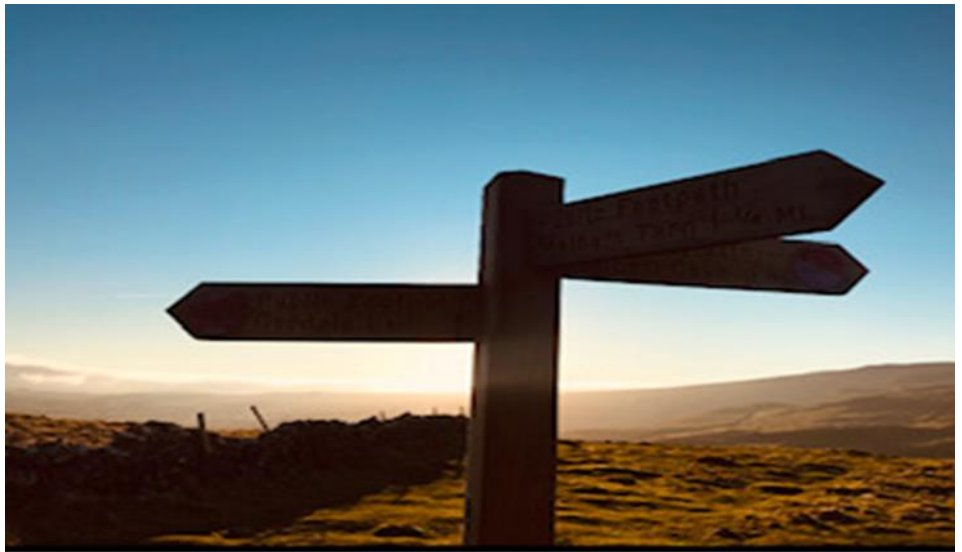




KIRKLEES EMPLOYMENT SERVICE



Photography by a team member (Choose Your Pathway)

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Richmond Fellowship Kirklees Employment Service has been providing Specialist Employment Support in Kirklees for over 10 years. The service is designed to offer vocational support, and mental wellbeing guidance, for people with mental health challenges, individuals with autistic spectrum conditions, and those with early onset dementia. The Employment Service aims to match individuals to the type of opportunity in which they can succeed. Kirklees Employment Service is funded by Kirklees Council.

The people who use our services are central to everything we do. We believe that each person is unique and should have the opportunity to take control over their own life and develop a sense of purpose and fulfilment. Our person-centred approach concentrates on the person and their individual needs, choices, and aspirations, rather than on diagnostic categories or labels.

Some of the benefits people experience from gaining or retaining employment, volunteering training or education.

- Making new friends, developing a sense of identity.
- Keeping busy and establishing routines.
- Getting involved in the local community and having a sense of purpose.
- A sense of achievement and fulfilment.
- Learning new skills or gaining qualifications.
- Gaining confidence, self-esteem, and resilience.
- Supporting physical and mental wellbeing.

Our aim is to empower and enable individuals to move towards their goals, and 'make recovery reality'. Whether it be supporting customers to gain and/or retain paid employment, voluntary work, and/or access education and training, our goal is to ensure that all customers develop the skills necessary to manage their mental health in any vocational setting they go into. Our fully flexible range of vocational support and guidance enables individuals to join the workforce for the first time, re-join after a period of absence, retrain in the career of their choice, or retain their current position with retention support.

- 287 Total New Referrals
- 172 1-2-1 Employment Support Referrals
- 24 Gained Employment
- 9 Changed Employment
- 44 Accessed Volunteering
- 69 Retention Supports
- 244 Education and Training
- 1973 Accredited Education Hours
- 234 Signposts
- 1017 Support Interventions
- 1917 Support Contacts
- 6 customers accessing Brain in Hand
- 193 Customers Progressed and left the service throughout the year.
- 38 Customers Contacted after leaving the service (progression reviews)

“My advisor has supported me with information on Practical Tests within an interview. More recently I’ve had an interview for a Teaching Assistant with an agency so I’m going to do that alongside my current retail role.”

