

Corporate Performance and Impact Report



End of 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

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 122 Kirklees Youth Councillors have been trained.



Call answering rate at Kirklees Direct has risen from 71% in mid-2021 to 79% at the end of 2022/23. Wait times have also reduced from over 7 minutes in the first half of 2022/23 to 3 minutes and 20 seconds as at the end of the year.

Headline challenges & risks



The continuing **complexity of need that citizens present** with at Kirklees Direct will continue to see call handling times at higher handling times than previously experienced.

Best start

Headline successes & achievements



Good progress is being made to prepare for this unannounced ILACS inspection of Children's Social Care.



The **new children's home** is expected to open in summer 2023.



Projects to provide **young people** with more safe places to go in their communities continue to deliver and assessment of outcomes will be carried out.



The **Early Support Partnership Steering Group** has been established, chaired by a Police Superintendent with multi-agency membership and this group will have oversight of both the implementation of the Families Together model and the review of the Early Support Partnership Strategy, including the development of an Outcomes Framework.

Headline challenges & risks



Due to the considerable overlap of **SEND transformation** and the Early Support/Families Together programmes, competing priorities within each area may pose a risk to delivery of this outcome.

Well

Headline successes & achievements



Average increase of **56% in Play Value** (reflecting improvement in quality of infrastructure, natural and greenspace, play features, exercise opportunities, and access) for Playable Spaces projects.



Good take-up of **exercise referral schemes** and subsequent KAL membership.

Headline challenges & risks



KAL is facing **financial pressures** linked to increases in national living wage, the cost of energy and the impact on discretionary spend of the cost-of-living crisis, meaning non-funded programmes may be vulnerable to termination if they are not self-sustaining.



Wider economic pressures may mean that contractors face financial uncertainty, impacting on the planned delivery of our **Extra Care schemes** and the broadening of our non-residential offer.

Key Highlights

Independent

Headline successes & achievements



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 to enable residents to improve their health.



A cross Council initiative to develop Kirklees as an inclusive place to live has started, it will place people at the heart of the design and acknowledge diversity and difference.

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.



Aspire and achieve

Headline successes & achievements



Increased collaboration and having visible shared goals has provided some early positive indicators around progress in the **employability and skills** domain.

Headline challenges & risks



The successful implementation and delivery of the **Employment & Skills Strategy** action plans require sustained engagement and input from all partners.



Safe and cohesive

Headline successes & achievements



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.



A total of 25 **Community Asset Transfers** have been completed to date. These have provided community organisations with the necessary security of tenure to support the continued delivery of support and services to communities and attract external funding for the maintenance and improvement of community facilities.

Highlights



Sustainable economy

Headline successes & achievements



The approval of the S2S Enterprise Corridor Masterplan allows us to begin to develop a wide range of **business growth opportunities** within Kirklees. Our work on the Masterplan has placed us in a strong position to benefit from the government's Investment Zone initiative, as Kirklees have a ready-made offer in place that delivers innovation in a key sector as well as business growth.



The future of Batley Town Centre is one of transformation and opportunity following the successful bid for **Levelling Up Funding**.



The **Leeds Road major transport scheme** has been completed and will have a sustained and positive impact on congestion and air quality, as well as providing an infrastructure that is environmentally responsive.



The Transport Works Act Order has been granted, giving Kirklees a stronger role and greater representation as a partner in the **Transpennine Route Upgrade (TRU) project**.

Headline challenges & risks



Regarding the **Transport Works Act Order (TWAO)**, there is the risk that Network Rail can use its powers under the Order to supersede elements of existing agreements held with Kirklees.



Conflicts with other regeneration projects and related **disruption to council services and citizens** (traffic, noise, cumulative impact).



Clean and green

Headline successes & achievements



Cabinet agreed £6.25m for our Vehicle Replacement Programme - to replace standard vehicles with greener models and purchase an electric refuse collection vehicle.



The target hectareage of **new woodland created** on council land for 2022 has been met and exceeded, delivering 29.9 Ha.



Food Safety Team have **exceeded the Food Standards Agency (FSA) recovery requirements**, completing food safety interventions which help to ensure food safety standards are being maintained in Kirklees.



99% of Street Lights have been converted to LED as of 31st March 2023.



Secured over **£13m of funds for the delivery of our Climate Change Action Plan**. Including £4.6m for Electric Vehicle charging solutions. £8.2M for the Huddersfield District Energy Network and over £200,000 to decarbonise buildings.



90 Locality Based Unclassified Roads (LBUR) Schemes and 80 Capital-funded **schemes have been completed**.

Headline challenges & risks



Pressure on **Home to School (H2S) transport** as numbers of children being transported continues to rise.



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

Highlights



Efficient and effective

Headline successes & achievements



The Council has created a clear process for **succession planning** and are able to support services to create solid plans based on their critical roles, more open career conversations and strong development plans for the next set of Kirklees leaders.



The **Council is updating its priorities** to reflect the challenging financial context in which we are working and to reflect the Budget priorities set in March 2023. These are set out in the Council Plan presented to Council on 12th July 2023.

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 **criticality of delivery of the 2023/24 budget** and identification of required savings for 2024/25 (and future years) is an organisational focus. The budget for 2023/24 has been agreed with a framework for monthly monitoring of delivery in place. Whilst the governance is robust, and will ensure early escalation of potential issues, success will be measured through delivery of the required outcomes. Budgetary challenges across future years are significant and identification of additional savings is required. The overall financial position remains vulnerable to uncontrollable variations to planning assumptions (eg. interest rates, pay award, inflation).



We continue to operate in a **challenging labour market** with pressure from external factors however People Panel is working to identify and unlock council wide opportunities and ensuring recruitment activity is aligned with budget requirements. Managing through a period of change presents additional challenges (recognising the impacts of dispersed and hybrid working) and will require strong and empathetic leadership and leading with our Council values throughout the organisation. In addition, the work on Workforce Strategy is now well underway with central support being provided to teams across the Council to identify “Critical roles” and work on succession planning.



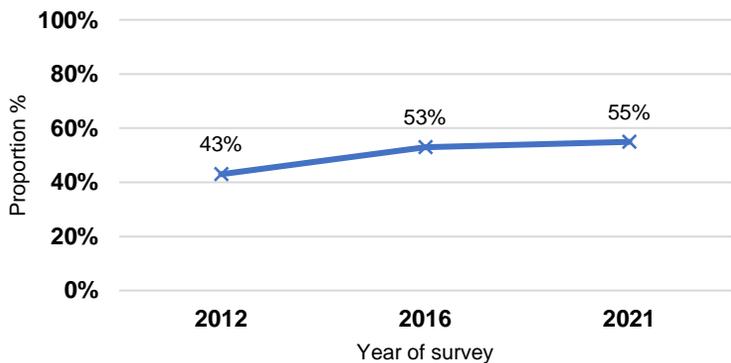
Shaped by People: We make our places what we are

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.

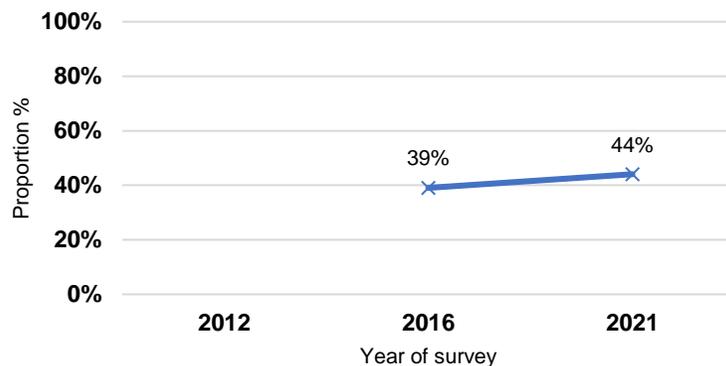
Population outcome indicators ('tracking our progress')

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

- The Plan-Making toolkit provides officers with a straightforward practical guide to ensure our plans are developed following a clear and consistent approach.
- Our key plans support the delivery of the Council's priorities and delivery of our Shared Outcomes with partners.
- Ensures our key plans are more joined-up.

How much have we done?

The programme of policy deliverables is complete. There is a clear partnership approach embedded for development and delivery of our top-tier strategies plus the learning also feeds into other significant plans where appropriate.

- 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 has been published on the intranet (October 2022).
- The Sustainable Environmental Strategy is currently planned for Full Council in Sept/Oct 2023
- The Inclusive Economy Strategy has been delayed and timescales are to be confirmed.

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 Place based Working (PBW) in all our strategic documents, where appropriate.

Shaped by People

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

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

Impacts and Outcomes

The Democracy and Place Based Working Service continues to support the 4-place based working hubs to coordinate, connect and facilitate the bringing together of front-line staff to work collaboratively, as a multi-agency team, to provide support working with and alongside citizens and partners.

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

How much have we done?

Place Based Working (PBW) Hubs have been established and are meeting either fortnightly or monthly. They involve mostly approximately 100 front-line staff and further work is progressing to increase engagement with a wider range of services.

Placed based working in neighbourhoods has develop based on the hub model, for example: -

- in Huddersfield - Place Based Meetings provide an informal way for new staff to introduce themselves and find out who is working in their area to make links and connections.
- Dewsbury & Mirfield hub has 'patch worker' catch ups which focus on ward and neighbourhood working, and a 'cost of living' working group organised a series of drop-in sessions to support households wanting face to face information and advice.
- In Spen Valley, ward Councillors have been involved in a front-line workers networking meeting with plans to extend this across the Spen Valley area.

In general: -

- The hub meetings help to keep staff updated about the work of other services, strategic priorities and strategies helping to ensure that every contact counts.
- Staff that attend hub meetings contributed towards the development of a Kirklees Welcome pack for asylum seekers that provides support to individuals and families.
- Also contributed to the development of Your Front Door – front line staff taking part in a road show to promote what they do and ensure service delivery at a local level.

How well have we done it?

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

Shaped by People

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

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

Impacts and Outcomes

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

How much have we done?

Connecting with partners

The Democracy Friendly programme is unique. We continue to see strong interest in this work from other councils and partners in the democracy sector. This creates opportunities for us to celebrate the work of our young citizens, and to advocate for active citizenship. Our national and international engagement in 2022 to 2023 included:

- We ran an activity with **Batley Girls High School**, gathering insight about what helps young people to trust. The Notwestminster 2023, lightning talk showcasing the Democracy Friendly programme and sharing what young participants and school communities say, with emphasis on the theme of growing trust.
- **Association of Democratic Services Officers (ADSO) conference 2022** – Workshop on engaging young people in local democracy, exploring with partners how we can do this better
- **Shaped by People** – We have also showcased our work with young citizens as part of our wider Shaped by People engagement with national and international partners, including New Citizenship Project, UK Democracy Network, Public Agenda, Co-operative Councils Innovation Network, LGA, Democratic Society & LGC.

Quotes from Newsome Academy

"We're so proud of our youth councillors, they have achieved far more than they think they have, they are paving the way for others to follow".

Quotes from Castle Hill School

"We do believe it is important to be visible and to be able to make a positive impact in our local community. We want to be accepted and welcomed by local residents, and to be able to carry out work that benefits the local environment."

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Continued....

How much have we done?

- **31** Schools for ages 11 to 16 have shown an expression of interest in our Democracy Friendly Schools programme. This includes **21** high schools (81%), **6** Special Schools (100%), **one** pupil referral unit (33%), **two** madrasa schools and **one** all through Muslim school.
- **45** Primary schools (30%) have signed up for the programme.
- **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.
- **44** Kirklees College Student Parliament members have been provided with an 'Introduction to local democracy' 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.

Quotes from Gomersal St Mary's CE Primary School

"Today, we became the first school in Kirklees to receive our Democracy Friendly award! We are so proud!"

Quotes from Castle Hill School

"We do believe it is important to be visible and to be able to make a positive impact in our local community. We want to be accepted and welcomed by local residents, and to be able to carry out work that benefits the local environment."

Shaped by People

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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?

- **63** of our **69** councillors (91.3%) 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.
- **122** Kirklees Youth Councillors have been trained so far.
- Expressions of interest received from schools in all **23** wards.
- **15** 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!)"

Quotes from Newsome Academy

"We set up the Newsome Eden project to help the Newsome community become greener. So far, we have planted over 100 trees. This was done with several local primary schools, councillors, Impact MAT CEO and many more."

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?

- **109** citizens have been involved in creating the Shaped by People shared goal
- **40** people and organisations have been involved in work to shape our conversation pack
- **467** 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 Third Sector Leaders (TSL) network, refining our pack with our Project Team and doing some initial prototype testing with the Notwestminster local democracy community. 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. Since late Summer 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.

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Continued....

Democracy Friendly integration

We have fully embedded Shaped by People in our pioneering Democracy Friendly Schools programme, which helps young people to understand how they can be active citizens and make a difference in their local place. This includes using Shaped by People as a learning resource and measuring whether young people currently feel able to shape their local place. Young citizens have helped us to test and develop our engagement materials. 100% of school communities who have completed a Democracy Friendly assessment say that the children and young people who are participating in the programme now feel able to shape their local place.

Digital scorecard tool

We have created and tested version one of our digital scorecard tool. This is an online form that can be adapted for different participants and circumstances – for example, so that staff can input the data from Shaped by People printed scorecards used in community settings, and so that citizens can participate online. We have aligned this approach with the Place Standard tool, to encourage comments about each of the four key aspects of the shared goal, along with our headline question about making a difference in your community (this is the same question we used in the CLiK survey).

Connecting with national and international partners

There is strong interest in Shaped by People from partner organisations beyond Kirklees. We're continuing to grow our network to bring insight from other organisations who are working in a citizen-led way, and to showcase the work that we're doing with citizens in Kirklees. Our national and international engagement in 2022 to 2023 included:

- **Public Agenda: Healthier Democracies** - research, report & event celebrating international examples of growing healthier democracies
- **Local Government Association (LGA)** - roundtable presentation & case study on digital democracy and citizen engagement
- **CITIZENS** - event with UK organisations who are growing active citizenship
- **Local Government Chronical (LGC) Awards 2022 shortlist** – including a presentation to chief executives
- **Democratic Society** - Shaped by People research interview & featured case study

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 have worked with partners to integrate 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 following input from community partners this approach is now fully embedded in all our Place Standard activities. From Autumn 2022 we have been working with Marsden Community Trust to also develop further approaches. This has resulted in including Shaped by People in our 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.

Impact Assessment App

We also began working with Podnosh to explore using an Impact Assessment App for capturing quick feedback and stories about whether people feel able to shape their local place. We planned to test this more widely with voluntary sector participants and with staff. This element is currently paused until we can be clearer about future funding for the App.

