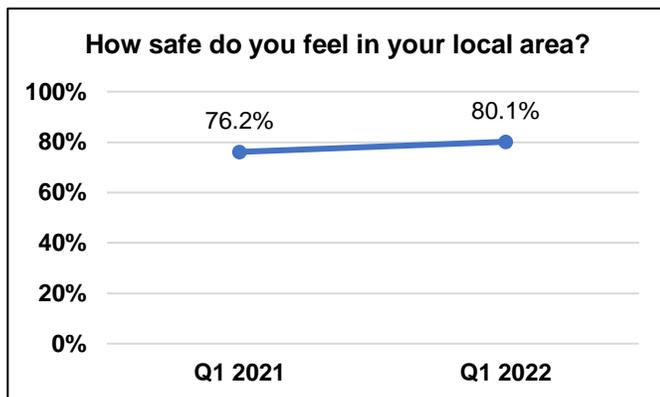
# Safe and Cohesive: People in Kirklees live in cohesive communities, feel safe and are protected from harm

## 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”)

### % of people who feel safe in local area

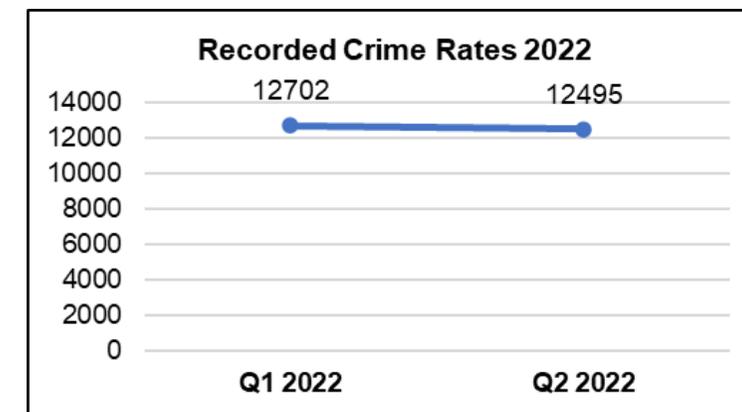


- The headline indicator on community safety recorded a rise in the proportion of residents who said they feel safe in their local area.
- The data is taken from the ‘Your Views’ survey conducted by West Yorkshire Combined Authority (WYCA). This wave of research achieved 2,757 responses during July (6.7% fewer than in 2021) including only 372 respondents from Kirklees.
- **80.1% of answered that they felt ‘safe or very safe’ in their neighbourhood**, a rise from 76.2% in the 2021 survey.
- In the Current Living in Kirklees Survey 2021 (with a response sample of over 6000 residents) 84% of adults said they feel safe in their local area during the day and only 51% feel safe after dark (a decrease from 65% in 2016).

### % of residents who say people in their local area get on well with each other

**67.5% of residents say people in their local area get on well with each other.** This is an increase from 54% in 2021. However the ‘Your Views’ survey which provides this indicator had a small sample of only 372 responses from Kirklees residents so direct comparisons are not reliable.

### Recorded crime rates



- Recorded crime in Kirklees has decreased from quarter 1 to quarter 2, however incidents were 10% higher than April to September period the previous year.
- During the next quarter it is anticipated that acquisitive crime (e.g. burglary and vehicle crime) will increase due to ‘darker nights’ providing more opportunity for crimes to occur.

# 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.

## How much have we done?

The installation of flat doors was completed by March 2022, a specification detail for the architraves needed a change to ensure full compliance with the most recent regulations. Flat doors have been fitted but needed some remediation. The remediation to all installed flat doors is now complete, **198 flat doors** and **445 cross-corridor doors**, done reasonably well but with the pace of change an important specification detail had to be added to the architraves. There remains 3 doors not fitted at Bishops Court and 1 door at Buxton House not fitted due to access issues.

We continue to horizon scan to ensure any new regulations and consultations are responded to. We continue close engagement with the Regulator of Social Housing to report progress, reporting to the Ad Hoc Scrutiny Panel to inform its report to Cabinet. We have continued to manage risk mitigations to keep tenant safe with a 24 hr waking watch and monitored the contractor's performance with regular sample auditing, CCTV monitoring of the blocks, daily, weekly and monthly fire safety checks, updated information posters, emergency repairs to any fire related works, fire safety open days and regular comms to tenants, trialled evacuation procedures with WYFRS at Buxton House and regular meetings with WYFRS.

## How well have we done it?

**198 households feel safer** which has improved well-being. All the tenants have welcomed the works and are satisfied with how they have been undertaken and appreciate having a dedicated high rise team. Those with vulnerabilities – e.g. those with a disability - have received greater levels of support and advice and at time prioritisation. Significant growth in knowledge and expertise at all levels of the organisation

*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.*

Contractor procured and Pre-Construction Services Agreement completed. The Council's consultants (AHR) are in the process of finalising the Phase 2 construction contract with a view to starting on site in January 2023. 'Fire-watch' patrols maintained as an interim measure.

