

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

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Wednesday 9 January 2019

Notice of Meeting

Dear Member

Economy and Neighbourhoods Scrutiny Panel

The **Economy and Neighbourhoods Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **2.00 pm** on **Thursday 17 January 2019**.

This meeting will be webcast live and will be available to view via the Council's website.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Economy and Neighbourhoods Scrutiny Panel members are:-

Member

Councillor Rob Walker (Chair)

Councillor Bill Armer

Councillor Martyn Bolt

Councillor Judith Hughes

Councillor Richard Murgatroyd

Councillor Harpreet Uppal

Mark Mercer (Co-Optee)

Andrew Bird (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

	Pages
1: Minutes of the Previous Meeting	1 - 6
<p>To approve the Minutes of the meeting of the Panel held on 12 December 2018.</p> <hr/>	
2: Interests	7 - 8
<p>The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.</p> <hr/>	
3: Admission of the Public	
<p>Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.</p> <hr/>	
4: Update on the refresh of the Kirklees Economic Strategy and Social Value/Local Wealth Building	9 - 70
<p>The Panel will receive an update on the refresh of the Kirklees Economic Strategy and the final Local Wealth Building Report by the Centre for Economic Strategies (CLES).</p> <p>Contact: Alan Seasman, Theme Lead Place and Inward Investment, Kate McNicholas, Strategy and Policy Service Manager, David Bundy, Corporate Policy Officer, Tel: 01484 221000</p> <hr/>	

5: Homelessness Strategy Consultation

71 - 104

To inform the Panel of the officers' approach and progress in developing the Kirklees Homelessness and Rough Sleeping Strategy and provide opportunity for Members to comment on the draft strategy.

Contact: Karen Oates, Housing Commissioning Manager (Access to Housing), Tel: 01484 221000

6: Waste and Recycling Strategy

Further to the key discussion at Council on 16 January 2019, Members of the Panel will have a further opportunity to consider the Waste and Recycling Strategy.

Paper copies of the presentation will be available at the meeting of the Panel.

Contact: Lory Hunter, Commercial and Technical Development Manager, Will Acornley, Head of Operational Services, Tel: 01484 221000

7: Work Programme 2018/19

105 -
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The Panel will review its work programme for 2018/19 and consider its forward agenda plan.

Contact: Carol Tague, Principal Governance & Democratic Engagement Officer Tel: 01484-221000

8: Date of Next Meeting

To confirm the date of the next meeting as Thursday 14 February 2019 at 1400.

Contact: Carol Tague, Principal Governance & Democratic Engagement Officer. Tel: 01484 221000.

Contact Officer: Carol Tague

KIRKLEES COUNCIL

ECONOMY AND NEIGHBOURHOODS SCRUTINY PANEL

Wednesday 12th December 2018

Present: Councillor Rob Walker (Chair)
Councillor Bill Armer
Councillor Judith Hughes
Councillor Richard Murgatroyd
Councillor Harpreet Uppal

Co-optees Mark Mercer
Andrew Bird

Apologies: Councillor Martyn Bolt

1 Minutes of the Previous Meeting

The minutes of the meeting of the Panel held on 10 October, 31 October and 7 November 2018 were approved as a correct record.

Matters Arising:-

- Councillors Armer and Hughes were due to attend a further meeting with Housing officers regarding the Open Age Policy and Local Letting Framework on 17 January 2019.
- A follow up question raised in relation to the minutes of the meeting on 31 October 2018, would be submitted in writing to the Cabinet Member for Housing and Democracy for response.
- Further to the meeting on 7 November 2018, a visit to Barnsley and Dewsbury markets had been arranged. It was intended that a separate visit to Dewsbury would be arranged to look at town centre development.

The Chair reported that he would liaise with the Chair of the Overview and Scrutiny Committee and the Cabinet Member for Economy, to consider how best to take forward work in relation to the Town Centre Strategy.

2 Interests

No interests were declared.

3 Admission of the Public

It was agreed that all agenda items would be considered in public session.

4 Rough Sleeping Update: Winter 2018/19

The Panel received a report which provided an update on the Rough Sleeping situation including changes to the Council's Severe Weather Emergency Protocol (SWEP) and application proposals for Rough Sleeping Strategy funding.

Councillor Cathy Scott, Cabinet Member for Housing and Democracy, Helen Geldart, Head of Housing Services and Stephen Cale, Operations Manager, Housing Solutions Service were in attendance.

In introducing the item, Councillor Scott referred to the work carried out by officers and the partnership working being undertaken to tackle homelessness.

Officers present referred to the report and highlighted:-

- improvements made to the SWEP provision for winter 2018/19;
- current rough sleeper numbers and intelligence; and
- funding applications for Rough Sleeping Strategy funding.