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

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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 pact, to support colleagues and partners to gather stories from citizens.

- Gathered stories from citizens who helped to create the Shaped by People shared goal
- Gathered stories from active citizens by talking with them in their local place about what they do and what motivates them to get involved
- Worked with participants to create a video animated version of Shaped by People, based on learning from their stories
- Identified opportunities for a series of themed story gathering activities
- Developed a guided, step-by-step online form to support citizens to share their stories more easily
- Had a positive response from community organisations, who are happy to support people to share their stories
- Created a development plan for our storytelling website
- Created and tested presentation resources for engaging council teams
- Aligned some of our existing digital channels more closely with Shaped by People
- Planned engagement activities for staff, aimed at creating network of champions for this work.
- Begun work to gather stories demonstrating how citizens are actively involved in achieving the outcomes from our top tier strategies and plan, beginning with the Environment Strategy, so that we can increase the profile of Citizen Stories in our strategic communications.
- Begun sharing Citizen Stories via corporate communications channels for staff, to engage more people in the work and to make sure that we are all learning from this citizen insight.

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 provides 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 Councillors, 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 Councillors, 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?

- Almost **1,360** individuals took part in place standard conversations
- Over **£617k** has been agreed in funding to help deliver some of the action plan priorities outlined in the thirteen action plans published
- All data and monitoring information is published on our website - <https://howgoodisourplace.org.uk/> by engagement activity

Five new place standard engagement activities were delivered in 2022-23

1. What matters to Marsden
2. Paddocks priorities
3. Listening to Birkenshaw
4. Ask Burton
5. Ask Brockholes

Thirteen action plans were developed in partnership and published in 2022-23

1. Batley East & West wards – Batley Town Centre Action Plan
2. Birstall & Birkenshaw - Birstall/Fieldhead Action Plan
3. Kirkburton ward - Ask Burton Action Plan
4. Cleckheaton ward - Cleckheaton Town centre action plan
5. Golcar Ward - Listening to Cowlersley Action Plan
6. Heckmondwike ward - Heckmondwike Town Centre Action Plan
7. Holme Valley South ward - Holmfirth Town Centre Action Plan
8. Holme Valley North ward - Honley Action Plan
9. Colne Valley ward - Listening to Linthwaite Action Plan
10. Crosland Moor & Netherton - Netherton Action Plan
11. Dewsbury West - Ravensthorpe Action Plan
12. Kirkburton - Ask Shepley
13. Dewsbury South – Listening to Thornhill Lees Action Plan

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 can 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: Begin to consider areas of special interest where tenant members capture the voice of, for example, young tenants

Impacts and Outcomes

- The operation of Housing Advisory Board (HAB) was reviewed by an independent consultant (DTP) during summer 2022, with a report shared in September 2022.
- The report proposed the introduction of two new “groupings”, this has led to the development of the Housing Improvement Board (HIB) and a Tenant Voice Panel (TVP).
- HIB membership consists of Co-optees and cross-party members. The position of Chair of the Board is currently being recruited to.
- The Tenant Voice Panel is solely comprised of tenants and leaseholders. The tenant members from HAB have automatically joined TVP and Homes and Neighbourhoods are recruiting to fill places on the panel.
- TVP will improve tenant voice and assurance in the areas of performance and compliance against the Regulator for Social Housings consumer standards.

How much have we done?

- The HAB 'model' was effective in having sight of the work of the wider Tenant Involvement Strategy. It meant that members of the Tenant Advisory and Grants Panel (TAGP) could be invited to attend, and learn, in a shadowing capacity.
- HAB also received quarterly reports on the activities of TAGP; these included any tenant facing policy, procedures or services development they had been engaged with and a summary of grant applications approved by the Panel. This gave the HAB assurance that tenant voice was being listened to and acted upon.
- In turn, a summary of HAB’s work was shared with TAGP. The review detailed above will strengthen tenants voice within formal governance arrangements.

How well have we done it?

- As part of the external review the consultants noted:
“The existing resident members of HAB have provided a solid and informed insight into customer and lived experience and this should continue to be valued and utilised within KHN. We consider the level of engagement and insight to have been constructive and as such, we recommend that those HAB members should take on lead roles in relation to driving a modernised tenant engagement and insight strategy within Kirklees – challenging and evaluating delivery against agreed outcomes but that this would occur within a different forum.”
- The Board reviews performance information for the service on a quarterly basis. These reports include a range of tenant satisfaction measures and service KPIs.

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 Home and Neighbourhoods 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'. The initial results from the Tenant Satisfaction Measures – Tenant Perception Survey will be available in the latter half of 2023.

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.
- As the organisation moves from STAR to Tenant Satisfaction Measures the importance of publishing results and demonstrating how Homes and Neighbourhoods uses the feedback to improve services is critical.

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 Homes and Neighbourhoods Anti-Social Behaviour Policy is in its final stages prior to sign-off and will compliment the STAR improvement framework.
- The new home visit model (to support vulnerable residents) will become operational in 2023/24.

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

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.
- Benchmarked webchat, telephony and customer service centre activities in September 2021, March 2022, October 2022 and April 2023
- During the period 1st April 2022 – 31st March 2023
 - **1.2m** calls made to telephone contact centre
 - **30k** emails were responded to
 - **15k** web chat conversations took place.
 - **30k** 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. By year end (March 2023) the service annual performance had improved from 71% in October 2022 to a 79% call answering rate for the whole year.

The landscape on contacts, notably telephony contacts, changed considerably in 2022/23. Citizens presented with more complex needs as the cost-of-living crisis impacted on their lives. Call handling times increased particularly in the period April – December 2022. The service recruited additional staff to support the additional work and these, coupled with the implementation of a new telephony system in August 2022, helped see significant improvement to performance during the second half of 2022/23. Wait times reduced from an average of 7 minutes per call in the first half of the year to around 3 minutes 20 seconds in the second half of the year.



Best Start: 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')

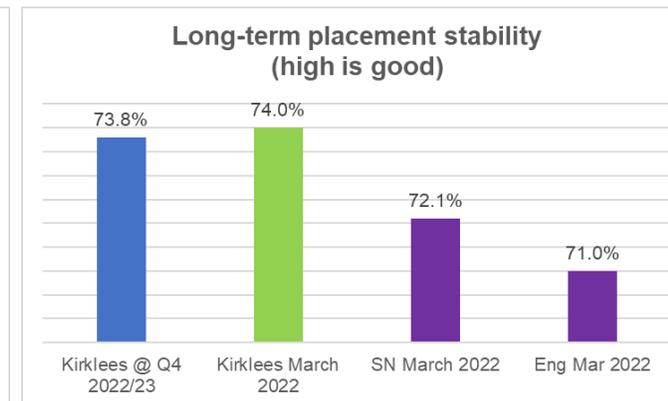
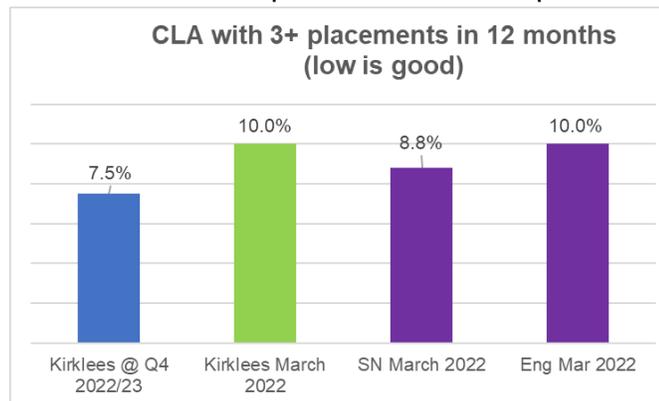
School readiness: good level of development at the end of Reception

	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%	3.3% (120)	3.6%	-0.3%
Free School Meals Eligible (FSM)	55.0%	57.0%	-2.0%	46.6% (964)	49.1%	-2.5%

- 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 and this remains the case in 2022 where the gap between Kirklees and National has widened since 2019 for all pupils.
- These are the first attainment statistics since 2019 as they were cancelled in 2020 and 2021 due to the pandemic. These statistics cover the attainment of pupils who were assessed at the end of their reception year in summer 2022. These pupils experienced disruption to their learning during the period of the pandemic (DfE, 2022)
- In 2022 the emerging national figures show that the gap between England and Kirklees is decreasing in the GLD measure 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.
- In terms of children and young people who are Looked After, long term placement stability in Kirklees remains better 2022 statistical neighbours and England as a whole. Fewer children looked after experience 3 or more placements in 12 months.

Placement stability for our Children Looked After

	2022-23 Q1	2022-23 Q2	2022-23 Q3	2022-23 Q4
Percentage of children looked after with 3 or more placements in the last 12 months	9.6%	9.0%	9.1%	7.5%
Long-term placement stability - same placement for at least two years	82.2%	81.8%	76.7%	73.8%



Best Start

Priority action: Transform the ways we support children and their families with SEND

Deliverable: Phase 2 – scope and establish a plan for widening this service for parents and carers

Impacts and Outcomes

Work on creating an offer of support for parents and carers needs to be tied in with the development of the Families Together offer, within Early Support, to avoid unnecessary duplication and to ensure an offer which aligns to the development of a universal offer for families to access support.

Activity is ongoing that aligns with the Council's Written Statement of Action and the SEND Transformation Plan to scope and consider the best opportunities for enabling support for families at the earliest opportunity. Co-production with Parents and Carers to shape this with us is imperative and there have been opportunities to get feedback from parents through our Parent Carer Forum. The SEND transformation plan is being refreshed and resequencing of activities being undertaken, this does remain a priority.

- Local Offer phonenumber and website available for parents to access
- Ongoing work with the Local Offer & Inclusion Support Team jointly with Early Support, exploring opportunities for parental support and engagement
- Local Offer Live event – Nov 22 and several further smaller face to face engagement events for families of children and young people with SEND

How much have we done?

Wider interdependencies (e.g. ongoing work within Early Support service) means this piece of work is not yet being delivered. This is a complicated piece of work which is required to meet multiple service priorities and is required to tie in with priorities around the recently published SEND improvement plan

How well have we done it?

- A co-ordinated approach to the scoping and development of an offer for parents / carers ties in with the vision of the national SEND improvement plan and the development of the Families Together model of practice within Early Support in Kirklees.
- The activities we have undertaken to date are resulting in a more joined up approach across services, to provide meaningful system navigation, support to parents and carers of children and young people with SEND.
- Adopting a co-ordinated, cross service approach to developing a solution will result in a more cost efficient, streamlined offer with less duplication and the ability to meet multiple service priorities around SEND.

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

- 100 'Our Space' Capital Grant application packs were e-mailed out to organisations prior to the close of applications on the 31st May 2022.
- Completed applications from 43 organisations were received requesting capital funding of just under £2 million pounds.
- Grants panels were held in late June and early July, chaired by Head of Service – Early Support, with representation from Local Authority Commissioning, Finance and Communities Teams as well as Third Sector Leaders and PCAN (Parents of Children with Additional Needs).
- There has been engagement with Voice of the Child panels, Kirklees Youth Alliance, Community Hub co-ordinators and Active Citizen & Place Officers as well as relevant elected members for comments, all of which were considered as part of the formal panel process.

18 voluntary and community sector organisations will be provided with funding or goods. Some organisations have received the full grant application amounts, some have received a partial grant application award. The maximum grant award has been £75k and the smallest £10k. Grant applications awards were approved for building extensions/alterations, to improve building accessibility/toilet facilities, a range of sporting and outdoor activity facilities, transport and gym, IT and interactive sensory equipment.

The project is partially completed and is being delivered within timescales of the long-term strategic goal. **14** of the 18 grants have been paid so far; two are processing and two are at risk. A sum of money has been earmarked for transport to address the needs strategically across the council, to make best use of both community and council assets.

Several of the bids were explicitly to create inclusive youth provision i.e. Central Youth Club – install a lift and interactive wall.

- Soothill Community Association – renovated the current toilet facilities so they can be accessed by people who have a disability.
- Sensory World – create a wheelchair accessible changing place toilet facility.

How much have we done?

Seven of the 18 projects are complete. Work is ongoing on six projects, with several nearing completion. We continue to work with the other projects as detailed above.

How well have we done it?

We intend to collect evidence on the difference the facilities are making to young people's lives. Final monitoring has not yet been completed, this has recently commenced for completed projects, to capture the impact that investment has made, and the outcomes achieved. We have started to collate examples of the impact capital grant funding has made. Our discussions with providers have been around barriers to participation beyond the physical capital assets to include financial barriers to participation.

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 (Family Hubs) Offer

Impacts and Outcomes

A considerable amount of work has been undertaken during the year to start gathering evidence of the 'What Difference' the service is making. We have purchased the Outcome Star Tool for use by all practitioners in the Early Support Service, which is in the process of being implemented. 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. The model is an ongoing implementation and will continue to develop with use and experience. Engagement with stakeholders is planned for autumn 2023 to gather feedback on the journey so far.

How much have we done?

The Early Support Partnership Steering Group has been established, chaired by a Police Superintendent with multi-agency membership and this group will have oversight - and track the progress - of both the implementation of the Families Together model and the review of the Early Support Partnership Strategy. There are also several workstreams that are accountable to the steering group.

- Teams within the Council Early Support Service have been aligned into the 4 Families Together geographies: Huddersfield, Dewsbury and Mirfield, Kirklees Rural and Batley and Spenningsdale
- Four Families Together Partnerships were led by the VCSE sector, bringing system-wide partners together to support the local community priorities.
- Review of Parenting offer commissioned to be completed in July 2023.
- The review of the Early Support Partnership Strategy (2018) commenced with a workshop with partners in March.
- There has been engagement with families, stakeholders and staff to develop Families Together branding which will be launched in 2023/24.

How well have we done it?

As indicated above, activity and engagement is due to be completed in coming quarters to allow assessment.

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. Remedial works relating to building in order to be fit for purpose as a registered children's homes has led to delays. 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 these children and young people 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. The home is expected to be operational in Q2 2023.

How much have we done?

- Schedule of outstanding building works confirmed.
- The building has been extensively renovated ensuring the home reflects a family setting while meeting the Ofsted registration requirements in relation to the building and environment to ensure children and young people can live safely.
- Buildings risk assessment undertaken and confirmed.
- Required staffing establishment identified.

How well have we done it?