# 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

This will be available when the Framework is implemented in the form of case studies and stories, as well as delivery plans that come from self-assessment activity.

The impact and difference made will be specific to individual services and organisations, however, the Executive Team have committed to receiving an annual report detailing how the Council has played its part in embedding the Inclusive Communities Framework (ICF).

## How much have we done?

- The July to September period primarily involved building support and understanding of the Framework and enabling conversations leading up to sign off by the Communities Board.
- At the point the document was in draft form, colleagues from partner organisations read, edited and commented on the Framework. We identified case studies that showed good practice and we began developing our implementation plan – both from a partnership perspective, and from a Council perspective.
- Over **20 early adopters** have been identified and work will begin with a number of those over the winter.

## How well have we done it?

Organisations and services will be asked to complete a self-assessment – we are currently developing a dashboard that will give us numbers, actions and outcomes of resulting action plans.

# 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 Council continues to support the development and embedding of the community anchors – to build connection and capacity in local places, learning from what worked well in the pandemic and identifying places where we need to build better relationships and reach. This learning has influenced Safer Kirklees in their emerging use of community driven, co-produced action plans in areas impacted upon by violence which are just beginning. The Ashbrow neighbourhood being the first, with local Councillors at the heart, and to be coproduced with local communities.

Alongside this, the learning from the Community Champions programme and the ICF development, has informed our submission to the West Yorkshire Shared Prosperity Fund – with a focus on place-based anchors, networks (including networks of communities of interest such as the Disability Network) and champions, as well as additional focus on using what we are learning working alongside local people in the Iroko project to build approaches to engaging other less heard voices.

## 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 **39,000** 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.

In addition to activity previously reported on – the Community Champions small grant process has come to an end.

**The Community Small Grants Programme** was managed by Third Sector Leaders (TSL).

- **49 grants** were issued to **44 Voluntary and Community Sector organisations** (5 organisations were successful in a 2nd application to the fund).
- **Over 5500 conversations** were held with targeted communities.
- **Newsletter reach** was well in excess of **20,000 people** and was particularly effective in reaching the South Asian Community, and it is impossible to quantify the reach of so many WhatsApp and Facebook messages to these communities.

## How well have we done it?

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

# 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.

We've also had very positive feedback from our staff engagement activities, demonstrating that we have helped to improve people's awareness and understanding of our Working Alongside shared values. Participants have also appreciated these opportunities to have conversations with colleagues across the organisation, which has enabled staff to share ideas for putting our values into action.

### How much have we done?

- **400 council staff engaged** so far via Our Kirklees Welcome staff inductions sessions (for staff who have joined since March 2020).
- **200 council managers engaged** via Kirklees Leadership Forum event.
- **373 council staff engaged** via our guest post on Rachel Spencer-Henshall's blog.
- **100+ voluntary sector partners engaged** via the Picture of Kirklees event.
- **50+ community organisations engaged** in Working Alongside conversations.
- **40+ community organisations collaborated** on creating the shared values and developing the VCSE Investment Strategy.

**Place Based Working Programme** - We have put more focus this year on bringing communications about the different aspects of the Place Based Working Programme together, to tell our overall story in a coherent way.

**Engagement at events** - We hosted a special Kirklees Leadership Forum about Place Based Working in May 2022 and followed up with digital resources for council managers, introducing the Working Alongside values and other key aspects of the programme.

**Embedding our shared values, within the council** - We have been working to embed key aspects of Place Based Working (including our shared values) in People processes.

**'The way we do things around here' – Video animation** - We created a series of three video animations which share key aspects of our Democracy and Place Based Working approach, this video continues to be a key part of our 'We are working alongside' promotion.

**VCSE Investment Strategy development** - The VCSE Investment Strategy was approved by Cabinet in October 2022. This is our first significant partnership work which is based on the 'We are working alongside' shared values.

### 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. We have made progress with introducing more staff and partners to the 'We are working alongside' approach over the past six months in particular, and we have plans to do more engagement in 2023.

# 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: (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?

### Story gathering

We are working with partners to encourage people to share their stories, so we can better demonstrate our shared values in action. Since welcoming Shaped by People as a new foundational shared outcome in October 2021, we have been developing an integrated approach, where we work with partners to talk about what storytelling approach would be the best fit for them. For example, some people may wish to share their personal story about how they have personally taken action in a local place. This personal experience then becomes a Shaped by People story, which helps us to gain insight and track progress towards the Shaped by People shared goal. Other people want to share something they have done collectively as an organisation, and participants may want to reflect on their way of working alongside others. It is this kind of story that can become a good way of sharing our Working Alongside values in action.