“I’m getting ready to leave Kirklees Employment Service as 1:1 support. Instead, I’m going to follow Pathway 3, online self-help support.”

(Customer feedback)

Our focus over the last year has been to mobilise and develop the new Kirklees Specialist Mental Health Employment Service, following the successful re-tender for Richmond Fellowship. Staff have been supported with developing and implementing ways of working in line with the new service model to ensure support is flexible and accessible to all. We have reflected on lessons learnt from COVID to create clear support Pathways. The three Pathways have been developed to streamline the service and support people to refer to the exact type of support they want, helping them to access the right support quickly. In addition, we are working alongside the NHS IPS employment service, sharing resources and good practice.

We have increased our digital offer with a newly developed self-help website <https://rfkirkleesemployment.org.uk/>. This gives access to referral forms, practical guidance towards gaining employment, help to support and manage wellbeing, and links to our WTB partners. This also links to our fourth Pathway which is for Employer Engagement. To facilitate this offer there has been a focus on supporting staff to develop their skills and knowledge around the approach to employer engagement so we can increase outreach. To further support engaging employers and networking, the service became a charity member of the Mid-Yorkshire Chambers of Commerce.

We constantly reviewed the COVID situation over the year and adapted support in line with guidance. The offer of face to face, 1-2-1 employment support has resumed across our service bases at The Media Centre in Huddersfield, Connect Housing in Dewsbury, and other community locations across Kirklees. However, the experience of COVID has meant the service now operates with fully flexible support options which includes telephone, video calls, email and online. This permanent change from just offering face-to-face support has seen increased engagement and customers have continued to adapt well and remain engaged towards reaching their vocational goals and aspirations. Our Service is now more adept at responding quickly to provide support for situations effecting customers, for example creating Coping with COVID Workshops, and Cost-of-Living Crisis Workshops.

Peer workshops have been offered to support people’s wellbeing, managing stress, anxieties, working on their personal resilience, and support around COVID. These workshops are offered In Person, Online, and can also be accessed digitally on the new service website for individuals to complete in their own time. In addition, 234 customers have been signposted to other supportive services across Kirklees.

Referrals over the year saw 287 in total. A breakdown of these: 43 from secondary mental health community services, (which included 21 EIP, 7 Core, and 15 Enhanced) 97 from other referral sources: 16 Social Prescribing, 3 IAPT, 11 Job Centre Plus, and 4 Working Together Better partners. Other partner services included Real Employment, KBOP, Kirklees College, Community Plus, and The Branch. 127 self-referrals came from people who had gained information from our local promotion events, website or by word of mouth.

Of the total 287 referrals 8% had accessed the service before. 100% of customers were contacted in 3 days and 97% were seen within 10 days.

We have continued to promote our service and give service updates; with 568 hours made up of service promotion.

PEER SUPPORT, WORKSHOPS, GROUPS AND VOLUNTEERS

223 + CUSTOMERS ACCESSED
PEER SUPPORT

- 115 New Peer Referrals
- 1650 Peer Hours
- 223 People Access Peer Support
- 973 Volunteer Hours
- 1088+ Website Views
- 165 Workshops & Groups Delivered
- 74 1-2-1 Volunteer Support Sessions

Workshops – Included

- Assertiveness and Communication
- Self Esteem & Resilience
- Basic IT
- 5 Ways to Wellbeing
- Stress Management
- Volunteer Taster
- Confidence 2 Work
- Mood & Food
- Cost of living & budgeting
- Difficult Conversations

Activities Groups – Included

- Volunteer Group
- Words in Mind
- WTB Newsletter Group
- Yoga

Online Resources – Included

- Developed Service Website
<https://rfkirkleesemployment.org.uk/>
- Employers Online Support
- Mid Yorkshire Chambers of Commerce Online Presence
- Togetherall Online Forum
- Connect Portal
- YouTube Support Video Clips
- Service Promotion Video Clip
- Brain in Hand
- All Workshops, accessible online or in hard copy

Throughout the year we have continued to develop and promote Peer workshops and groups, which has seen an increase in referrals. To support accessibility workshops are run online, in person, and are available to download as digital copies, resulting in an increase in referrals and participation.