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

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

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

Best Start

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

Deliverable: Improve our grading at the next social care inspection

Impacts and Outcomes

There has been no inspection of Local Authority Children's Services (ILACS) in 2022/23 in Kirklees, the formal 'Requires Improvement' grading cannot be revised until this takes place

How much have we done?

- There has been ongoing improvement work throughout the year which means Children's Services will be well prepared for the formal unannounced inspection when it takes place
- A Joint Targeted Area Inspection (JTAI) took place in June 2022 which focused on the multi-agency response to the criminal exploitation of children in Kirklees. This was a partnership inspection involving various agencies and not concentrating specifically on Kirklees Children's Services. The headline outcome was "Partners at a strategic level enable a well-embedded practice approach that supports professionals to work well together. Children in Kirklees who are at risk of, or experiencing, criminal exploitation have their needs identified quickly and receive multi-agency support to manage and reduce risk to them effectively." While no formal grading is provided from this inspection it helped to confirm the continual progress highlighted in our last focused visit in 2021 from Ofsted.
- Throughout 2022/3 Children's Services has continued its systematic improvement work. Following a meeting with Ofsted in January 2023 we have revised and refreshed our Self Evaluation Form (SEF) against the Ofsted inspection framework
- Throughout the year we updated and revised a number of our policies and commitments in relation to our role as a Corporate Parent

How well have we done it?

Our Children's Services Analysis Tool (ChAT) shows that our performance has maintained consistency over 2022/23 although there are areas where the consistency of timeliness can be improved.

Part of our self-evaluation (SEF) is to focus on the quality and impact of our practice – we highlight case studies showing the impact and quality of our work. We focus on ensuring that children and families receive support and help at the earliest possible stage and continue to work with and protect children appropriately and safely. The range of services and interventions are reviewed regularly through the Quality Assurance panel.



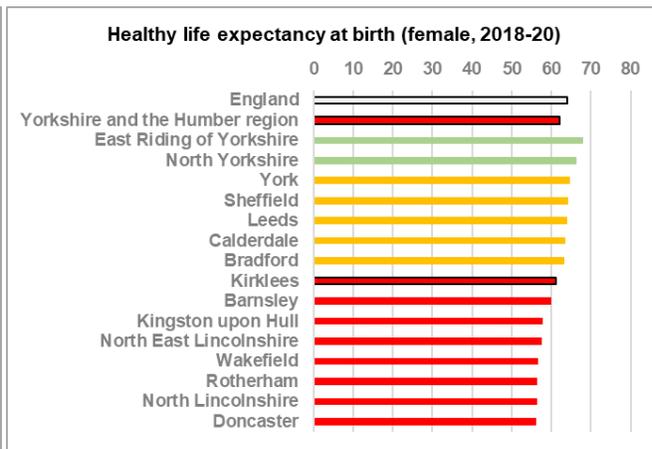
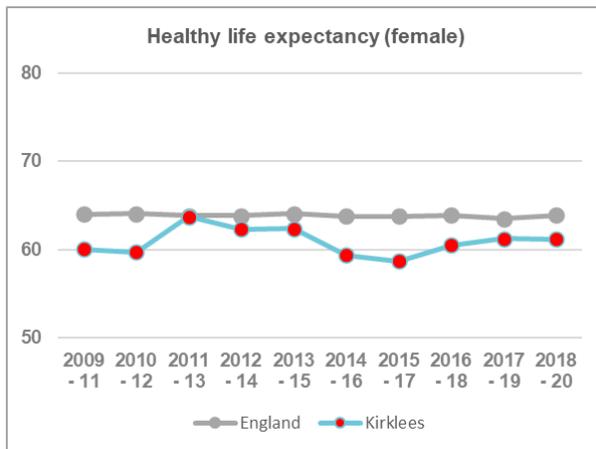
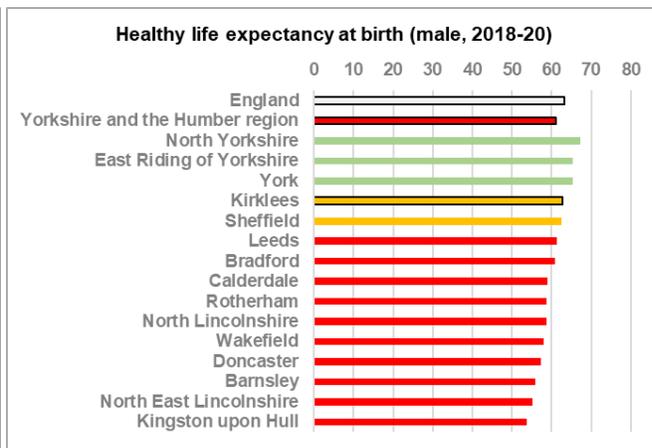
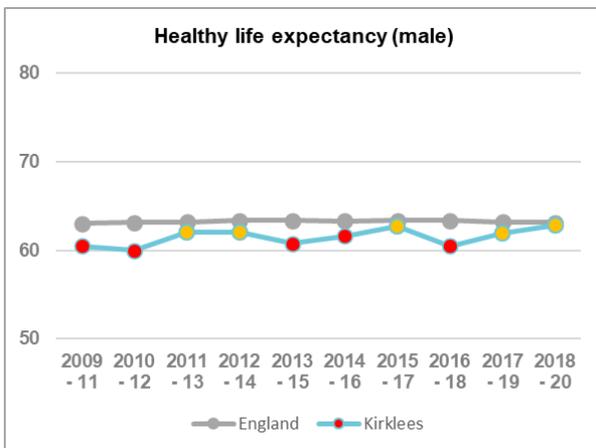
Well: People in Kirklees are as well as possible for as long as possible

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 (HLE) 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 (Kirklees = 62.8 years; England = 63.1)
- HLE 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 (Kirklees = 61.2 years; England = 63.9)
- Overall life expectancy (LE) at birth in Kirklees for the single year 2021 is similar to the regional average and significantly worse than England for both males and females:
 Kirklees male LE at birth = 77.9 years (Yorkshire & Humber = 78.0; England = 78.7)
 Kirklees female LE at birth = 81.2 years (Yorkshire & Humber = 82.0; England = 82.8)
- Note: Kirklees-level values mask local variations in HLE and LE; for example, the difference in LE between the most and least deprived areas of Kirklees is more than eight years for males and females (2019-21 data)

● 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

- Kirklees Care Association (KirCA) has made positive steps forward in 2022-23 in terms of its own reputations as an independent organisation and an engagement partner with Kirklees Council, Kirklees Health and Care Partnerships and the Adult social Care Market through undertaking a variety of activities.
- The development of the Care Bulletin has provided a central point for health and social care colleagues to share information safe in the knowledge that their message will be relayed to the wider social care system. Readership now extends over 300 unique hits per month across care homes, home support, supported living and extra care service providers.
- KirCA's role in the development of the Care Home Contract ensured that the views of care home service providers were considered. Amendments to the contract and to the specification were made following feedback from KirCA to the benefit of the market.
- Sourcing funding from Skills for Care and working in collaboration with In2Care, KirCA enabled services across the area are to be part of recruitment events at no cost to the service providers. These events enabled service providers to showcase their services to the public who attended and are interested in working in the social care sector. The Huddersfield event was well attended (163 visitors) and provided a stage for a positive experience for all in attendance promoting the values of social care across Kirklees.

How much have we done?

- Membership of the Care Association has grown to 65% of CQC registered adult social care providers in Kirklees during 2022-23.
- Care home provider forums take place on a bi-monthly basis to provide opportunity to update the sector on in area developments and services along with the opportunity discuss national guidance and legislation. KirCA have a regular agenda item for updates at each care home provider forum and prior to each event hold a members meeting to collate the views of members to feed into the agenda setting processes. For 2023-24 this process is to be reflected for the home support forum to support the members in this market.
- Over the course of the year KirCA have had opportunity to link with local and national media outlets to share the views of their members on issues relating to workforce recruitment and retention challenges as well as the energy crisis.
- With support from Kirklees Council KirCA have led the way across the West Yorkshire region as an engagement partner for adult social care services to access NHS Digital funding for the introduction of digital adult social care records. To date KirCA has supported with the application of grants for 34 service providers and is providing ongoing system deployment support.
- Several sponsorship partners generated income to support the association, 7 organisations supported to date. Additional income was also generated through funding sourced by KirCA from Skills for Care in March 2023 to arrange two recruitment events for the social care market held in April and to be held in May 2023 with the support of In2Care.

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

Continued.....

How well have we done it?

- KirCA have exceeded the membership target of 50% - 60% within this financial year with approximately 65% of CQC registered providers in Kirklees now being a member of the Association. Engagement with non-members continues to be undertaken promoting the benefits of KirCA membership and encouraging services to be part of the Association.
- KirCA have supported the direction of the care home provider forum agenda with feedback from its members to ensure that the forums provide content that is of value to providers.
- Following the appearance of the KirCA on BBC News discussing the recruitment and retention challenges for social care providers the Association has been sought out by other media outlets for soundbites and interviews. This includes a multidisciplinary debate held on Channel 4 News and multiple interviews on BBC local radio. This demonstrates how powerful the voice of KirCA is in representing its members and how the media view the Association in a positive manner to share the views of the market in Kirklees from a collective perspective that is not specific or bias to one service provider or business.
- KirCA have become a valued partner in a variety of aspects of work undertaken by health and social care partners ensuring that the perspective of service providers is included in the decision-making processes. A pertinent example of this is the introduction of ReSPECT documentation which is set to replace 'DNA CPR' currently in use by health and social care providers. The involvement in this workstream has been particularly positive for health and social care partners as the feedback from KirCA representing the sector has supported colleagues gain a better understanding of how their decisions affect social care providers and how at times the expectations are unmanageable. KirCA's involvement in the discussions relating to training requirements for ReSPECT (half a day training per staff member reduced to 10-15 minutes) saved thousands of staff hours across Kirklees by ensuring that training is relevant to the role of the worker.

Priority action 3: 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 under construction and due to complete in autumn 2024, 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 the Council has disposed of the site to Housing 21. There is however a delay in delivery this scheme due to the contractor going into administration. The Council is continuing to support Housing 21 to ensure this important scheme is delivered, with current estimates of a new contractor to be in place by late 2023.

Priority action 3: 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?

- Extra Care scheme under construction at Ashbrow and due to be completed autumn 2024
- Supported Living scheme at St Pauls Mirfield is still in progress but not yet on site, discussions are ongoing between the provider and the council
- Ten homes started on site in 2021/22 are bungalows for people over 55; two will be adapted for people with limited mobility (but not classed as supported housing)

How well have we done it?

- Tenants complete the annual STAR (satisfaction of tenants and residents) social housing survey
- Results from the 2022 STAR survey showed 68% of tenants were satisfied overall with the service (no change from 2021)



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

Deliverable: Build 50 affordable 'Extra Care' homes at Ashbrow, Huddersfield, with a further 80 at Cleckheaton

Impacts and Outcomes

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

How much have we done?

- Ashbrow Extra Care scheme Platform works complete Spring 2022
- Construction of the Ashbrow Extra Care 50-unit scheme is well underway, and completion is expected autumn 2024.
- Cleckheaton Planning Permission granted January 2022
- 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 the Council has disposed of the site to Housing 21. There is however a delay in delivery this scheme due to the contractor going into administration. The Council is continuing to support Housing 21 to ensure this important scheme is delivered, with current estimates of a new contractor to be in place by late 2023.

How well have we done it?

- Residents living in the new Ashbrow 'Extra Care' scheme will complete the annual STAR (satisfaction of tenants and residents) social housing survey
- Results from the 2022 STAR survey showed 68% of tenants were satisfied overall with the service (no change from 2021)



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 Playable Spaces programme continues to deliver investment into existing play areas across Kirklees to improve outdoor play facilities for children, families and communities. Delivery of sites have been successfully achieved despite Parks Development being at 50% resource capacity, escalating material costs, extended product delivery lead times and other market and natural challenges. The aim is to provide through-age play, encouraging interaction with nature, enhancing biodiversity and supporting climate change initiatives, whilst ensuring that each play area is designed to fulfil the needs of the local community.
- Everybody Active has supported a range of initiatives to improve access to and use of Kirklees parks and green spaces, with beneficial health outcomes.

How much have we done?

- Playable Spaces: In 6 months since Oct 2022, 11 designs created/in development, 10 public engagements carried out, 7 sites have been through procurement, 12 sites completed.
- Physical Activity From the Front Door (PAFD): Everybody Active has mapped 18 walking routes for Huddersfield along with data on calories burnt, steps, distance and time.
- Walking Groups: 70 volunteer leaders, 343 individual walkers (including 44 new walkers), 15 new walks created (including working with partners S2R, RVS, Macmillan, Wellness and Parent Sanctuary), 106 walk leaders trained (including 60 council volunteers).
- Make Space For Us: Support for outdoor rounders playing space in Batley and rounders team network across Kirklees; set up female softball team in Birkby; supporting 'Break The Box' Afghan ladies group, helping new settling families to be active, including potential volleyball sessions; 'Active Thursday' women-only activity sessions planned; 'Active Through Football' women-only sessions; New ladies football team at Dewsbury Moor; Approximately 65 people attending 'Chai and Chat' group in Ravensthorpe, enabling access to help and advice.
- Movement And Games In Chairs (MAGIC): Sessions now being delivered in green spaces; 216 attendees of Beaumont Park MAGIC sessions this year; over 30 volunteers/organisations booked on to MAGIC training in next month, including Windybank Estate residents.
- Coordination of Ward Councillor funding supported Leadership in Running Fitness (15 people), Firth Park Buggy-movers, Cycle Leader Course, B-Best Walking Group.

How well have we done it?

- Playable Spaces: each site completes a Play Value Assessment (PVA) before and after improvements are made. The PVA scores elements including quality of infrastructure, natural and greenspace, play features, exercise opportunities, and access. The 10 sites with completed PVAs have shown an average increase of 56.1% in Play Value.
- PFAD: Conversations with individuals, feedback from community groups/council partners and local knowledge gave a good understanding of priorities and helped ensure maps were created in the right places and the right people were connected. Positive citizen feedback has been received.

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 majority of Exercise Referral Scheme participants have shown improved mental wellbeing, self-efficacy for exercise and self-reported health. Over half of participants showed improved Body Mass Index, resting heart rate and blood pressure measurements.
- KAL is facing financial pressures linked to increases in national living wage, the cost of energy and the impact on discretionary spend of the cost-of-living crisis. As a result, non-funded programmes may be vulnerable to termination if they are not self-sustaining, or the focus may drift from reaching those at the greatest risk of inactivity, inequality and deprivation in order to attract customers with the means to pay for services, which could reinforce health inequalities.