### A culture of storytelling

Also as part of our connected approach, we are developing new guides and tools to support people to tell their own stories, and to support others to tell their stories. This work is part of the measurement approach for Shaped by People, through which we are recognising stories as valuable insight that can (and should) enable more people to shape their local place in future. This approach of 'Stories as evidence and insight' can also help us with tracking progress against our strategies and plans (for example, Working Alongside stories can help to demonstrate how organisations are putting the Inclusive Communities Framework into action).

### Sharing stories

It's important that we give visibility to the stories we're gathering, and that we share the stories being gathered by our partners. One way in which we're demonstrating our commitment to this is by including examples of Working Alongside and Shaped by People stories in our 2023 Council Plan.

## How well have we done it?

Until stories have been shared more widely, we cannot say how useful these feel to others, so it is difficult to demonstrate the impact of the storytelling aspect of this work so far. However, we have already seen impact through our engagement activities with staff and partners, where introducing the Working Alongside values has prompted people to think differently about the way that we work together. So we're seeing a positive impact on relationships, and this is contributing to achieving the aims of the Place Based Working Programme.

# Safe and Cohesive

*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?

- 2 Community Asset transfer Completed to date (22/23)
- 3 Asset transfers with Legal Services pending completion
- 1 Asset Transfer en-route to Cabinet (November 22)

## How well have we done it?

- A total of 23 asset transfers have been completed to date. The Community Asset transfer programme continues to be successful. Assets transferred include public buildings, community facilities, sports and recreation grounds.
- CAT processes are currently under review and discussion taking place with Third Sector and other relevant teams regarding a more pro-active approach to CAT that is led by community need.



# 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 2022 (verified data)

- Annual waste and recycling data available **Oct/Nov**.
- Just over 161,000 tonnes of waste were collected from Kirklees households in 2021/22.
- **26.9% of household waste was recycled in 2021/22, up slightly from 25% the year before and the highest rate in 4 years.**
- In the meantime, Kirklees Council has launched a new trade and schools waste and recycling service with over 120 schools and 270 businesses signed up and recycling over 305 tonnes of material in its first year. We have collected over 80 tonnes of reusable items at our household waste site; and have a network of 62 registered Recycling Champions across Kirklees communities.

### Air quality

Kirklees annual mean nitrogen dioxide (NO2) concentrations

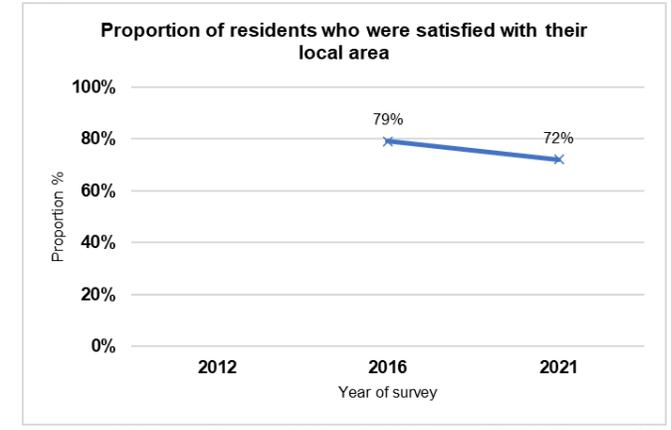


Source: Kirklees Council Air Quality Annual Status Report, June 2022

- The two primary pollutants that provide an indication of air quality are nitrogen dioxide (NO2) gas and particulate matter. 2021 NO2 concentrations, “averaged” across Kirklees, have increased since the pandemic year of 2020, when reduced traffic volumes during the lockdowns resulted in lower traffic emissions.
- 2021 traffic volumes increased from lockdown levels, resulting in more traffic emissions and raised NO2 concentrations. The black trendline does however indicate an overall declining trend over several years.
- Particulate matter (PM2.5) concentrations across Kirklees are compliant with UK target levels. However, concentrations may not comply with the limit values proposed by national government which may 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

- The Your Views survey in summer 2022 (undertaken by WYCA for the WY Mayor) showed that **75% of Kirklees residents were satisfied with their local area**. This is higher than the previous year (66% in 2020). However the response sample for Kirklees this year was only 372 (and 600 in 2020).
- **The CLiK 2021 survey showed that 72% of people were satisfied with their local area as a place to live**. This was a significant fall from the previous CLiK survey in 2016 (79%). See chart above.
- The CLiK survey sample (over 6000) is significantly larger than the Your Views survey sample and likely to provide 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 were satisfied with their local area than those 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 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 **Soothill** 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.
- Housing at Soothill will help meet the identified need for 1,730 new homes per year which are needed across the district
- 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.
- Housing at Ashbrow also helps to meet the identified need for 1,730 homes per year
- Extra Care Housing helps older people stay healthier for longer, and allows them to live independently whilst at the same time being able to access care and support, this in turn can generate revenue savings for the Council (saving on residential care).