We continue to deliver full support and training for the current volunteers that work with us, including regular supervision. We also continue to actively promote the new roles of IT facilitators and Peer Champions on both Volunteering Kirklees website, and the new Kirklees Employment Service website.

In Co-Production with our volunteers, we have created a new workshop in response to the Cost-of-Living Crisis, focused on Food and Household Budgeting, which saw great success. We also adapted and delivered the Basic IT workshop. Additional support was given to help customers attend during the current financial climate, including travel expenses being reimbursed and food parcels being given. Peer Support Employer Engagement has also continued with a Handling Difficult Conversations Workshop created and delivered to support Nursery practitioners.

The WTB partnership Your Voice in Kirklees Newsletter group continues to meet weekly to bring together articles and contributions. The Peer led group continues to work extremely efficiently. Four editions were published throughout the year, and contain a great mix of stories, pictures, quizzes and information about events and services in Kirklees. The group has set up a Facebook account which is co-run by staff and volunteers. Two university students finished their placement with us this year, supporting the newsletter and adapting existing workshops and creating new ones. The opportunity is now re-advertised with Huddersfield University.

Several workshops have now been delivered at The Branch and at Recovery College in Mirfield, all of which will continue throughout 2023. We partnered with Umbrella Yoga in January, and due to high participation, the yoga sessions we co-facilitate have been extended.

Supported by 15 Active Volunteers and 10 Peers Support

PARTNERSHIP SUCCESS STORY

“Here at Calderdale & Kirklees Recovery & Wellbeing College we have been working with Karl Jackson-Lander from the Richmond Fellowship Kirklees Employment service for several years. He has delivered a multitude of courses and workshops for us, and we can categorically say that all of them have been very well received. Our learners regularly comment how helpful the course content is and I know from witnessing it myself and from feedback we receive is that Karl is a wonderful tutor, being friendly, professional, understanding, non-judgmental, helpful, warm, and approachable. Learners feel comfortable in opening and fully engaging in the course and therefore, getting the most out of their experience. I believe that the partnership between our organisations is an extremely successful one and that is predominantly due to the working relationship that I enjoy with Karl. He’s a real asset!”

STAFF ACHIEVEMENTS

- All staff refresher E-Learning & online training
- All staff completed Dementia Friends training and the service is working towards Dementia recognition scheme.
- Fund Raised £415 for Dementia UK
- 1 staff Volunteering at the local Food Bank, to support Social Value
- Staff Team Day, Environment Project
- Tree planting in Meltham
- Supporting local vulnerable people donating and issuing warm items.
- 1 Staff achieved IAG L4 Qualification
- Staff/Peer Champion program in place, Supporting Accessibility & Co-Production
- Two University Student completed work placements.
- Staff attended ACAS Investigation and disciplinaries workshops.
- Member of the Young Dementia Network
- Working with Muslim Children and Young People Lunch and Learn
- Introduction to Domestic and Sexual Abuse
- 1 staff retired, after 8 years' service and another staff left after 15 years' service with Richmond Fellowship
- 2 new staff members recruited.



HIGHLIGHTS & PARTNERSHIP

Working Together Better (WTB) Partnership Development

The Partnership comprises seven voluntary sector organisations: Carers Count, CLEAR, hoot creative arts, Richmond Fellowship, S2R, Touchstone and WomenCentre; commissioned by Kirklees Council and NHS West Yorkshire Integrated Care Board.