How much have we done?

- Against an increasingly challenging economic backdrop, KAL has operated several health-related programmes over the past 12 months, namely the Exercise Referral Scheme (‘Fitness for Health’ and ‘Live Well’), First Steps to Fitness, and Moving Mums, whilst exploring /developing potential new opportunities, and securing Quality 4 Health and Wellbeing accreditation.
- Between Jan 2022 and Mar 2023 there were 836 referrals into Fitness for Health (with 50% take-up) and 67 into Live Well (with 63% take-up).
- Since Oct 2021, 836 people (including 783 self-referrals) were referred into First Steps to Fitness (with 64% programme take-up), and 487 self-referrals into Moving Mums.

How well have we done it?

- Fitness for Health: 43% of people attended at least 8 out of 12 sessions (plus an exit interview), with 46% of completers taking up Active Movers or KAL membership.
- A higher proportion of referrals into this scheme are for females (66%) and under 60 years old (67%). 37% live in a deprived area (most deprived quintile).
- Live Well: 59% of people attended at least 8 out of 12 sessions (plus an exit interview), with 47% of completers taking up Active Movers or KAL membership.
- First Steps to Fitness: 42% of people attended at least 8 out of 12 sessions (plus an exit interview), with 57% of completers taking up Active Movers or KAL membership.
- Half of participants (50%) on this programme were from more deprived areas (most deprived quintile), with 55% of users under 40 years old.
- The focus this year has shifted from the health programmes (although KAL has 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 cost of living pressures on the customer base.



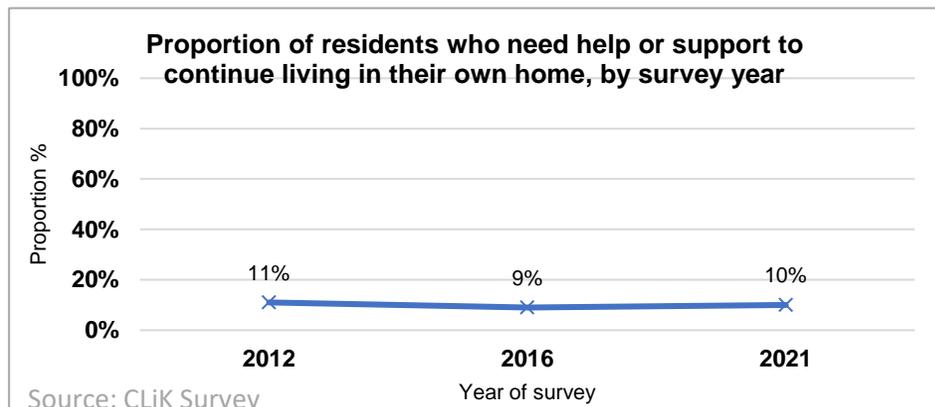
Independent: People in Kirklees are independent and have control over their lives

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.

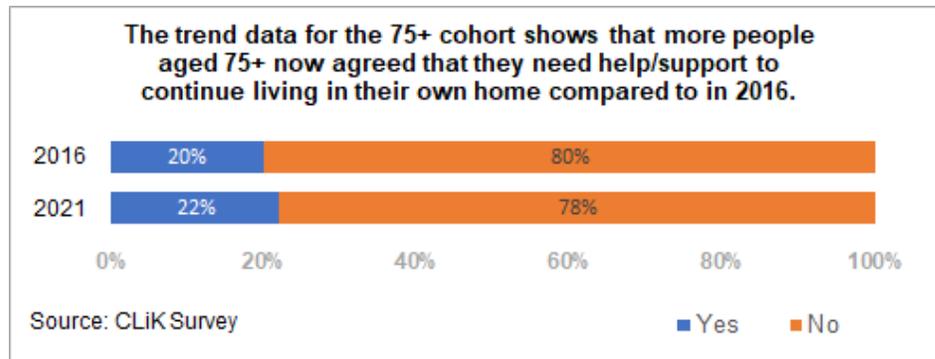
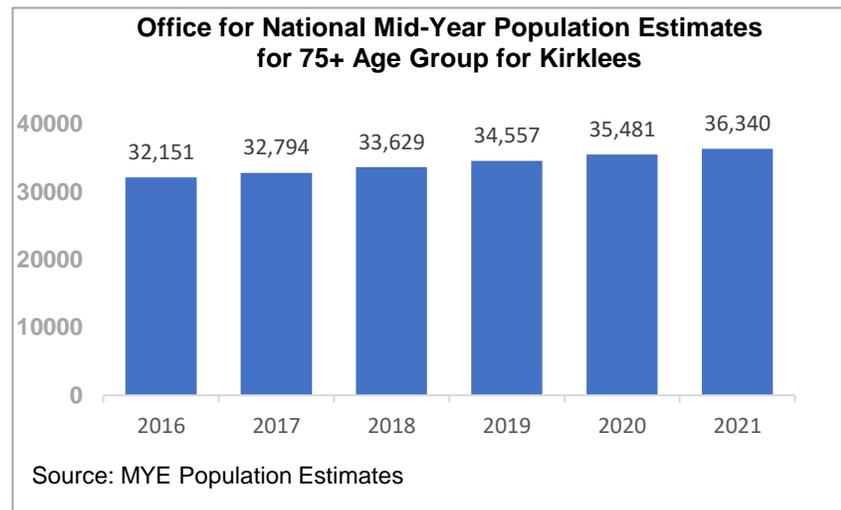
Population outcome indicators ('tracking our progress')

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 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

This is an ongoing piece of work that builds on the Specialist Accommodation Strategy aims and will develop site specific opportunities and cases around housing for older people. The internal collaboration around the issue is much more effective than it was, 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. The engagement expanding and being supported by initiatives of the WY mayor around dementia has given life to the aspirations of the strategy and the development of tools and proposals has meant more detailed and robust model and costs discussions can be held.

How much have we done?

- The work 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. The change in approach to develop a data and engagement tool pack for site-by-site work means that very local discussions can take place between people, LA and prospective developers long before any planning applications are submitted. This data pack has been developed.
- 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.
- The development of a business case for a retirement village model locally has been developed and shared with the Specialist Accommodation Board for their feedback and wider discussion about the appetite for such a proposal.
- Ongoing provider diversification discussions – This is 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.
- Worked with West Yorkshire Combined Authority around dementia friendly home design.
- Supported the review of Accessible Homes offer and access to disabled facilities grant and adaptations.
- Working with providers to improve the transition between different support settings.

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

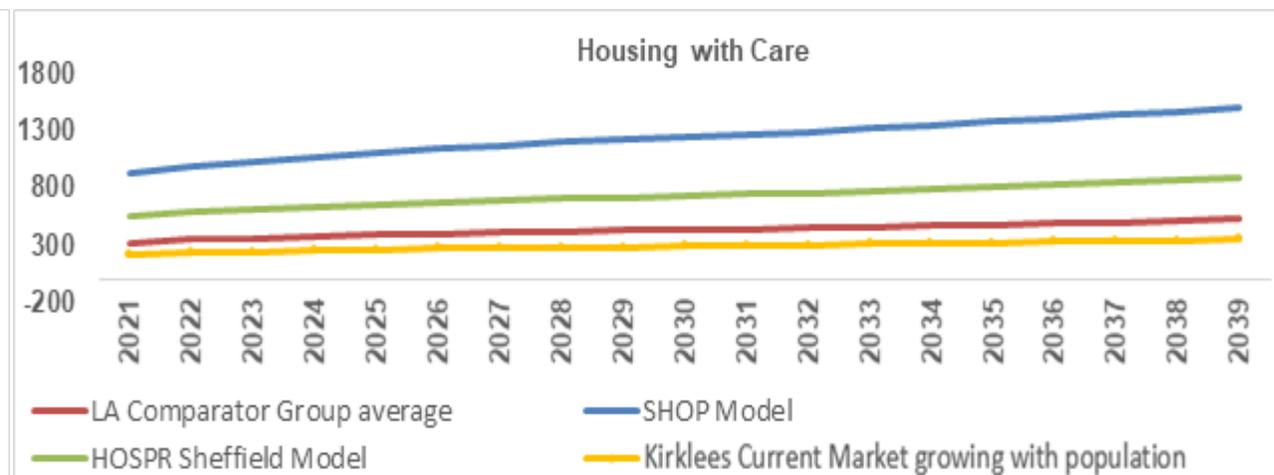
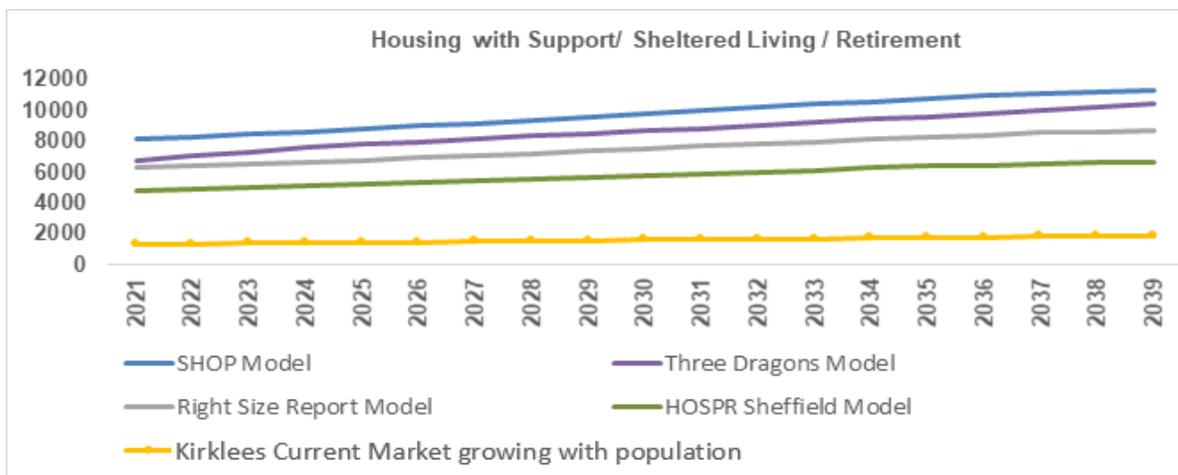
Continued...

Kirklees Council has commissioned work to support the development of Kirklees as an inclusive place to live.

- There will be 90 audits of Kirklees places and spaces over 3 years.
- Implementation of our vision and plans will be co-produced with Stakeholders.
- Choice will be offered where a single design solution cannot accommodate all users.
- It will bring humanity to our places and spaces.

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 the delivery of initial products and case has been valued and shaped discussions and approaches in services.



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 review and report were provided by the revised projected time by the external consultants and the report was accepted by the Project Board in the Summer 2022.

The second part of this deliverable is to implement the findings recommended in the review. This is a longer transformational plan. Some key actions completed in 22/23 are training in Disabled Facilities Grant (7/2/23) and the Care Act (11/1/23). The team are developing a Service action plan to address other 'in Service' deliverables. This is being shaped and influenced by resource availability.

How much have we done?

- Around 50 staff members have been provided with the Disabled Facilities Grant (DFG) training, similar numbers also received Care Act training. The outcome of this is that staff now feel more knowledgeable in both the DFG and Care Act.
- Staff have a shared understanding of the report recommendations and are helping to shape and develop the service plans.

How well have we done it?

- The DFG training was delivered by the Consultant with expertise in this area, Foundations. The same consultant who was engaged to undertake the review.
- The Care Act training was delivered by the councils Principal Occupational Therapist in Adult Social Care.
- The report and its findings has been fully shared and discussed with staff involved in the adaptation process, principally the Accessible Homes Team.
- Fortnightly in Service catch ups are being arranged to agree and capture activities to help deliver the recommendations in the action plan.

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. 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.

New Huddersfield Library is part of Cultural Heart development and not part of the above deliverable timescale (covered within other priority areas) but has currently progressed to stage 3. In preparation for this, Huddersfield library has relocated to Civic Centre 3 (in a shared space with customer service centre).

The three capital development schemes Heckmondwike, Mirfield and, 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 co-produced 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?

- Completion of feasibility assessments and reports for each of the three phase 1 locations (Mirfield, Holmfirth and Heckmondwike) including multiple option design proposals and linked costings.
- 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. Focussed assessments completed or in progress relating to above core areas utilising those with lived experience and service, council and wider expertise and guidance.
- 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.

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?

- Action plans completed or in progress relating to above. Key elements already completed:
 - 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 based on the quality of the service offer (stock and staff knowledge) to enable residents to improve their health.

Independent

Priority action 3: 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. All our library sites also support residents to have access to a warm space with additional free tea and coffee, activities and warm items distributed. <https://kirkleestogether.co.uk/2022/11/09/warm-spaces-in-kirklees/>
- 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, providing access to a range of online resources, Co locating with the Customer Services Centre in Huddersfield and, libraries being used for other services bases (Community Plus and Wellness Service etc)- offering officer accommodation and service delivery.
- 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.

Independent

Priority action 3: 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?

- 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.
- 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.

How well have we done it?

Library Services continue to increase visits, events, lending and digital offer after the significant downturn during the pandemic - Visits to Huddersfield Library are at 8,000 per week and one of the branches reported a record number of visits for that branch (300 in 1 day).