## How much have we done?

- Grant funding received from Homes England's Accelerated Construction Programme has been used to remediate the site and construction is underway.
- The first home for market sale should be completed by April 2023 and the first affordable home by May 2023.
- At **Ashbrow**, phase 1 has started and some homes are now occupied.
- Construction of Extra Care scheme homes is expected to start late 2022/ early 2023

## How well have we done it?

- Modern methods of construction have been used which provide an increased pace of delivery and higher quality, energy efficient homes.
- Timber frames for the homes at Soothill are manufactured in Dewsbury, keeping the economic benefits local

# 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 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

## 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 (from July 2023).
- 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 12 home chargers installed.
- 2 home chargers pending installation and 11 awaiting allocation.
- 35 EV vans have been procured and are in service.

## 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. Vehicle and charging infrastructure procurement also affected by unstable global market.

**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

- Cabinet agreed £6.25m for our Vehicle Replacement Programme - to replace standard vehicles with greener models and purchase an electric refuse collection vehicle. This is due for delivery in Spring 2023.



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?

- Nine EV vehicles tested in 2022-23 so far.
- More thorough testing has been requested for electric HGVs, but due to high customer demands and lead-times, 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. It helps to mitigate the effects of climate change; and provides communities with opportunities to access high quality green spaces.
- The woodland created in Jan-March 2022 (19.4 hectares) is projected to capture 4379 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) over the next 50 years
- The woodland planting planned for Nov-Dec 2022 is projected to capture 4017-6026 tCO<sub>2</sub>e over the next 50 years.

### 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.
- 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

- Further 10 hectares (Ha) woodland tree planting proposed for **Nov-Dec 2022** (subject to consultation outcome and Forestry Commission impact assessment)
- 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 will be measured by the number of hectares of woodland creation 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.

# 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

- Sales and tonnage data will be used to evaluate the success of the 12 month trial of the re-use shop.
- Following evaluation, options for the continuation of the re-use shop will be explored.

## How much have we done and how well?

- The reuse shop in Upperhead Row, Huddersfield (next to the bus station) has been fitted out and **opened** with a 'soft launch' on **14 November 2022**.
- The re-use shop is the second phase of work. The first phase was to establish re-use containers in household waste (HHW) sites in Huddersfield and in Dewsbury.
- The re-use containers continue to be a great success. Since November 2021, **83 tonnes** of donated and re-usable items have been collected and distributed from the two HHW containers. Following its launch, the items collected in the containers will be distributed via the new re-use shop.



**Deliverable: Commence a trial of kerbside glass collections**

## Impacts and Outcomes

- Information not yet available

## How much have we done and how well?

- **All 23 wards** will have a glass collection trial operating in their area
- The trial will have a phased approach trialling communal properties managed by Homes and Neighbourhoods, trade waste commercial customers and including a sample of private rented communal and student properties.
- The trial will commence on 28th November 2022 for 6 months, operating out of Emerald Street, Huddersfield
- Collections will be free to commercial businesses for the duration of the trial.
- Two types of container will be trialled – both 240 litre capacity with two different lid types
- A woven bag will be provided to each flat to aid the carrying of glass to the bins.
- An education programme will be provided for residents of communal properties. This includes stickers on containers, flyers, posters and door knocking.



# 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

- **Licensing** – economic advantages from prospective license holders seeking employment as taxi drivers not impeded by the licensing process
- **Food safety** – safer food being produced by food businesses keeping residents safe and well.
- **School Transport** – transporting children to their place of education in a way which means they are ready to learn. More efficient routes reduce costs and ensure vulnerable young people are not on transport longer than necessary.

### How much have we done?

#### Ward recovery

- **Over 70 ward meetings** have now been held. Following the success of ward recovery meetings, ward meetings with Councillors are continuing as a face-to-face opportunity to discuss ward issues and identify solutions

#### Licensing

- The numbers of license applications is increasing and moving toward pre-pandemic levels. **757 new or renewal applications** from taxi drivers were received April-Sept 2022

#### Food hygiene and safety

- Approximately 500 new food businesses register every year in Kirklees and all must be inspected. Food recovery money has paid for additional food hygiene inspections to be undertaken and will fund inspections of school kitchens overdue for inspection.