The key areas of the Panel's discussion and responses to questions are summarised below:-

- The Homelessness Reduction Act, introduced in April 2018, had placed new duties on authorities around the prevention and relief of homelessness, for a much wider group of people for certain priority groups of homeless individuals. Whilst the Council did not have to provide accommodation for the wider group, they did have to work with individuals through the development of a personal housing plan. As part of this, the local authority worked with individuals to examine the circumstances of their potential homelessness for a period of at least 56 days in order to support them into appropriate accommodation.
- There had been an increase in people seeking support who had lost their private sector rented tenancy through difficulties in paying rents. This was currently a main cause of homelessness in Kirklees. The Council worked with individuals, services and landlords to ensure that people had access to the benefits that they were entitled to, received appropriate advice and were supported to remain in the property where it was safe to do so.

In addition to this, an increasing number of younger people were experiencing difficulties in accessing private sector rented accommodation and work was ongoing with partners to provide practical assistance.

- Of the 13 individuals verified as sleeping out in November 2018, 12 were male and 1 female, 12 were over 25 years of age and all were UK nationals. It was noted that partnership discussions indicated that the number of women was increasing and this would be a focus of funding, given that they tended to be within the hidden homelessness.
- The Head of Housing Services would confirm whether the SWEET and SWANS projects were still active further to the meeting.

Economy and Neighbourhoods Scrutiny Panel - 12 December 2018

- Whilst Government guidelines in relation to temperatures had been adopted, there was flexibility in activating the SWEF and the Council was not rigid on the application of zero degrees or below.
- During SWEF a bed was always provided for those in need. It was clarified that an emergency bed was a camp bed within a communal room at the single homelessness hostel at Clare House. A breakfast was also being provided this year.

With regards to individuals who may have issues sharing accommodation, it was noted that the SWEF was an additional safety net and the Council and partners worked with individuals on an ongoing basis to find appropriate solutions.

It was suggested that the Panel may wish to visit the facilities at Clare House.

- The importance of raising public awareness of the work being undertaken was acknowledged and it was noted that a range of activities, such as providing updates to councillors and social media were being utilised.
- The role of partnership groups and the work undertaken by them in providing a joined up approach was noted and welcomed, as was the work of staff in engaging with individuals.
- It was clarified that the rough sleeping cold weather fund was based on last year's rough sleeper figures and up to £10k was available. Payment was received by claiming back expenditure on an ongoing basis.
- It was acknowledged that resources and capacity were issues across a number of sectors, but it was noted that everyone working in those areas were doing the best that they could to support individuals.

RESOLVED:-

1. The Panel thanked the Cabinet Member for Housing and Democracy, the Head of Housing Services and the Operations Manager, Housing Solutions Service for attending the meeting; and
2. Acknowledged the work being undertaken by the Council and partners to tackle homelessness.

5 Draft Greenspace Strategy

The Panel received a report which set out the proposed approach to the draft Greenspace Strategy,

Economy and Neighbourhoods Scrutiny Panel - 12 December 2018

Councillor Naheed Mather, Cabinet Member for Communities and Environment, Rob Dalby, Greenspace Operational Manager and Tim Duke, Chair of Natural Kirklees, were in attendance.

In introducing the item, Councillor Mather referred to the work that had been undertaken with regards to the Greenspace Strategy and informed the Panel that the Strategy would sit over a significant number of appendices which were the detailed operational plans for delivery.

Rob Dalby, Greenspace Operational Manager, stated that the Greenspace Strategy was a principle driver for the Local Plan and linked with the Council's priorities outlined in the Corporate Plan.

It was intended that the Service would move towards a more locally focused knowledge based system in order to deliver the right outcomes for a given space. Supporting and empowering the workforce was a key part of this, as was listening to the views and feelings of people in the locality.

Mr Duke, Chair of Natural Kirklees, explained that the organisation acted as an umbrella organisation for friends of groups and greenspace management groups within Kirklees and worked closely with the Council as part of this role. It was noted that there were approximately 108 member groups and the wealth of knowledge and experience therein was highlighted.

The organisation's website www.naturalkirklees.org was a resource and source of information for volunteer groups, members of the public and visitors to the area

Councillor Mather welcomed the work of volunteers and Natural Kirklees and thanked those involved, as well as the staff within the Service, for their efforts.

The key areas of the Panel's discussion and responses to questions are summarised below:-

- Difficulties in engaging communities was acknowledged as was the fact that not everyone had the time or capacity to volunteer. It was recognised that whilst some areas would be able to do more for themselves, others would require more support. The intention was to ensure that there was an equality of landscape.

Where people did wish to volunteer, Volunteer Co-ordinators were in place to provide support.

- It was important to work with communities and do things with them rather than to them.
- The concept of a destination play area was a principle park where the entire space was viewed as the destination. It was intended to develop playable routes, particularly in deprived areas, to ensure that the journey to the destination was enjoyable and enriching.

One of the strands within the Playable Spaces Strategy due to be considered by

Economy and Neighbourhoods Scrutiny Panel - 12 December 2018

Cabinet in February 2019, was the introduction of playmakers to ensure that people were aware of what was accessible and available to them.