Over **7,500** new memberships in first half of 2022/23

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

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 National Quartile	2021 Kirklees	2021 England	2021 Difference to England	2021 LA Rank	2021 National Quartile	2022 Cohort	2022 Kirklees	2022 England	2022 Difference to England	2022 LA Rank	2022 Quartile
All children	45.3	46.8	-2	89	C	49.5	50.9	-1	95	C	5,028	48.2	48.8	-1	70	B
SEN Support	28.1	32.6	-5	135	D	31.6	36.7	-5	141	D	508	33.3	34.9	-2	94	C
EHCP	13.6	13.7	0	73	B	15.1	15.7	-1	83	C	191	15.1	14.3	1	64	B
FSM Eligible	33.4	35.0	-2	90	C	38.6	39.1	-1	60	B	1,327	37.1	37.0	0	46	B
Non-FSM Eligible	48.4	48.8	0	68	B	53.1	53.6	-1	79	C	3,701	52.1	52.0	0	60	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, average Attainment 8 score of all pupils nationally in state funded schools was 48.8 points, in comparison Kirklees was 48.2 points.
- Since pre-pandemic, the provisional average attainment score in Kirklees has increased to 48.2 in 2022, from 45.3 points in 2019. This is a 2.9 percentage points increase from 2019 and 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 for each and the National LA Quartile (out of 4) has improved or been maintained.
- 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

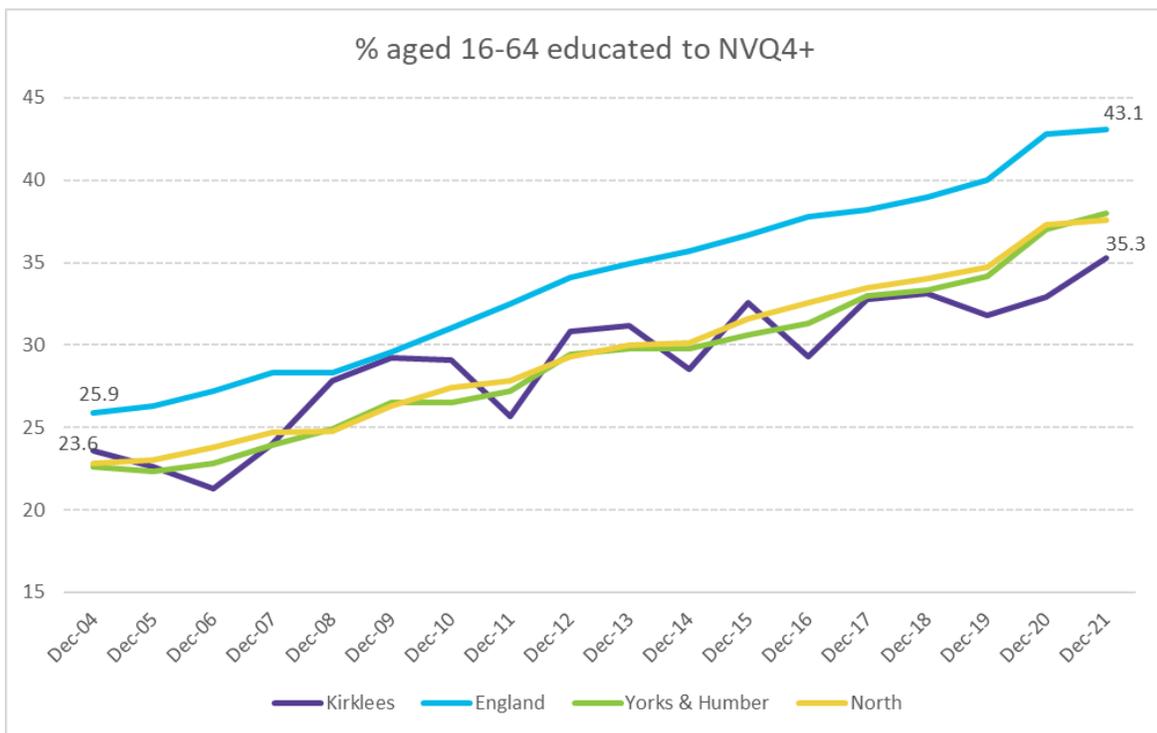
Outcome Definition

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

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')

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 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.
- Census 2021 data indicates a lower rate of adults reporting that they are qualified at Level 4 or above than the rates observed via the Annual Population Survey. 29.9% of people aged 16 years and over in Kirklees say they have a Level 4 or higher qualification

Source: ONS Annual Population Survey. Please note that at the point of reporting the qualification estimates for 2022 have not been updated due to changes in the qualification framework and the need for the ONS to reflect these changes in their datasets.

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

- Aspire, Achieve, and Include: Kirklees Employment and Skills Plan 2022 - 2025 was endorsed by Cabinet in July of 2022 with delegated authority to progress with our key strategic partners with the implementation and planned delivery of activity granted.
- Aspire, Achieve, and Include does not exist in isolation, it sits alongside and builds upon the Our Kirklees Future Learning Strategy and Kirklees Economic Strategy. It is the key link between these key long term strategies allowing Kirklees to harness the economic benefits from the quality of learning Kirklees Futures will deliver and ensuring the Skilled and Ambitious people strand of the Kirklees Economic Strategy is achieved.

How much have we done?

- The partnership board met for the first time in November 2022 and has also met in February 2023.
- An independent co-chair was agreed with the position being held jointly between Martin Green of C+ K Careers and Helen Rose of Kirklees College.
- Agreement was also given for several task and finish groups to be formed to address what the partnership saw as key priorities. Four task and finish groups are currently set up and active. Each group is tasked with developing a set of SMART objectives.
- Performance against the Employment and Skills Plan will be evidenced via 8 key measures over its lifespan.

How well have we done it?

- Whilst the plan is in its first year of implementation, there are some wider positive outcomes that could be viewed as a result of increased partnership working and collaborative activity:
 - Kirklees College received a GOOD Ofsted grading in all areas, including skills.
 - **£ 2.3 Million** has been secured to the district to deliver employability and skills support under the Employment Kirklees banner.
 - Positive apprenticeship statistics for the Kirklees - the number of apprenticeship starts, overall participation, and achievement at the end of Quarter 2 in 2022/23, all showed increase above the national rates of change.
 - Progress in achievement rates of 16 year-olds in English and Maths GCSEs, overall and across inequality groups.



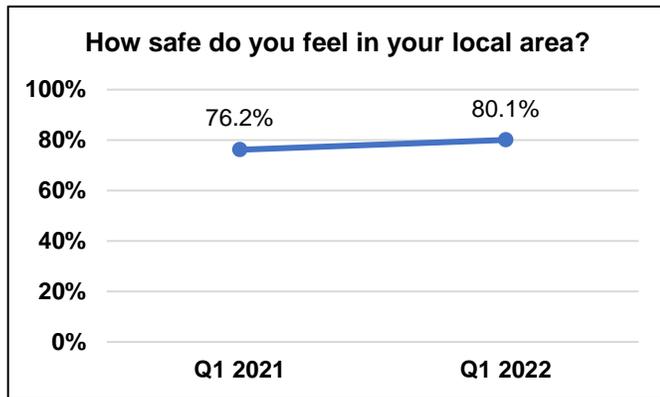
Safe and Cohesive: People in Kirklees live in cohesive communities, feel safe and are protected from harm

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

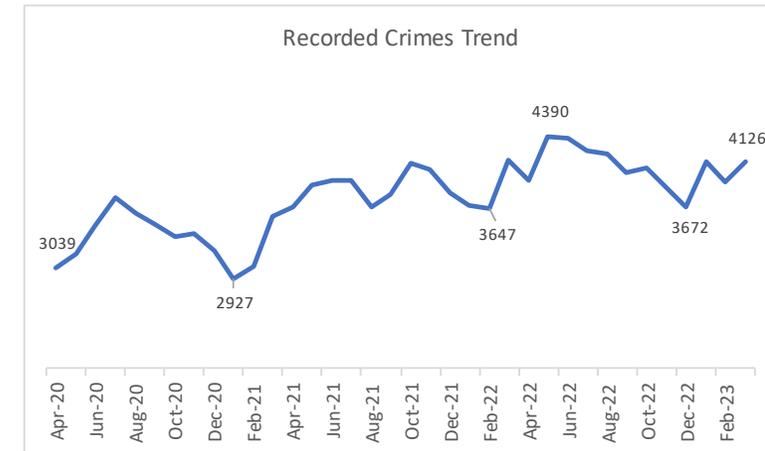


- The headline indicator on community safety recorded a rise in the proportion of residents who said they feel safe in their local area.
- The data is taken from the ‘Your Views’ survey conducted by West Yorkshire Combined Authority (WYCA). This wave of research achieved 2,757 responses during July (6.7% 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 has continued to reduce from its peak at 4390 in May 22.
- All crimes reduced significantly in December 22 and then increased in January 23, most significantly the number of thefts from a vehicle increased by 123% from December to January and nuisance anti-social behaviour increasing by 26%.
- According to current rates in April and May 23 the number of crimes is projected to increase by 2% this year.

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 makes living in high rise blocks safer for tenants. It offers greater assurance about safety, helping to reduce anxiety and improve wellbeing. Tenants with vulnerabilities have received greater levels of support and advice and have had personalised arrangements put in place to ensure their safety. The knowledge and expertise of staff delivering works has increased and the quality, safety, and value, of the Council's assets has been enhanced.

How much have we done?

- **291** of 295 homes have had new flat doors and architraves fitted.
- **370** of 423 cross-corridor doors have been fitted.
- New processes to manage delivery and performance and ensure sign-off by accredited individuals have been put in place. Contract negotiations have taken place to resolve delivery issues and manage contractors.
- Lessons have been learned from this programme and will be applied in future installations.
- Continued close engagement with the Regulator of Social Housing to report progress, reporting to the Ad Hoc Scrutiny Panel to inform its report to Cabinet.

How well have we done it?

- The quality of work for all installations is high. Accredited installers and inspectors have helped to ensure required quality standards have been achieved. Contract and project management of delivery including sign-off processes has helped to ensure quality remains consistent.
- We have continued to manage risk mitigations to keep tenants 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.
- The Regulator of Social Housing has been a key stakeholder in this programme and, through regular liaison, are satisfied with the progress made.

Safe and Cohesive

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

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

Impacts and Outcomes

The works will improve tenant safety and wellbeing.

How much have we done?

- Interim fire safety improvement works completed for all four high-rise blocks.
- Contract negotiations with Wates relating to the refurbishment of Harold Wilson Court 90% complete.
- Good progress made on the rehousing of tenants from the Berry Brow blocks and tenders issued for the procurement of a multi-disciplinary design team to oversee the demolition of the two existing blocks and the design of the new scheme.
- Concept designs prepared for the remodelling of Buxton House
- Communication strategies have been put into place for all three schemes as they move towards delivery/detailed design phases in 2023/24

How well have we done it?

- A dedicated team has been put into place to liaise with tenants regarding the Berry Brow re-housing strategy. This engagement regarding re-housing options and processing home loss payments has provided appropriate support and certainty for tenants and has accelerated the programme.
- Work on the Harold Wilson Court and Buxton House schemes are in the technical design phases. Tenant engagement will commence in the first quarter of 2023/24.
- **79** of 194 flats at Berry Brow now vacant. Dedicated Easy Live housing management teams have been put into place to support tenants and mitigate the risk around achieving vacant possession

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 Inclusive Communities Framework is a commitment to work better with communities on local issues. Integral to the framework is a 'belief that communities have solutions to problems – they have skills and knowledge that organisations do not have'.

Throughout the implementation stage, there have been 25 presentations delivered to potential early adopters with ongoing support being provided to both internal and external partners.

The Inclusive Communities Framework was launched internally to Council Officers in May 2023 and a series of Information Briefings have been planned for colleagues to find out more about how the framework can be aligned within their work/service. The Communities Board will receive an impact report in December 2023.

How much have we done?

The Inclusive Communities Framework was taken to Scrutiny and then to Full Council during the 22/23 period. Activity since has included:

- A series of presentations to services, organisations and networks
- The document is signed off and available for use
- The development of an online self-evaluation form that has been launched
- The development of a web-based framework has been launched
- Early adopters identified and supported to begin use of the self-evaluation including working with Homes England in integrating the approach into current housing development engagement, Home England were very positive about engaging in the process, direct engagement in in planning stages in line with the wider master-planning process.
- Integrated Care Board has adopted the Inclusive Communities Framework and West Yorkshire Health & Care Partnership are embedding within plans and ways of working
- The Inclusive Communities Framework has been incorporated into the pilot of the new Integrated Equality Assessment.
- Inclusive Communities Framework integrated into service planning in some areas of the Council
- Webinars are in place and to be delivered throughout 2023
- Surgeries are in place and to be delivered throughout 2023

How well have we done it?

Through the use of the Inclusive Communities Framework (ICF), the Housing Growth Team (Kirklees Council) are establishing a system of place-based engagement in their work with Homes England to develop plans for the Riverside Development, a key growth site requiring significant strategic infrastructure for up to 4,000 new homes. Using the approaches identified within the Inclusive Communities Framework, good practice models have been adopted to ensure inclusivity of community consultation throughout the duration of the project and a joined-up approach towards community engagement and social value has been developed. Feedback from Homes England on the approach has been very positive. By taking these approaches, the Housing Growth Team and Homes England have recognised that although people may be different, they have shared interests and challenges and the organisations have been active in building trust and promoting belonging in local places.

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 out 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 acted 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.

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?

- A total of **25** Community Asset Transfers have been completed to date
- This figure includes **4** transfers completed during 2022/23. These have provided community organisations with the necessary security of tenure to support the continued delivery of support and services to communities and attract external funding for the maintenance and improvement of community facilities.
- A further **2** transfers have been approved by Cabinet in 2022/23 and are awaiting completion
- Integrated Impact Assessments are carried out for all transfers being reported to Cabinet for decision.

How well have we done it?

- The Community Asset transfer programme continues to be successful, with 4 groups successfully supported through the Community Asset Transfer process to completion in 2022/23. Assets transferred include public buildings, community facilities, sports and recreation grounds.
- A review of the Councils Community Asset Transfer process has been carried out with officers from the Third Sector team. Third Sector officers are now engaged on the initial receipt of an Expression of Interest for Community Asset Transfer allowing applicant groups to access early support with GAP (Grant Access Point) registration and governance/policy matters.
- During 2022/23 the Council continued to commission Locality (a recognised national charity network with specialist knowledge of community asset transfers) to provide support to applicant groups within the asset transfer process and facilitate periodic network meetings with community groups.



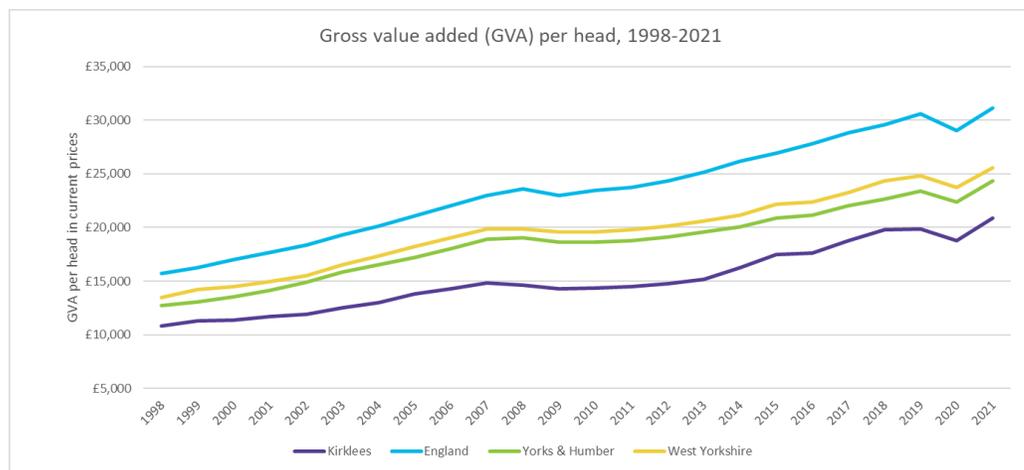
Sustainable Economy: Kirklees has sustainable economic growth and provides good employment for and with communities and businesses.