#### Home to school transport

- **922** children and young people aged under 16 years and approx. **300** aged 16 years or over using Home to School (H2S) transport (minibuses and taxis).
- **486** separate routes involved going to over 70 settings in and out of Kirklees.
- **52** approved private operators.
- **180** passenger assistants.

### How well have we done it?

#### Ward meetings

- Feedback from Cllrs is broadly positive that there is a forum for discussions about services and updates on activity within Environment and Climate Change Services.

#### Licensing

- **99% of applications processed within service standard timescales.** Applicants are able to get their licenses or renewals within timescales agreed by the Licensing and Safety Committee.

#### Food hygiene and safety

- We are on track with Food Standards Agency (FSA) recovery requirements and food hygiene is improving.

#### Home to school transport

- Q Routes software implemented to support improved efficiency of home to school (H2S) transport routes. Further efficiencies are being explored including service improvements through the SEND Transformation Programme.

# Clean and Green

## Priority action 7: Make our roads greener

### Deliverable: Invest in a network of Electric Vehicle Charging Facilities

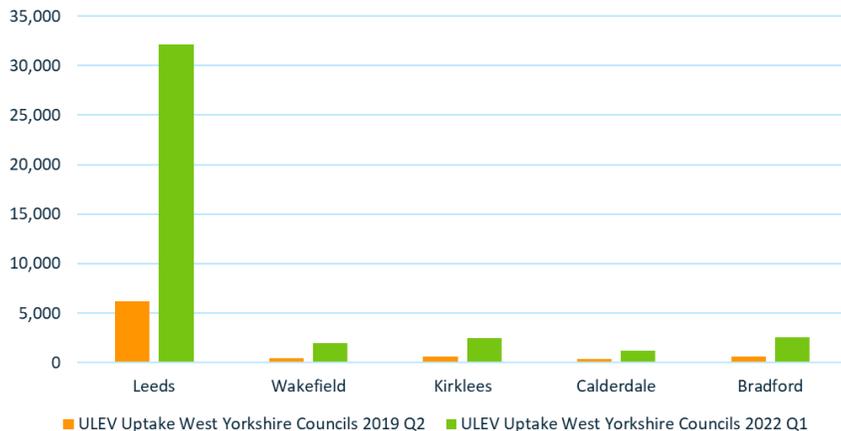
#### Impacts and Outcomes

- At the end of Q2 in 2019 there were 649 Ultra Low Emission Vehicles (ULEV) licensed in Kirklees and at the end of Q1 in 2022 this had increased 278% to 2450.
- Between 1<sup>st</sup> January 2020 and 1<sup>st</sup> August 2022 the carbon dioxide savings from ULEVs in Kirklees came to 286,366 kg
- Since EV chargers were installed by the council across 17 sites (and were free to use until October 2021), they have provided over a **million green miles** and saved over **307,000kg of carbon dioxide**.

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

- Delivery of **20 Rapid Chargers** across Kirklees.
- Successful £5million bid to the CRSTS scheme for EV infrastructure and EV uptake support package.
- Development of West Yorkshire (regional) EV Strategy
- A phase 2 programme is being developed as a result of new opportunities for funding linked to the City Region Sustainable Transport Settlement. This will see further EV delivery programmes being rolled out for 2023/24.

ULEV Uptake within West Yorkshire by Council



Source: Department for Transport Statistics, table VEH0132a, ULEVs licensed at the end of the quarter by local authority

Kirklees Council EV Chargers	2020 (Jan – Dec 2020)	2021 (Jan – Dec 2021)	2022 to date (Jan – 9 Oct 2022)	To date (Jan 2020 – 9 Oct 2022)
Green miles	241,065	721,580	382,246	1,344,891
Carbon dioxide saving (kg)	55,035	164,737	87,267	307,039
No. charging episodes	4,441	11,247	5,253	20,941
No. drivers using the network	551	1,562	1,424	3,079