We are Working Together Better to:

- Improve community mental health services for people & with people
- Ensure services are accessible to all
- Increase positive outcomes
- Enable independence and resilience
- Increase prevention & early intervention

As a collective we meet monthly to progress these aims. Some areas of work we have focused on this year are:

- We worked with the council to develop the 'Open up' web page on the Live Well Kirklees website, you can see it here: <https://www.livewellkirklees.co.uk/open-up/>
- We have published quarterly your voice in Kirklees newsletter, you can see an example here: <https://avoicinkirklees.wixsite.com/yourvoiceinkirklees>
- We developed a Working Together Better presentation detailing the work we do together and as individual services. We used this to promote at several statutory and 3rd sector services in Kirklees. Overall reaching more than 80 refers.
- We delivered a number of events in the community together such as Lantern Parade for World Mental Health Day, Pride, and Shine - an event celebrating creativity in mental health. All with a view to raising awareness and reducing stigma around mental health.
- We offered the BIH app free of charge to our clients across the partnership.
- We developed a strategic steering group. Together we created a strategic plan for the group in which objectives for the coming year have been identified, this will include new posts to support the work involved.

Joint work with other partners has taken place over the year which included delivery of workshops with Recovery College, The Branch and Umbrella Yoga. Staff attended College and University events, speaking with students and staff, raising mental health awareness, and offering careers guidance sessions. Staff have attended training through Kirklees Dementia hub to become Dementia Friends also volunteered at an event. We are working alongside Help 4 Heroes and West Yorkshire Armed Covenant Board. The service continues positive partnership with the NHS IPS service. To support with the cost-of-living crisis and help the most vulnerable keep warm over the winter months we partnered with Christians Against poverty, Melham Food Bank and Homeless Support, Housing Solutions by providing Foiled Blankets, Fleece blankets, Gloves, Hats and Socks. Staff also joined forces with River Holme Connections by volunteering to support the environment tree planting in Meltham.



SERVICE DEVELOPMENT & CHALLENGES

We have:

- Developed new flexible Pathway support for customers and employers, to support the newly awarded employment service contract 2022-2025.
- Developed partnerships with The Branch, leading to the delivery of workshops at the Jubilee Centre.
- Developed partnerships with Recovery College, Mirfield, leading to delivery of workshops on their site.
- Developed partnerships with Kirklees College, delivering mental health awareness and career guidance.
- Developed partnership with JCP, staff located within four JCP centers across Kirklees.
- Engage employers, Example: delivering Workshops to nursery staff.
- Developing and lead the WTB staff/Peer Champion pathway program, aimed towards accessibility, co-production, service user involvement, supporting identifying gaps within communities/groups. We have also developed a Peer Champion workshop.
- Undergone Dementia Friends training and working towards Dementia recognition scheme, attending Dementia awareness events, and fundraised £415 for Dementia UK.
- Developed positive partnership with the NHS IPS service, sharing resources, knowledge.
- Continued promoting customers access to their own information on Richmond Fellowship Client Portal.
- Supported the most vulnerable keep warm over the winter months, also food parcels given out.
- Commenced our contractual social value commitment, offering student placements, staff volunteering opportunities, staff employed within the Kirklees area and accessing resourcing from local service providers.
- Become a member of the Mid Yorkshire Chambers of Commerce, to support employer engagement.
- Continued to establish digital platforms. Our new service website is live. offering a one stop shop to support customers and employers, which includes access to supportive resources, workshops, promotional videos, using web links and YouTube etc. We continue to encourage customers where possible to access information via our new website.
- Continued to review safe working guidelines to support staff and customers to ensure everyone's safety.
- Continued to develop co-production and service user involvement joint project with Touchstone
- Developed flexible, accessible approach to support, supported customer access Dewsbury and Huddersfield centres as COVID guidance eased,
- Attended promotion events, DASH, LAB Project, JCP Hubs, job fairs, and Kirklees Business Hub.
- Delivered service updates to all WTB partners, invited partners to team meetings to give service offer.
- Attended promotion session and events DASH, IPS, LAB Project, JCP Hubs, Caring Employers, Summer Bash, job fairs, Kirklees Pride, Lantern Parade, and Business Hub.
- Chaired and delivered Work Together Better presentations to secondary mental health services.
- Developed information on the new Mid Yorkshire Chambers of Commerce portal, to support employer engagement, and promoting workshop to employers and employees (guest speaker at the DWP event)
- Developed additional resources to support cost of living, also developed partnership with Paddock Community to support digital inclusion.
- One staff member completed their Level 4 Information, Advice and Guidance Qualification.