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.

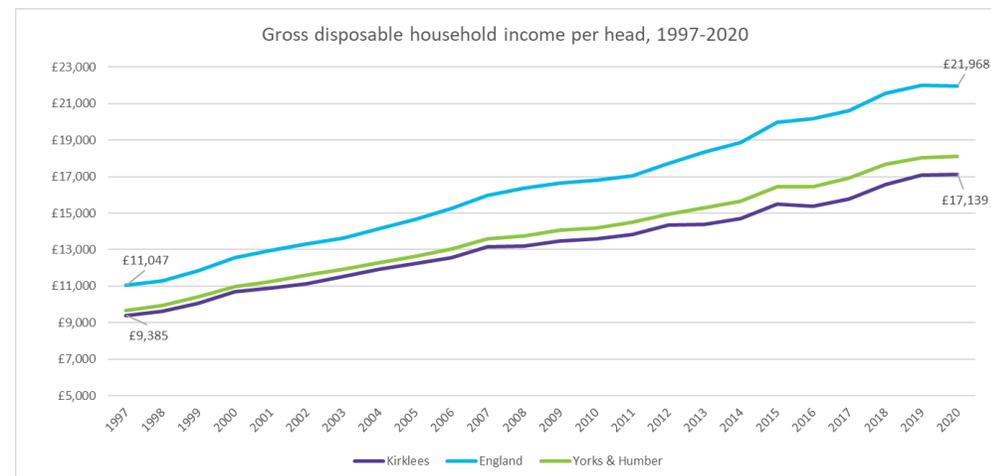
Population outcome indicators (“tracking our progress”)

Gross value added per head (source: ONS Regional GVA per head)



- GVA per head is a measure of productivity. Economic output, measured by gross value added (GVA) was £20,869 in Kirklees in 2020. This is up 11.2% on 2019, with economic output across most parts of the UK showing a similar upturn.
- The rise in Kirklees was slightly larger than across England and Yorkshire & Humber, which saw 7.2% and 8.9% rises respectively.
- 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 rose by 10.5%.
- The falls in activity through COVID-19 disrupted the recent trend of steady growth in output per head in Kirklees. Growth post-Covid has not narrowed the gap to the England average, with output per head currently 49% below national levels in Kirklees.

Gross disposable household income (source: ONS Regional GDHI – All ITL Levels)



- Gross Disposable Household Income (GDHI) per head in Kirklees has increased from £9,385 in 1997 to £17,139 in 2020. This represents an 82.6% 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.
- This indicator suffers from significant lag. The latest national data shows that rising inflation, at 7.8% in April 2023 and increasing, is considerably outpacing wage growth (currently at 5.8% 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.

Sustainable Economy

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

- In future, the Station 2 Stadium (S2S) Enterprise Corridor, centred on land immediately to the east of Huddersfield Town Centre, will be a focus for high quality/high skilled jobs and investment.
- The National Health Innovation Campus being developed by the University of Huddersfield will be a focus for research and innovation across a wide range of health and wellbeing and social care activities and will support the improvement of health outcomes across Kirklees.

How much have we done?

- The draft masterplan has been completed and approved by Cabinet in December 2022. The approved masterplan provides the basis for further consultation with the public and with businesses/landowners in the area which will be undertaken during summer 2023.
- A project manager has been appointed to support project development/feasibility and the preparation of business cases to secure funding for the delivery of some of the key projects outlined in the masterplan. Work is also underway to establish the most appropriate planning policy framework to support development of the area.
- External funding opportunities are being explored, including the Government's Investment Zone programme.
- The first building on the National Health Innovation Campus has been granted planning consent and construction is underway with a target completion of September 2024. A second building, that will include the first community diagnostic hub developed on a University Campus, is scheduled to open in Spring 2025.

How well have we done it?

- With the masterplan completed and approved, we can move onto the development and delivery of business growth opportunities within the S2S Enterprise Corridor.
- The University of Huddersfield have made a positive start on site, with immediate progression to the second building following completion of the first.
- WYCA have welcomed the Station 2 Stadium (S2S) Enterprise Corridor and the NHI Campus as significant contributors to their investment zone proposals.

Sustainable Economy

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

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

- Levelling Up Funding 2 Bid submitted in August 2022. This received a successful outcome with a **£12m** new grant secured towards a £14.83m scheme.

How much have we done and how well?

- 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.
- £12m secured
- Project Management procurement now undertaken

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

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

Impacts and Outcomes

- The results of this exercise has fed into the next stage of the 'Local Centres' work which will identify key projects for delivery. Within an overall masterplan (the Holmfirth Blueprint). The masterplan has been consulted upon and was adopted on 26th May 2023.

How much have we done and how well?

- All Place standard work has been completed and published online. 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 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 was approved at Cabinet in November 2022.

How much have we done?

- The procurement strategy and action plan have been approved by Cabinet in November 2022.
- The strategy is the result of consultation with stakeholders on key themes and contents
- We have been experimenting with our approach to social value in procurement activities

How well have we done it?

- We will undertake an internal review of our social value work in relation to procurement, building on what has been done previously bringing it up to the end of financial years 22/23, to complete by June 2023.

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 strategy will give good direction to future Tourism activity for the Council and comes at a time when we are working alongside other West Yorkshire authorities to apply to become a Local Visitor Economy Partnership (LVEP). 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.
- Tourism Strategy has been produced and proofed – final version to go through design ready for consultation and publication Summer/Autumn 2023.

How well have we done it?

- We have not yet received public feedback on the work or applied it to service delivery, but the work to date has already proved beneficial through work with colleagues across West Yorkshire towards an LVEP bid.
- 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.

Sustainable Economy

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

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 Year of Music (YoM), even when we have been unable to confirm funding agreements or projects.

How much have we done?

- The programme was planned and is now being delivered with main activity completed 2023.
- A wide range of activities have been undertaken for this programme resulting in the following highline activities:
 - Music Industry programme – improving the skills and knowledge of musicians in Kirklees through training, workshops and networking; and promoting Kirklees musicians internationally
 - Young People's programme – music programmes for children and teachers in schools; a 'music of tomorrow' programme to support 16 – 24 year olds accessing music and the music industry; Volunteering Futures programme to provide 16 – 24 year olds with volunteering opportunities to access the cultural sector
 - 'Major Chords' – over 100 new pieces of work and projects as a result of Year of Music, including the Townsounds podcast about the music heritage of the region and Herd, a major mass participation project taking place across the district with renowned arts producers Artichoke.
 - 'Musical to the Core' – support for music organisations and events in Kirklees that are part of the district's heritage and annual programme of activity
 - 'Rhythm of Life' a health & wellbeing programme relating to music and musicians – including a programme of community lead projects in collaboration with Creative Minds
 - Marketing and Communications (MarComms) – strong promotion and branding for Kirklees Year of Music 2023 (KYOM23) and music activity in the district has been put in place, including a new website where Kirklees residents can list their organisations and events [Kirklees Year of Music 2023 \(musicinkirklees.co.uk\)](https://musicinkirklees.co.uk)

How well have we done it?

- The programme has dedicated evaluation and MarComms activity which can provide more detailed data as the project progresses. The KYOM23 website and project management tools can also provide detailed information on the volume of activity.

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

- Support delivery of Local Plan housing and jobs growth targets.
- Improve public transport, cycling, walking and wheeling activities within the district to improve wellbeing and quality of life (by reducing carbon emissions).

How much have we done?

Leeds Road scheme deliverables:

- This is one of the highest valued highway corridor schemes that has been delivered in the last decade.
- Kirklees procured the design and delivery team in a way that has not been done previously.
- The contractual completion date is in August 2023 which has been delivered on 3 months early.
- Kirklees supported University Campus advance works delivery.
- A62 has an increased network capacity to support future predicted growth along the corridor for residential and employment growth.
- Built a more sustainable network over 2km that supports the modal shift to increased levels of active travel through the building of cycle lanes (Green Infrastructure).

Holmfirth Town Centre Improvements:

- The Contractor has been appointed. The progress is being made on Stage 1 – Early Contractor Involvement. The value engineering exercise is complete.
- The approach we are taking on this scheme should ensure a firmer construction price and programming.
- The next milestone is submission to WYCA-ATP to get funds to progress Stage 2. As part of this, the Contractor is now required to submit the Price for Stage 2- Construction.
- Construction start is still planned for Summer 2023 subject to WYCA-ATP sign off.

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.
- The delivery of the Leeds Road scheme has numerous positive impacts, including:
 - Applying the learning of how we have managed this scheme to future schemes, ensuring increased efficiencies and returns in delivery.
 - Easing of congestion by making junction capacity improvements.
 - In turn, these address air quality issues and improve the quality of life in our communities.
 - Strengthening of partnerships.
 - Ensuring our infrastructure is fit not only for the ‘now’, but for the years to come.

Sustainable Economy

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

Deliverable: Transpennine Route Upgrade (TRU) Transport Works Act Order granted and conditions/agreements in place during Transpennine Route Upgrade (TRU) construction to protect our communities' needs.

Impacts and Outcomes

- The Transport Works Act Order (TWAO) and conditions/agreements were put in place up to 2023
- The wider TRU project will be delivered following these agreements, up to 2027

Deliverable:

- The Transport Works Act Order (TWAO) has been granted. Agreements and conditions have been put in place following input from technical teams.
- Governance processes are in place following the achievement of the stated deliverable.

Next Steps Moving On From The Deliverable:

- Governance processes continue to be adhered to as the wider project progresses.
- A funding agreement is in place for the council's work on discharge of conditions.
- Formal working groups and a programme-level meeting has been established between Network Rail (NR) and Kirklees.
- First discharge of conditions, S61 applications, highway structures, and highways design approvals granted to enable 'on the ground' works to commence.
- Regular bi-monthly Transpennine Route Upgrade (TRU) updates are being undertaken council portfolio holder (Councillor Firth).
- All-member briefing session held in March 2023.

How much have we done?

- TWAO has been granted.
- Agreements have been put in place following liaison with council teams.

How well have we done it?

- The council was able to reflect its policy and political aims by taking a clear position on the Transport Work Act Order (TWAO).
- The subsequent agreements and conditions have allowed Kirklees to exert a degree of control and influence over the Transpennine Route Upgrade (TRU) project.
- The existence of the working group sessions allows for a direct representation of council technical teams, senior leadership and political representation.
- This allows for wider council outcomes to be championed and reminds Network Rail (NR) of Council/citizen aims. (e.g. environmental, neighbour noise/disruption, planning, highways impacts, economic benefits and council financial/reputational risk).

Next Steps Moving On From The Deliverable

- Impacts of Kirklees collaboration is measured in the 6-weekly Programme Level Meeting with senior representatives from Network Rail



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

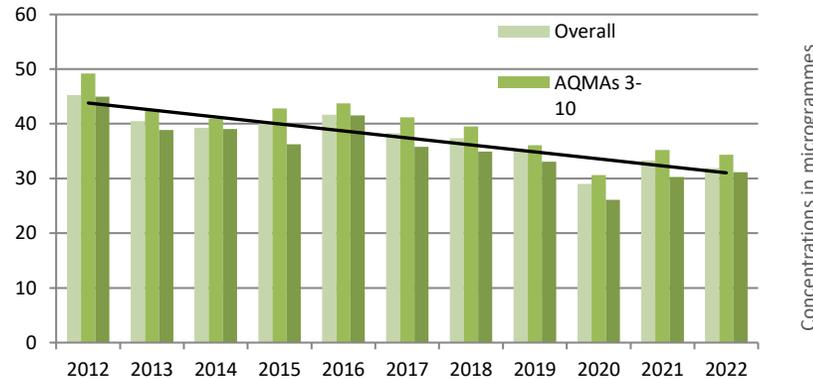


Source: WasteDataFlow, August 2022 (verified data)

- 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.**
- This year has seen an increase in the amount of material recycled from trade and schools to 379 tonnes. From our Household Waste Recycling Centres, 85 tonnes of items have been donated for reuse, continuing to reduce the amount of waste and alleviate poverty.

Air quality

Kirklees annual mean nitrogen dioxide (NO₂) concentrations

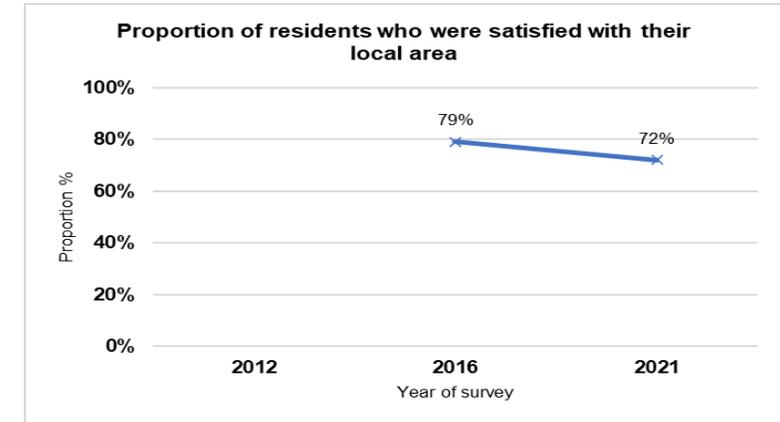


Source: Kirklees Council Air Quality Annual Status Report (draft version, June 2023)

- The above chart shows that, in 2022, NO₂ concentrations, "averaged" across the district highlighted a general "levelling off" with concentrations when compared to 2021. In 2021 NO₂ concentrations increased because of traffic returning to more typical flows after the pandemic year of 2020, when reduced traffic volumes during the lockdowns resulted in lower traffic emissions. In 2022 therefore, NO₂ concentrations appear not to have continued increasing as was the case when comparing 2021 data with the 2020 pandemic data.
- The black trendline in the above chart continues to indicate an overall declining trend in roadside NO₂ concentrations however over several years.
- In past years PM_{2.5} concentrations in Kirklees complied with previous air quality limit values. In 2022 however, the Government adopted a more stringent health based air quality target for PM_{2.5}. The focus over the coming years therefore will be to assess concentrations against the new target and reduce PM_{2.5} emissions in the Kirklees district wherever possible.

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 well underway.
- The first homes for market sale are now completed and the first affordable home is due to be completed by June 2023.
- At **Ashbrow**, phase 1 and phase 2 has started and homes are now occupied.
- Construction of Extra Care scheme homes is well underway, and completion of the construction is due autumn 2024.