# Clean and Green

## Priority action 7: Make our roads greener

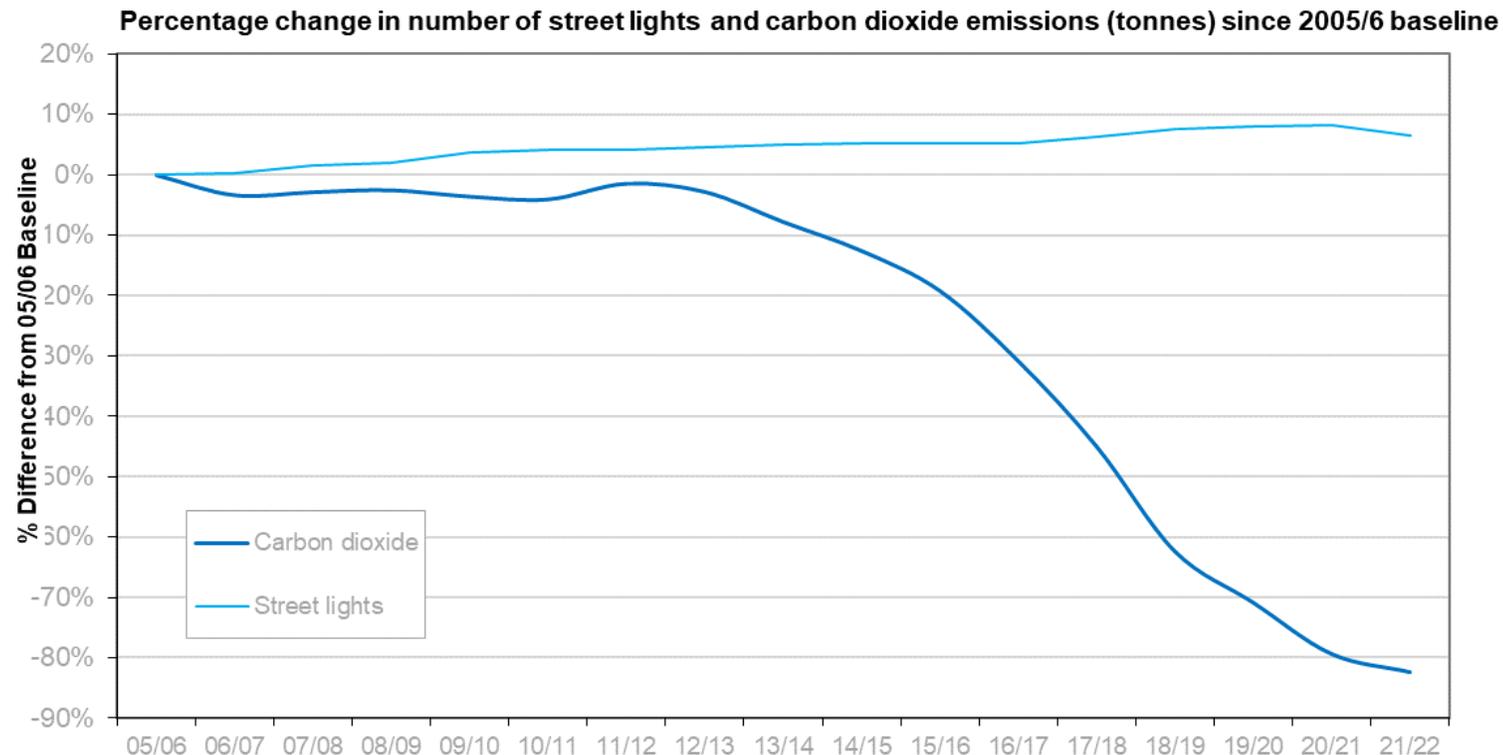
Deliverable: Deliver an LED street lighting scheme that will deliver 100% LEDs across the network by March 2022

### 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 CO<sub>2</sub> to just over 2,000 tonnes.

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

- 108 LED lanterns** installed April-Sept 2022
- 8621** street lights have been replaced with LED lights
- Approximately **94% of street lights are LED**. We expect to reach 100% by 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)



# 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**

## How much have we done?

- Of the 62 LBUR Schemes for 2022/23, **26 are fully completed** as of September 2022.
- We treated **23,864 square metres of carriageway** and **4,968 square metres of footway**

## 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.
- The full programme will be delivered by the end of March 2022.

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

## 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.
- 28 Schemes are fully completed as of September 2022.
- We have delivered **37,368 square metres of carriageway treatment** and **5420 square metres of footways**.
- We have **surface dressed 17,231 square metres of carriageway** as of September 2022.
- A total of **22,593 potholes were** repaired April-Sept 2022

## 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	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020	Jan-Mar 2021	*Apr-Jun 2021	*Jul-Sep 2021	*Oct-Dec 2021	**Jan-Mar 2022	**Apr-Jun 2022
<b>Total casualties</b>	106	162	142	96	247	247	251	251	226
<b>Slight</b>	84	129	128	72	190	186	199	189	170
<b>Serious</b>	20	29	10	24	55	57	51	60	53
<b>Fatal</b>	2	4	4	0	2	4	1	2	3
<b>Total Killed or Seriously Injured (KSI)</b>	22	33	14	24	57	61	52	62	56

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

## How much have we done?

- Seven of the nine community schemes have been completed on site, the two remaining (one new pedestrian crossing and one junction improvements) are programmed for starting on site Q4 2022/23 with end dates before 31 March 2023.
- Four of the thirteen Casualty Reduction schemes are still outstanding; one is currently in the middle of the legal processes (traffic regulation orders, speed limit orders etc.) to allow the scheme to be realised on site, and the other two are currently mid redesign due to concerns raised by Councillors during consultation with them. The fourth is awaiting a decision on whether to uphold or overrule a legal objection to the scheme and will be programmed once this decision has been made.