Challenges:

- Limited staffing resources to attend events.
- Engaging Employers, to support mental health in the Workplace.
- Impact on the service, 2 staff leaving over the year.
- Impact on customers and staff with the of cost-of-living crisis.
- Engaging some partners and building on the positive work to date
- Supporting customers with post-Pandemic transition, the current conflict in Europe, Cost-of-Living Crisis, high anxieties, and the impact on their mental wellbeing.



WEBSITE DEVELOPMENT

April 2022 saw the launch of the new Kirklees Employment Service Microsite. <https://rfkirkleesemployment.org.uk/>
The service created and launched this website with the view of expanding the range of support that it can offer, along with improving accessibility. Over the year we have gradually improved how we monitor and report on the website. Therefore, the figures are not quite a true representation of what we have achieved as we only started recording from Quarter 2 and

KIRKLEES EMPLOYMENT SERVICES

honed this over Quarter 3 and 4 with how specific we were. We are pleased to say though that over the last year, from Q2-Q4, we have had 1,088 users visit the website in total.

The website has been designed to allow customers to access online support alongside Pathways 1 and 2 or use it as a standalone option if they feel able to use the form as a 'self-help' tool. The staff team also use the website in sessions with individuals to support with any topic areas they are covering. We also use the website as an opportunity to promote the Working Together Better Partnership, along with other local services (such as Brain in Hand, Platform 1, PDAP, and many more!), along with national signposting and support lines.

One of the focus' of improving the accessibility of the service was to create online referral forms. This makes the service easier to refer to as it moves away from filling out paper versions, scanning these in and emailing them. Over the year the online referral forms have increased in popularity as the staff continue to promote the option with 37 referrals being completed online. At the end of the year, we also launched online versions of the Volunteering Application form and Peer Champion Application form. During the year we also created a function that allows individuals to book onto our Peer Support Workshops and Groups through the Calendar Page.

In Q3 the focus became improving the layout of the website. Following feedback from people using the website, we gave the website a complete overhaul with the layout changing into sections based around the Pathways of Support, and then other Key Areas such as referral forms, Peer Champion Areas, and General Information. Feedback has been positive since these changes, with site visitors saying that there feels to be much more of a flow to the website.

[Feedback from a site visitor:](#)

'I used the website when it was first launched and liked that I could access support when I was away from my employment adviser. I found the website improved even more recently when the layout changed as I was able to find the support around CV's much more easily due to change in layout. Everything seemed to have more of a place, and I didn't have to search through lots of different tabs to find the advice I was looking for. It's nice to be able to use the site to do things for myself whilst knowing the support of my adviser is available in the background'.

In response to the current financial climate, and the difficulties faced over the winter months of 2022, we launched a Cost-of-Living Page which gave advice and signposting for all areas of the crisis. This page proved instantly successful with 33 people visiting it in the first Quarter it launched and 43 people visiting it in the last Quarter.

[Feedback from a site visitor:](#)

'I was looking for ideas about saving money due to the cost-of-living crisis, particularly in relation to my food shopping. I was told that the website had a new cost of living advice section so had a look for some tips. I found the link to the 'Cooking on a Bootstrap' page which I would never have found otherwise. This was amazing at helping me use up food I had and give me ideas for saving money. I loved the Marmite Mac 'n' Cheese that I was able to cook in the Microwave (36p per portion!!). I'm so grateful that, even though this is an employment website, I was able to get tips to help me in other areas I was struggling too'.