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 **14** home chargers installed.
- **11** home chargers pending allocation and installation.
- **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. Number of EV trials completed in 2022/23.



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?

- **10** EV vehicles tested in 2022-23
- 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).
- Capital purchased E-RCV due for delivery Sept 23 (initially due Sept 22, lead-time extended due to global vehicle market situation).

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

- “To contribute to long-term carbon storage and help mitigate the effects of climate change“ based on planting areas (excluding carbon captured by other habitats included in the design) Total projected carbon Sequestration by tree planting :
 - Year 50= 7,552 tCO₂e
 - Year 100= 9074 tCO₂e
- “Contribute to reversing biodiversity decline”, all new woodland created have been designed to increase biodiversity on sites, following UK Forest Standard, native species, diversity of habitats etc
- “Provide communities with opportunities to access high quality green spaces”. All new woodlands created are open to public access and use.

How much have we done?

The hectareage of new woodland created on council land for 2022 has been met and exceeded.

Including woodland created in planting season Nov-Dec 2022 combined with woodland created in planting season Jan-Feb 2022, (that has already been reported, Oct 2022). In total, during available planting seasons, in 2022 total woodland created on council land = 29.9 Ha

Woodland sites planted in 2021/22:

- Council land - 8 sites planted.
- Private land - 3 sites delivered by White Rose Forest (WRF) core team.

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

- The feedback we receive from the Survey questions for residents and commercial businesses will provide valuable information, but we don't currently have this information as the trial is still in operation.

How much have we done

- The kerbside glass collection trial ran for 6 months from 28th November 2022 to 25th May 2023.
- All **23** Wards across Kirklees had the glass collection trial operating in their area.
- The initial trial included 105 Communal properties & 11 Private rented blocks totalling 1383 flats but expanded the trial in early March 2023 to include an additional 42 Communal & 7 Private rented blocks totalling 448 flats this brought the total number of flats in the trial to 1831. In addition to this we trialled 34 Commercial businesses.
- Trialling two types of containers, a blue 240L with standard lid and a blue 240L with gravity lock & aperture. All sites were visited by Operational staff & the Group Safety advisor to assess bin storage and access requirements.
- A glass bay was constructed at Emerald Street to accommodate the separate glass tip offs. The glass collected from the trial will be recycled into more glass and trying to create a circular economy. Our waste disposal contractor SUEZ are responsible for the onward processing for this trial.
- Prior to the trial commencing there was an education programme for residents who live in the selected communal properties, this included stickers on the containers, flyers, posters on internal noticeboards and door knocking, a blue woven bag was provided to each tenant for them to carry their glass to their designated bin store.

How well have we done it?

- We are currently in the final stages of the trial where a full evaluation report will be undertaken on its completion.
- Glass tonnages have been very poor we have collected 0.4 tonnes per week from communal properties and 1.3 tonnes per week from the commercial businesses.
- Two 23t top loader vehicles with side & rear bin lifters were hired for the trial, however these vehicles were replaced in January 2023 due to their unreliability and mechanical failures by two 12t RCV's with rear lift.



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

- **Additional carriageway markings undertaken in wards** – a safer road network for road users. Ability to undertake parking enforcement which improves traffic movement in urban areas.
- **Autumn gully blitz ahead of winter period** – reduced likelihood of highway flooding during extreme weather events, causing disruption to the road network and reducing the risk of highway flooding to adjacent land and property.
- **Safe removal and storage off site of Oakenshaw Cross** - remove the risk of further damage to the structure and also to remove the road safety risk that the Cross was creating for road users and pedestrians
- **Support certain gateway improvements delivered by Landscape Architects eg Bradley Bar and additional money spent on town centre masonry works** - make those gateways more visually attractive to people visiting Huddersfield in the post Covid period

How much have we done and how well?

- Safe removal and storage off site of Oakenshaw Cross
- Financial support for Highway gateway improvements delivered by Landscape Architects
- Additional carriageway markings undertaken in wards - each ward visited for around a week to undertake a pre-planned programme of lining work. Attempted to tackle a backlog of lining work that had built up during Covid
- Autumn gully blitz ahead of winter period – circa 10,000 gullies in high-risk flooding locations cleaned reducing the risk of carriageway flooding and the negative impacts on local communities.
- Safe removal and storage off site of Oakenshaw Cross – including specialist reports, traffic management costs and options appraisal of road safety risks associated with the re-installation of the Cross
- Support certain gateway improvements delivered by Landscape Architects eg Bradley Bar and additional money spent on town centre masonry works to improve the aesthetic of the gateways and to tidy up some of the highways assets in the town centre by undertaking non safety critical improvements

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.
- **Passenger travel** – 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?

Licensing

- The numbers of license applications is increasing and moving toward pre-pandemic levels. **814** new and renewal licences for taxi drivers were issued between Oct 2022 and March 23.

Food safety

- Approximately 500 new food businesses register every year in Kirklees and all must be inspected. In 2022/23 a total of 3,044 inspections or other interventions were undertaken by food safety officers, to assess the food safety standards in businesses.
- Team has also developed and piloted a low-cost food safety training workshop, aimed at businesses with poor food hygiene ratings, to assist them in improving their food safety standards and to ensure that food in Kirklees is safe.

Passenger Travel

Numbers of children being transported continues to rise.

- **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?

Licensing

- **98%** 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 safety

- The Food Safety Team have met the Food Standards Agency (FSA) recovery requirements, which needed to be completed by 31st March 2023. Furthermore, the Team has significantly exceeded the recovery requirements in completing food safety interventions of lower risk premises, not prioritised under the recovery plan. This has helped to ensure food safety standards are being maintained in Kirklees.

Passenger Travel

- Passenger travel team continue to meet statutory duties to provide school transport for eligible children. Effects of pandemic are still being felt in respect of lack of drivers / vehicles.

Clean and Green

Priority action 7: Make our roads greener

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

Impacts and Outcomes

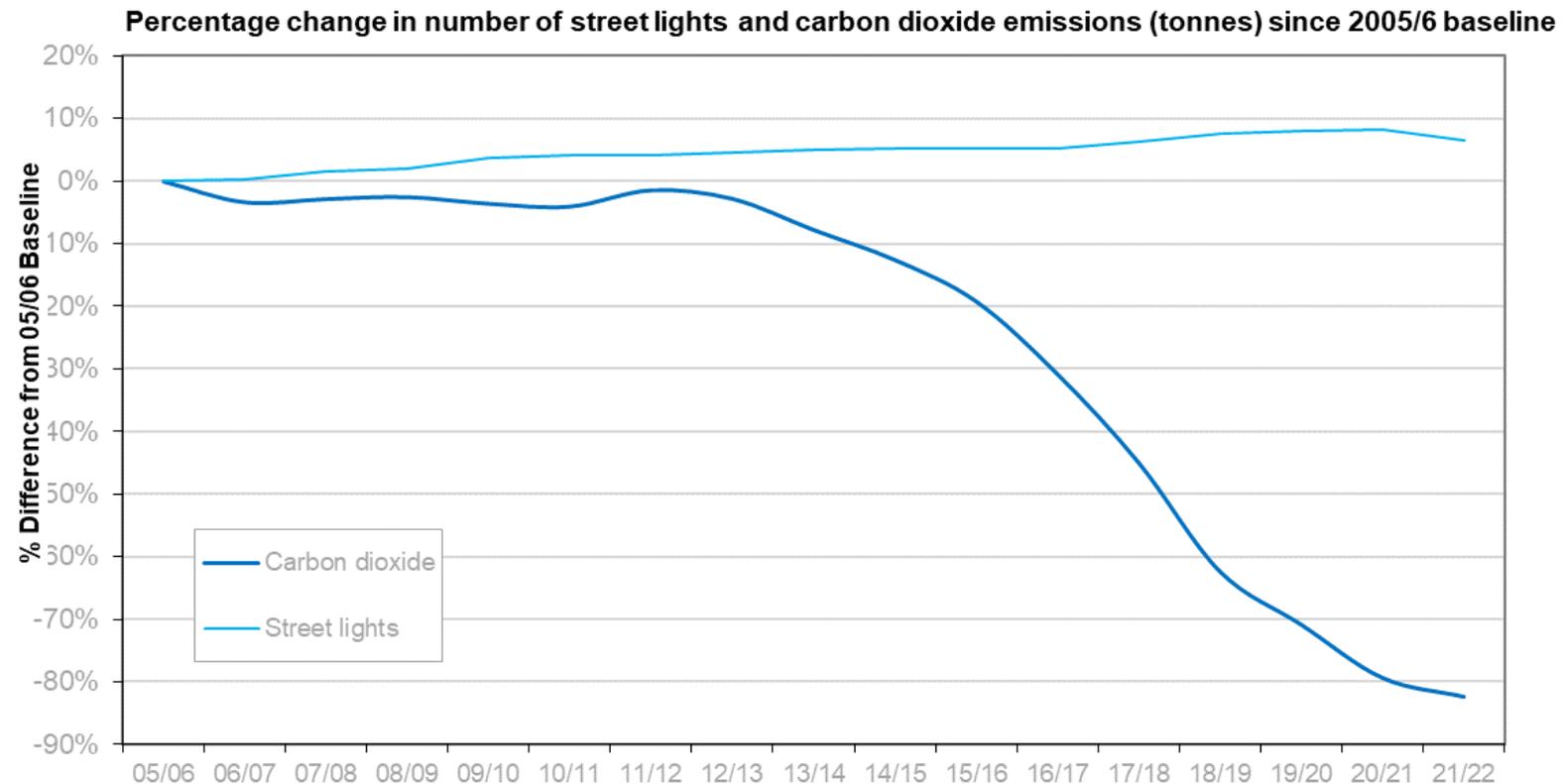
- At the end of 2021/22 the energy consumption of Kirklees street lighting had reduced by just under 60% from the 2005/6 baseline and **carbon had reduced by 82%** from just over 12,000 tonnes CO₂ to just over 2,000 tonnes.
- Further reductions in energy consumption and CO2 emissions expected.

How much have we done and how well?

- April 2022 to April 2023 c. **900 Street Lighting units were converted to LED**
- C.475 units are still remaining and awaiting conversion to LED – the majority of these will be replaced under the ongoing wall mounted lantern replacement programme
- **99.09% of Street Lights have been converted to LED** as of 31st March 2023
- Replacement LED Decorative lanterns ordered for Huddersfield town centre

Due to engineering difficulties with the remaining lanterns that require changing to Led (Site accessibility, Huddersfield Town Centre, Wall Mounted Fittings on private properties 100% of LED street lighting scheme was not completed by March 2022.

Graph below shows the increase in the number of streetlights compared to the reduction in carbon dioxide emissions (tonnes)



Clean and Green

Priority action 7: Make our roads greener

Deliverable: Invest in a network of Electric Vehicle Charging Facilities

Impacts and Outcomes

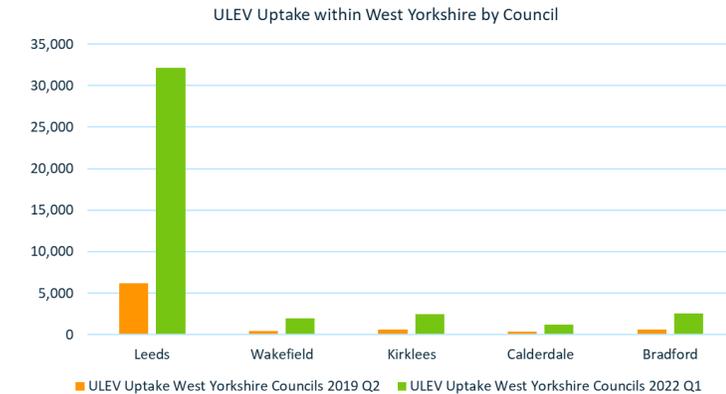
- Since EV chargers were installed by the council across 17 sites (and were free to use until October 2021), they have provided over a **million green miles** and saved over **307,000kg of carbon dioxide**.
- Increasing number of Ultra Low Emission Vehicles (ULEV) licensed in Kirklees

How much have we done?

- Secured £4.6million City Region Sustainable Transport Settlement (CRSTS) funding- 5 year programme for delivery of innovative on street charging solutions, EV try before you buy and provision of infrastructure to support regional decarbonisation.
- New dedicated staff appointed for EV infrastructure delivery.
- Ongoing contract management of existing ULEV Rapid Taxi Chargers including provision of additional chargers in strategic locations across Kirklees.
- Planning delivery Provider appointed for charging point install at Cliffe House/Burton Village Hall.
- Market Engagement for long term EV contract/partnership.
- Confirmation of in excess of £15million through the LEVI funding scheme –to support local EV hubs.

How well have we done it?

- It's an exciting time for EV Infrastructure. Kirklees continues to secure additional funding to extend its programme of EV delivery and has grown Officer resource to support EV infrastructure delivery.
- Kirklees continues to demonstrate leadership and works well with EV Charge Point Operators and other regional and national local authorities to enable great working practices to be achieved.
- Both CRSTS and LEVI (Local Electric Vehicle Infrastructure) funding is providing funding to maximise the future opportunities for EV infrastructure delivery throughout Kirklees and is further providing funding to allow additional resources to reduce timelines.



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



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?

- **90 LBUR Schemes were completed**, on time and to good standards as of March 2023.
- Carriageway Resurfacing works – Conventional and proprietary surface treatments of **over 100,000 square metres of carriageway**
- We resurfaced and reconditioned over **30,000 square metres of footways**
- Additional activities:
 - Drainage works
 - Installation of Traffic Calming features
 - Roadmarkings including high friction surfacing.
 - Installation of road studs (cat's eyes)
 - Replacement of defective ironwork (utility apparatus)
 - Streetlighting upgrades
 - UTC upgrades and loop cutting
 - Kerbing and Channel works

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.
- Of the non-complying contractors, their performance and quality of works have been addressed and as a result a number of contractors have been suspended from the framework contract
- **7** outstanding schemes are programmed for delivery before August 2023.

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 and how well ?

- 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.
- **80** Capital-funded schemes have been delivered.
- **2** Grant-funded schemes have been delivered.
- **2km** of surface dressing has been delivered (100% of what had been identified)
- £219080.50 value of works was deemed defective and subject to remedial works by the relevant Contractor at their expense.