## 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

**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 for 31 of the **35 devices** and were **installed in August 2022** at the first chosen sites. They will be moved to the second chosen site in Nov 2022. Data from site 1 will be analysed and shared with Councillors and the police. This is a 2 year programme now ending in August 2024.



# 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.

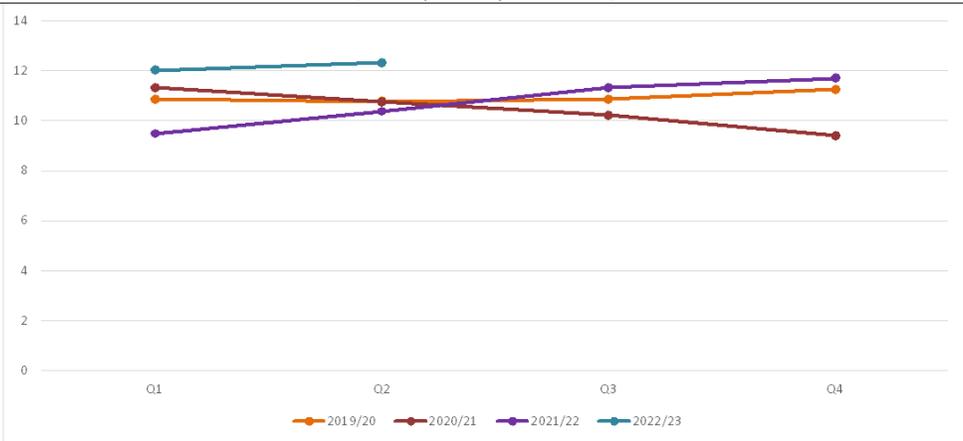
## Population outcome indicators ('tracking our progress')

### Indicator 1

#### Council Sickness Days Lost per FTE

12.33

[Date Reported September 2022]



The Quarterly reported figure is based on the start month of each Quarter.

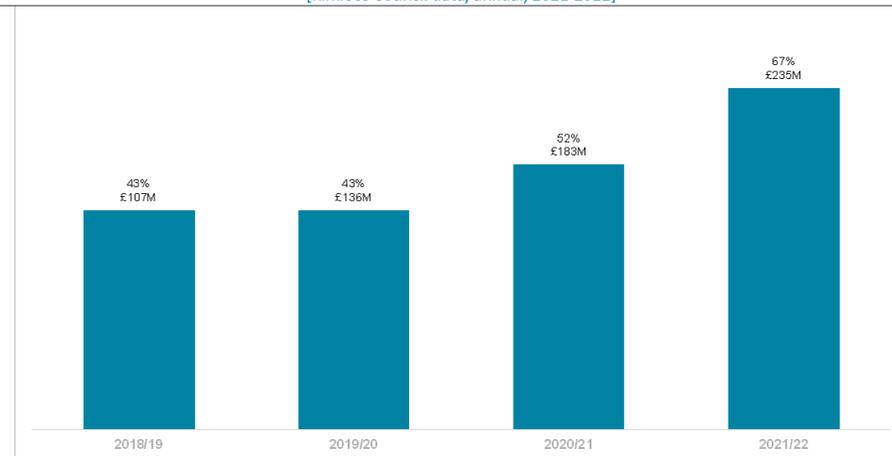
- Sickness Days Lost per FTE in Financial Year 2022/23 are remaining largely steady for the first two quarters of the year.
- Sickness days lost per FTE remain higher than pre-pandemic and are highest in Adults & Health, Environment & Climate Change and Children & Families.
- The largest number of sickness FTE days lost are for Musculoskeletal and Mental Health.

### Indicator 2

#### Local Spend

67%

[Kirklees Council data, annual, 2021-2022]



- In 2021/22 our local spend was £235M. This is higher than in 2020/21 but it is likely that this apparent increase is due to improvements in data collection/recording/ quality.
- This spend is for top 300 spend and are either located or have an office/base in Kirklees.

Efficient & Effective

Efficient & Effective

# 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 “Let’s Talk Digital” survey continued into April 2022 with a targeted face to face campaign with funded community champions. The campaign has concluded and we have more data from people who do not use the internet. The survey very much showed that many people choose not to access the internet but their reasons for not doing so vary. We need to now work with communities on what this means and how digital can be an enabler for inclusion rather than a barrier. Ultimately it is a choice but by the end of 2025 many residents will lose their existing telephone service because they are not connected to the internet.
- 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?