One of the main challenges we have faced over the last year has been allocating the time to complete the creation and launch of new material and keeping all this relevant and up to date. Moving forwards our staff member who completes the website development has an allocated day and a half each month to keep on top of this and ensure that we are maintain the quality of our website service. We will also be asking customers for regular feedback so that we can implement any changes that improve the quality and accessibility of the site for those that are using it.



SERVICE STATISTICS CUSTOMERS USING THE SERVICE 22-23

46 Customers Survey Completed

During my time with the service my:	Number of customers Improved	Number of customers Stayed the Same	Number of customers No Improvement	How did we help? What could we improve?
Health and Wellbeing improved	43	3	0	<ul style="list-style-type: none"> I'm taking pride in my appearance more. Still experiencing some stress and anxiety however working on this Has improved tremendously. I have more confidence. Health improved after attending the food and household budgeting workshop at the service. Improved, yoga group really helped.
Confidence to cope and being able to self-manage my mental health improved	43	3	0	<ul style="list-style-type: none"> I feel more confident now I am receiving support. Able to cope with symptoms much better. Feeling better – journalling, turning things around and using strategies I've stopped taking some medication and feels so much better for it I'm more alert and able to cope better.
Social networks improved – I felt able to be part of groups and/or the community	42	3	1	<ul style="list-style-type: none"> I'm attending Hoot Started attending S2R Improved by attending workshops and volunteering. Social networks improved at work and done things outside work with colleagues. We are currently working on this. Not enough time to improve social networks on current course due to family commitments

Health and Wellbeing improved

93%

Confidence to cope and being able to self-manage my mental health improved

93%

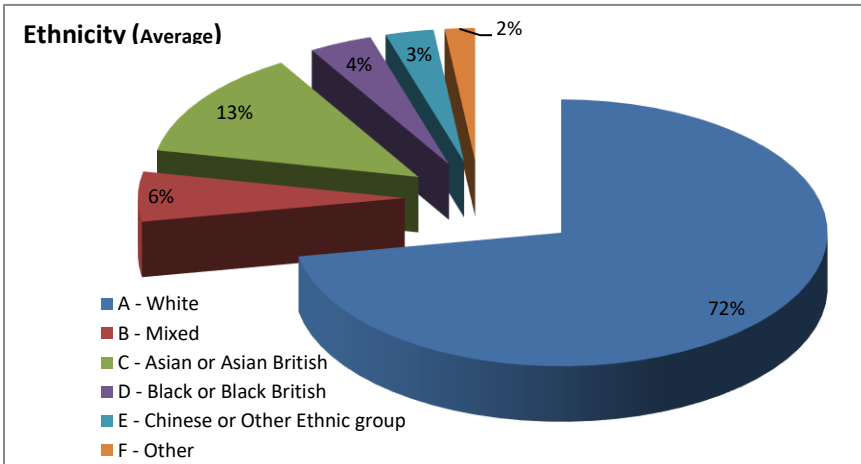
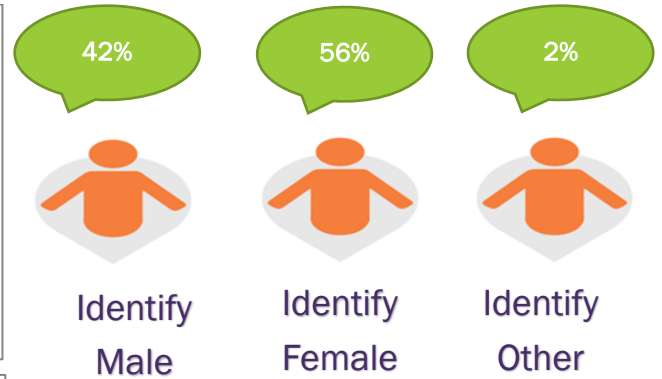
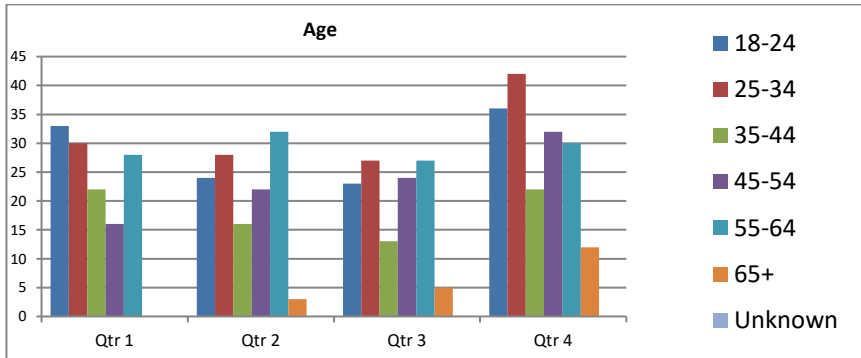
Social networks improved – felt able to be part of groups and/or the community