CONVENTIONAL MACHINE-LAID SURFACING					
A-ROAD		B & C-ROAD		U-ROAD	
LENGTH (m)	AREA (m2)	LENGTH (m)	AREA (m2)	LENGTH (m)	AREA (m2)
1737.00	26297.75	3878.50	30926.06	21130.50	131284.53

FOOTWAY SURFACE TREATMENTS						KERBING
PROPRIETARY TREATMENTS		RESURFACING		RECONSTRUCTION		
LENGTH (m)	AREA (m2)	LENGTH (m)	AREA (m2)	LENGTH (m)	AREA (m2)	LENGTH (m)
0.00	0.00	12856.80	25078.31	6524.55	12991.10	8183.60

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

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

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, killed or seriously injured **(KSI) numbers have remained relatively stable.**
- The Covid-19 pandemic lockdowns reduced the volume of traffic which contributed to reduced killed or seriously injured (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.

How much have we done?

- All nine community schemes have been completed on site. The junction scheme was completed in April 2023 and the outstanding new crossing was completed in May 2023.
- One of the thirteen Casualty Reduction schemes remains outstanding due to the need for further investigation into the impact of the proposals on the wider network. This is proposed for a build by the end of December 2023.

How well have we done it?

- Improved customer insights (from surveys and monitoring requests and complaints) are needed to help us to understand the quality of these schemes
- The difference will be seen from within the collision and or speed data results for the schemes (and Kirklees data overall), however these are typically reviewed as part of the yearly cluster analysis work and any 'post scheme' speed surveys typically 12 months or so after a scheme has been completed to allow for the settling in of any changes.

How much have we done and how well?

- All locations for 31 of the purchased 35 Speed Indicator Devices (SIDs) have been agreed with local ward councillors and the devices have been installed at their first and second chosen sites with the speed and traffic data downloaded for site 1 and site 2. Site 1 data corrupted on most Speed Indicator Devices (SIDs) so part data has been shared with the ward councillors for their information and none with the policing team. Site 2 data is currently being compiled to be shared with local Ward Cllrs and policing teams towards the end of May.
- Several Wards have also chosen to purchase and fund additional Speed Indicator Devices (SIDs) which have been added to the programme increasing the total amount to 42.
- No analysis of the Speed Indicator Devices (SID) effectiveness has been undertaken as yet as per mid-year update, but we are still planning to identify a sample selection of sites at location 3 with speed counts been undertaken before the Speed Indicator Devices (SID) arrives, whilst the Speed Indicator Device (SID) is in place and the again once the Speed Indicator Device (SID) has left to help monitor their impact on traffic speeds.
- This is a 2 year programme now ending in August 2024



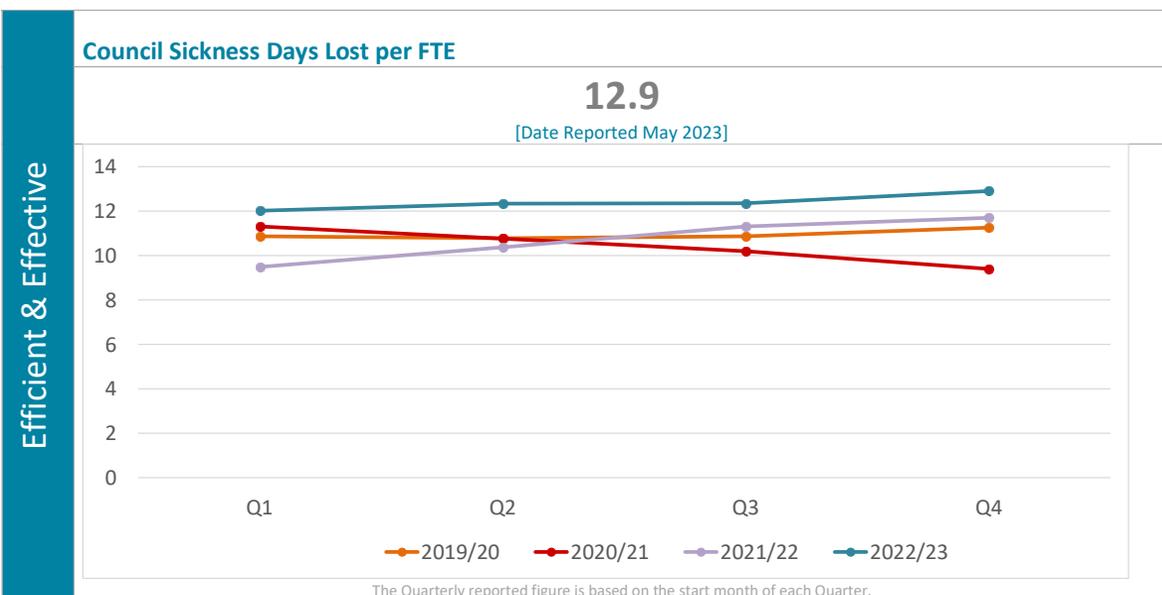
Efficient and Effective: Kirklees Council works smart and delivers efficiently and effectively

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.

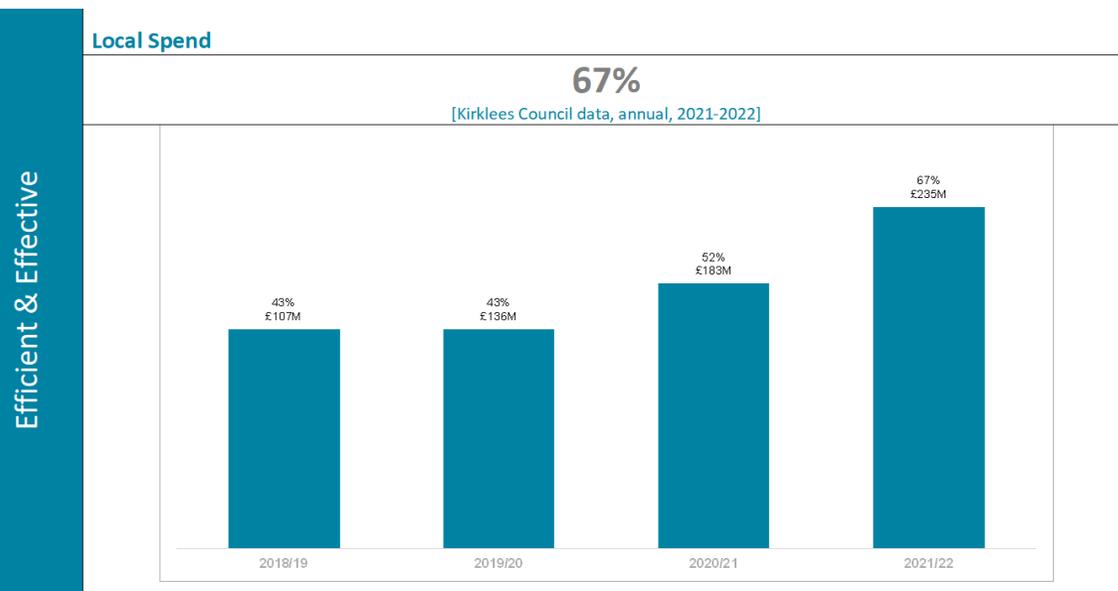
Population outcome indicators ('tracking our progress')

Indicator 1



- Sickness Days Lost per FTE in Financial Year 2022/23 remained above previous years and saw a slight uptick at the end of the FY.
- 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



- 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

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

We concluded the 'Let's Talk Digital' survey reaching 1,627 residents, with a good split between people filling in the survey online and in-person, supported by engagement with our community champions. In addition, we consulted with partners including community anchors, Huddersfield University, Kirklees College, NHS, and Locala through the Kirklees Digital Inclusion Partnership and other routes. The results of the engagement demonstrated that we have significant digital opportunities across Kirklees (including via some of our 200 community centres) but people are not always aware of them.

To improve awareness of opportunities available to residents, we will be developing a shared action plan and public-facing Kirklees website. We will provide information on where digital services can be accessed across Kirklees such as locations of free Wi-Fi (e.g.: library, leisure, community, educational and health settings); how to get cheaper access to internet at home, e.g. social tariffs offered by companies; how to get a free mobile phone SIM preloaded with data; where to access Chromebooks in order to access the internet; where you can print documents; and how to get digital training and advice about being online

We have been working across West Yorkshire on a number of opportunities:

- Engaging with West Yorkshire Combined Authority and the West Yorkshire Integrated Care Board, ensuring we minimise inequalities as more and more services move online and expecting to lead to a full-time digital inclusion lead aligned to Kirklees
- Leading on a programme to support local care providers to build digital skills in their workforce and those they care for
- Working with Kirklees Care Association to support private providers to bid for NHS funding, improving local services and building local skills
- Securing national government funding (e.g. UK Shared Prosperity Fund)

How much have we done?

1,627 'Let's Talk Digital' Surveys completed by Kirklees residents

We have provided Chromebooks to the following places in the last 12 months: Welcome Centre and food banks; Young People's Activity Team; Customer Service Centres; Cleckheaton Library; Youth Justice Service; SENACT team for pupils and tutors; and children's care homes. 154 MiFi/Chromebooks were loaned out in the last financial year (including 60 Chromebooks available to loan from Huddersfield and Dewsbury libraries).

In addition:

- **171** SIM cards were loaned out in the last financial year (80 of which were distributed free mobile sims with preloaded data from Huddersfield and Dewsbury libraries).
- **13** partner organisations, (community anchors, CHFT, Locala, Kirklees College and the University of Huddersfield etc) have regularly attended the KDIP over the last year
- We have had excellent feedback from many of the local providers of devices, equipment, and advice recognising the difference we can make.

Efficient & Effective

Priority action 2: Effective financial management

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

Impacts and outcomes

The Council's Budget for 2022/23 was set on 16 February 2022 and reflected the Administration's priorities and Council ambition as set out in the Council Plan. It also reflected the recovery from the impact of the pandemic, emerging global supply issues, pent up consumer demand pressures on cost inflation, and labour supply recruitment and retention issues across all sectors of the economy. The expectation was that these matters would be transitory rather than structural.

However, the onset of the war in Ukraine had a further significant impact on the global economy leading to higher rates of inflation on many goods and services. This impacted directly on what the Council does and the lives of residents in the Borough resulting in unexpected costs pressures and rising demand for Council services.

In that context, the Council has been faced with significant additional costs and continuing shortfalls in income that could not have been foreseen when both the Revenue Budget and the Capital Programme were set. The Council has, however, taken action to contain those cost pressures whilst endeavouring to maintain services, particularly for the most vulnerable residents in the Borough who themselves continue to be directly affected by the 'cost of living' crisis.

Overall, the Revenue Budget was overspent by c£27m in 2022/23. This outturn position was after various actions to contain and reduce costs where it was possible to do so. The Capital Programme was underspent by £33m but despite this, progress has made on several of the Council's key initiatives including the Cultural Heart, the various Town Centre Action Plans and measures to improve the sufficiency of the Borough's Schools.

Looking ahead, the Council set its budget for 2023/24 in March 2023. The budget included additional funding provision across of range of matters (energy, pay, income) to reflect some of the pressures felt in 2022/23. At the same, budget efficiencies of c£19m were agreed for implementation during the year. Given the limited balance of Council reserves, delivery of the savings, controls of costs and income generation are fundamental to achieving a balanced budget whilst ensuring that service provision continues to meet the need of residents.

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 seen impacts in the conversations we are having with services, they are talking more openly about the struggles with recruitment, retention, and development, are more open to discuss workforce demographics and putting plans in place to address this.

It's too early to tell what the impact on the workforce, as part of the ongoing monitoring of the project we will be completing impact assessments based on behaviour and culture change.

Through Succession Planning we are also noticing (through positive feedback) that the process is working. It feels like we have created a clear process and able to support services to create solid plans based on their critical roles, more open career conversations and strong development plans for the next set of Kirklees leaders.

How much have we done?

The Succession Planning roll out has been broken down into sessions, although the rollout was slower to get going than we originally anticipated we have now hit a period of increased demand and expect these levels to continue until the end of 2023:

- Approximately **100+** hours since January 2023 has been spent supporting services with Succession Planning.
- **42 out of 67 services** have initially engaged with
- **100+** Team managers that have had introduction session.
- **5** Services that have completed the pre-diagnostic questionnaire.
- **15** Teams that have completed the critical role analysis.
- **24** Critical Roles have been identified.
- **15** Teams have completed Success Profiles.
- **24** Success Profiles have been completed

How well have we done it?

In June 2023, we will be writing to all services and teams that have engaged with the Succession Planning process to ask for feedback on the session, how useful they are and what they have been able to produce since starting the sessions.

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 **96%** of the Council this year so far compared to 86% in September 2022, 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 **9,136 (96%)** of the Council this year so far, via face to face, online and video guides.
- With **4,365 (46%)** take up compared to 3,294 in September 2022, with frontline take up of 1,990 and office take up of 2,375.
- There has been a total of **49,389 hits on My Space**, compared to 23,347 in September 2022

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
- Cleaning staff can request annual leave via My Space, removing need for postal requests
- Learning & Organisational Development are continuing with digital upskilling; however, sessions are difficult to schedule due to availability

Efficient & Effective

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

An interim strategy for the year has been developed and included the following:

- Implemented a new business plan to organise, prioritise and monitor campaigns.
- Implemented an evaluation framework for major campaigns and systematically analyse the results.
- Opened and developed new communications channels for the council.

How much have we done?

Out of the **37** campaigns planned for the year:

- **21** have been delivered and completed (including Voter ID, blueprints, Christmas 2022 and Cost of Living),
- **11** are ongoing
- **Five** have not yet been completed, primarily due to factors outside the communications service.

How well have we done it?

The new Communications Strategy has been subject to the council's internal audit process this year. This resulted in an adequate assurance outcome on the steps the service is taking to implement the new plan.

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

Impacts and Outcomes

The service has implemented an evaluation framework for its main channels. These are collated and analysed at quarterly performance meetings.

How much have we done and how well?

All campaigns are now evaluated using a consistent framework.

A framework for measuring reach and engagement for social media channels has been developed and shared across the team.

Business as usual data is collected and analysed quarterly from the council's main social media channels.

Engagement, the number of users engaging with content on social media:

- We have achieved **7.5%** of Kirklees population following the Council on Facebook, this is an increase of 0.5% in 2023.
- We have achieved **2,808 followers** on Instagram, this is an increase of 3.9% in 2023.
- We have achieved **3.2%** of Kirklees population following the Council on LinkedIn, this is an increase of 0.1% in 2023.
- We have **1,500 followers** on NextDoor.

Reach, the number of users seeing council content:

- We have between **300,000 and 400,000 users** seeing council content on Facebook each month.
- We have around **150,000 users** seeing council content on Twitter each month