- There were **1,627 responses to the 'Let's Talk Digital' survey**, further analysis of the data along with other existing data sets is needed to identify where we can deliver digital interventions
- (April 2021 – March 2022) Completed the delivery of **10,000 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](#)

# 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

**Continued...**

### **How much have we done?**

- (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 overlay the data we collect from both the CLiK and “Let’s Talk Digital” surveys with existing data sets to better understand how being online can benefit different communities.

# 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**

The “Let’s Talk Digital” survey is complete, and we are now engaging with communities, policy, VCS and the wider digital inclusion partnership group to shape how we might provide support to people in the context of where they are now and into the future – i.e. post COVID and into cost of living issues.

- 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 community's 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 3: Become an inclusive employer of choice

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 rolled out to **85%** of the Council this year so far, via face to face, online and video guides.
- Developments implemented including access to email, calendar, MS Teams delivered.
- Design has been aligned to Council My Kirklees branding.
- New starters given access at start of employment.

### How much have we done?

- My Space rolled out to **8,550 (85%)** of the Council this year so far, via face to face, online and video guides.
- With **3,294 (38%)** take up, with frontline take up of 1,190 and office take up of 2,104.
- There has been a total of **23,347 hits on My Space**

### How well have we done it?

Frontline colleagues can now access:

- personal details the council holds and correct if out of date
- pay details two days before pay day
- corporate council messages
- wellbeing support
- staff benefits information
- access to job and training opportunities
- access to Council networks
- access to emails, calendar and MS teams - enabling more efficient communication within the team

Next steps are to investigate those who have only accessed once, why that is and address issues.

#### **Impacts and Outcomes**

- Accreditation was achieved in June 2022.
- Further work is needed to ascertain how we can assess the economical impact on the Timewise accreditation, the extra funding that has been asked for will also support this assessment.

#### **How much have we done?**

- 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.
- Action/implementation plan is linked in to the People Strategy workstreams in relation to deliverables and outcomes and will be regularly monitored.
- 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 at 20 in total including the Trade Unions. This group, represented most council services.

#### Continued...

#### 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.
- 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.

# Efficient & Effective

## *Priority action 3: Become an inclusive employer of choice*

### Deliverable: Pilot a Workforce Planning toolkit in priority areas

#### Impacts and Outcomes

- We have been fortunate to have the Local Government Association (LGA) deliver a series of 5 workshops to our Adults directorate on workforce planning (WFP), after the 5<sup>th</sup> session in November we'll be sending out an evaluation which will measure the success.
- As part of the workforce planning (WFP) process each service will have to complete the pre-diagnostic questionnaire which will give them a baseline rating against each stage of the WFP process. This will be used at the end of the Workforce Strategy facilitation to provide a clear measure of success against each stage.

#### How much have we done?

- A project plan has been refreshed and is in place to support delivery
- A project team has been brought together from the workforce strategy team and a HR Partner has been recruited which will support acceleration of the project
- Workforce Planning Pre-diagnostic questionnaire created
- Workforce Plan template created
- Content and support for further elements of workforce planning, acknowledging that one size does not fit all, are being developed and piloted, taking an iterative approach to the development of a workforce planning approach in Kirklees. The current focus, based on priorities emerging from priming sessions is succession planning.
- To successfully deliver Succession Planning we've created a template and guidance for: Critical Role Analysis, Future Success Profiles, Creating a readiness survey/gap analysis tool, Development action plan with monitoring tools, Agreed an approach with L+OD to provide a career coaching offer as part of the succession planning process.
- Exit interview approach is being revitalised
- Stay interviews have been developed and are currently in test stage with People Services and Bereavement services.
- Induction survey created
- Effective career conversations guidance created
- A skills audit tool is being developed to support identifying future skills gaps
- An introductory priming session has been developed and piloted; 9 pilots of the priming session have been delivered to services across the council with broader conversations with other priority services. All sessions include a focused element on exploration of workforce demographics in the services.
- We are in the process of identifying critical roles within 6 services covering a minimum of 18 teams

#### How well have we done it?

- Expert led series of workforce planning workshops with adult services delivered by Local Government Association (LGA)
- Included succession planning measures to each succession plan so in time will be able to collate the 'how well'.

## 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:

- 3 x internal staff workshops
- 2 x Councillor consultations
- 1 x informal Scrutiny session
- 7 x staff business planning sessions
- 3 x management workshops

We anticipate having sign off in December 2022.

### 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?

Once 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, was originally October 2022. Due to delay in finalising the overall Communications Strategy, this element has also been delayed to the end of the calendar year.
- 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 the end of the calendar year.

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

Metrics on communications activities will be part of our evaluation framework to be agreed by December 2022 and we will be in a position to begin measuring impact by the end of the calendar year.