91%

"I found the Richmond Fellowship employment service really useful and helped with confidence towards work, gave information about college and training available."

(Customer feedback)

SERVICE STATISTICS CUSTOMERS USING THE SERVICE 22-23



Customers identified as having a Disability

Customers with Hidden Disability 15%

Customers with Physical Disability 8.5%

Customers with Learning Disability 9%

Specific Activity Reporting	Annual Target	Achieved Q1	Achieved Q2	Achieved Q3	Achieved Q4	Annual Achieved	Percentage Achieved
Work/Volunteering Placement	44	15	10	9	10	44	100%
Paid Work over 16 hours	21	3	3	4	5	15	71%
Paid Work under 16 hours	11	1	2	1	5	9	82%
Training and Education	144	62	54	45	83	244	169%
Retention	44	16	17	13	23	69	157%
Job Change	10	1	1	1	3	6	60%

Individual Customer Cost per week £26.37

Overall measure of achievement 18.4%

Overall measure of achievement											
	Personal Presentation	Establishing Routines	Work Based Communication & Relationships	Training	CV Preparation	Health	Voluntary Work	Job Searching	Independent Living	Independent Travel	
Average change	0.9	1.6	1.4	1.7	2.1	1.2	1.1	1.5	1.1	1.2	
% change	0.1	0.2	0.2	0.2	0.3	0.2	0.2	0.2	0.1	0.2	
Overall change result	1.4	18.4%									



VISION FOR 2023-24

Our focus over the next 12 months is to continue developing the Pathways of Support in line with the service model, additional promoting to increase referrals, especially for Pathway 1 (1-2-1 employment support), also to ensure Kirklees Employment Service is accessible to all. There will be a focus on supporting staff to develop their skills, and to acknowledge and praise achievements. We will continue building the partnership successes to date with the NHS IPS employment service, to support the joint work engaging employers and increasing employment and volunteer opportunities. We will also continue to strengthen the Working Together Better Partnership, and our links with other partner services.

Customers will continue to be supported to complete employment stars at the start of support and then review every 3 months at the same time as support plan reviews. This helps with effectiveness as it supports contract monitoring and provides an easy and visual snapshot into the progress of the customer; for themselves and for their adviser. We will also ensure customers complete the Exit Survey when they leave the service to support development, and that these individuals are given the opportunity to be contacted at 3, 6 and 12 months. The idea of this is to ensure people continue to feel supported, also any problems can be picked up early so staff can resume support if required or signpost to relevant services. This is to be recorded on staff's personal Quarterly reports. Staff will continue to offer service delivery in ways that suit the individual and their needs.

As a service we plan to increase our employer engagement outreach in the Kirklees area. This will be in terms of liaising with employers to help those we support find jobs, volunteering opportunities, and with retention support. This outreach also includes promoting our service to employers by offering workshops, toolkits, and guides to assist them with supporting their company with mental health in the workplace; including offering retention support to any staff members who may be off work due to their mental ill health. We continue to expand our links within the Kirklees business community through attending business hubs and our membership of the Mid Yorkshire Chamber of Commerce. Having developed our digital and hardcopy peer support workbooks this will also be offered to support employers and their employees.

We will continue to review gaps in services and respond to local and national crisis. We will review data from surveys and agree action plans, which will be regularly reviewed over the next 12 months.

To support engaging diverse communities and groups the Peer Champion project will aim to recruit Peer champions. Quarterly steering group meetings will be set up to support accessibility and identify any challengers or barriers for individual groups, also supporting service user involvement and co-production, giving people the opportunities to feed back their views directly to services and commissioners. The programme is aimed to help give lived experience/support in different areas of mental health, wellbeing, and employment. Having live workshops and streaming sessions will increase volunteer/peer involvement and look at being responsive to the needs of Kirklees by taking these further into the community as part of our contract promise and social value commitment. We will be increasing our digital and self-help access, reviewing online Zoom workshops, and further developing digital and hardcopy workbooks to increase the range of support options available to people we support. We also plan to work alongside Paddock Trust to develop a project to support people accessing digital platforms and begin a donation scheme to support issuing customers with IT equipment.

Additionally, the aim over the year is to further advance the support available on the local service website, particularly in relation to Pathway 1 (1-2-1 employment support). We will be looking to develop even more self-help guides, tools, and resources to help site visitors move towards employment, education, training, and volunteering, which will include video guides, templates, presentations and much more. Work will also continue expanding the Peer Champion Content with contributions from customers, peer, and staff champions.

We have developed a service survey to support identifying areas of improvement in line with contractual measures. Further work continues to gain feedback from referrers, partners, and the people we support, also exploring and sharing Communities of Best Practice with other employment services across Richmond Fellowship nationwide. This continuous improvement approach aims to constantly review all areas of our service, identify the areas of success, and importantly areas that require further development; ensuring customers get the best service experience, whilst supporting Social Return on Investment.

FINANCE 2022-2023

Kirklees Employment Service 2022/23

	Q1	Q2	Q3	Q4	Total
	£	£	£	£	£
Main Contract income	46,746	47,260	47,260	46,233	187,498
Other Income Resources	-	-	-	-	-
Total Income	46,746	47,260	47,260	46,233	187,498
Employment Costs	30,289	32,479	31,294	32,423	126,486
Other Employment Costs	2,345	2,369	1,907	2,275	8,895
Direct Property Costs (Rent & Insurance)	1,115	1,115	1,115	1,115	4,460
Other Property Costs	360	786	2,513	2,900	6,558
Service Management	809	809	809	809	3,236
Training Costs	350	673	648	1,095	2,766
Other Staff & Internal Events	-	-	-	114	114
Administration Costs	27	13	26	311	378
PR, Marketing & Ext. Events	68	167	-	1,097	1,331
Equipment & Vehicle Costs	-	-	-	-	-
Prof. / Fin & Governance	-	-	-	1,562	1,562
IT Costs	2,128	3,882	3,914	2,840	12,763
Asset Costs	-	-	-	-	0
Personal & Care Costs (SU Costs)	-	-	233	234	467
Expenditure before overheads	37,491	42,292	42,458	46,776	169,016
Operating overheads (@ 12%)	4,498.92	5,074.99	5,094.92	5,613.15	20,281.98
Total Expenditure	41,990	47,367	47,553	52,389	189,298
Operating Surplus / (Deficit)	4,756	(107)	(293)	(6,157)	(1,800)

[Home - Kirklees Employment Service \(rfkirkleesemployment.org.uk\)](http://rfkirkleesemployment.org.uk)

<https://www.richmondfellowship.org.uk/>

<https://www.kirklees.gov.uk/beta/default.aspx>

<https://www.nhs.uk/>