- In developing the Playable Spaces Strategy, a large engagement exercise had been undertaken and the importance of natural play and a through age range of play facilities was identified.
- With regards to Section 106 agreements, it was important that work was undertaken with ward councillors and the wider local community at the planning stage and that where play spaces were linked to a site, these were delivered as promised.
- The Panel noted and welcomed the wide range of work and potential activities in relation to bio-diversity, species habitat management, carbon management practices and tree planting that were outlined.
- With regards to workforce development, the Panel were informed that an engagement process was currently being undertaken and a number of work threads such as education and peer to peer sharing were ongoing.

With regards to soft skills, it was noted that a group of volunteer co-ordinators managed the interface with volunteers and dealt with any issues as they arose. Detailed site based management plans also removed the potential for friction.

The current strengths of the workforce in working with volunteers was highlighted and this was echoed by Mr Kirk who stated that volunteers would give freely of their time whilst they enjoyed what they were doing. Natural Kirklees worked closely with the Council's Volunteer Co-ordinators, who in turn worked well with volunteers and had the skills required to keep people engaged.

Mr Kirk also referred to the transparency and lack of red tape between the Council and the groups on the ground.

- It was suggested that representatives from Natural Kirklees have the opportunity to meet informally with elected Members prior to a Council meeting in order to build relationships between local groups and ward members.
- It was important to work with partners and communities to ensure that people engaged with the environment and that greenspaces were welcoming, available and accessible to all.

In concluding the item, the Chair thanked Mr Kirk for his contribution to the discussion.

RESOLVED:-

The Panel noted the information presented and thanked the Cabinet Member for Communities and Environment, the Greenspace Operational Manager and the Chair of Natural Kirklees for attending the meeting.

Economy and Neighbourhoods Scrutiny Panel - 12 December 2018

6 Work Programme 2018/19

The work programme for 2018/19 was agreed.

7 Date of Next Meeting

It was noted that the next meeting of the Panel would take place at 1400 am on Thursday 17 January 2019, in the Council Chamber, Town Hall, Huddersfield.

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Standards Committee			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Name of meeting: Economy and Neighbourhoods Scrutiny Panel
Date: 17 January 2018
Title of report: Update on the refresh of the Kirklees Economic Strategy and Social Value/Local Wealth Building

Purpose of report:

To provide an update on the refresh of the Kirklees Economic Strategy (KES) and the final Local Wealth Building Report (LWB) by the Centre for Economic Strategies (CLES).

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	N/A
The Decision - Is it eligible for call in by Scrutiny?	N/A
Date signed off by <u>Director</u> & name	Karl Battersby - 04.01.19 Rachel Spencer-Henshall - 04.01.19
Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	Eamonn Croston - 04.01.19
Is it also signed off by the Service Director (Legal Governance and Commissioning)?	Julie Muscroft - 04.01.19
Cabinet member portfolio	Councillor Shabir Pandor – Leader Councillor Peter McBride – Economy

Electoral wards affected: N/A

Ward councillors consulted: N/A

Public or private: public

1. Summary

1.1 Kirklees Economic Strategy

1.1.1 Economy and Neighbourhoods Scrutiny Panel received an update on progress of the revised Kirklees Economic Strategy in September 2018. Since that session, and taking on board the comments and feedback of panel members, significant progress has been made on consulting and drafting of a final draft strategy, which is due to be discussed by Cabinet on 22nd January. A version of the final draft (attached as appendix 1) and the Cabinet draft will be circulated to Scrutiny Panel members once published.

1.1.2 Work that has taken place since the last update to the Scrutiny Panel in support of the drafting:

- Five workshops (on evidence, business, people and communities, physical regeneration, and health and wellbeing)

- Presence and input from participants at the Picture of Kirklees event
- One to one and small group meetings with businesses, 3rd sector representative groups, the education sector and others
- An online consultation exercise, and connection with other strategic processes in Kirklees that are engaging with partners e.g. on local wealth building (including with CLES), skills, place branding and masterplanning
- Identification of shared priorities and relationships to other strategic documents (i.e. Joint Health and Wellbeing Plan, Kirklees Skills Plan, and Local Plan)
- A progress report to SLT on 15th September
- Briefing for the Portfolio holder (Cllr McBride) on 28th November
- Discussion with ET on 11th December
- Discussion with LMT on 17th December

1.1.3 **Social Value/Local Wealth Building**

1.1.4 The Panel received an update 10th October on the Cabinet commissioned work on progressing social value and, in particular, the LWB programme (phase 1) undertaken by CLES. Following that meeting the final report (attached as appendix 2a and 2b) has been agreed and published.

1.1.5 Since the Scrutiny Panel meeting:

- The final report has been published and subsequently promoted via a joint [press release](#) between CLES and Kirklees Council
- A presentation on the report to and associated workshop with the Kirklees Inclusive Growth Group 28th November
- A workshop has been held with Economy and Infrastructure Officers 11th December
- The officer cross-departmental Social Value Group has begun to consider the potential scope of work involved in implementing the report's recommendations

Although the draft KES and final CLES report are presented as separate documents it is important to emphasise the alignment of the two and how, in particular, LWB and an inclusive approach to the Kirklees economy is an intrinsic theme within the KES.

2. **Information required to take a decision**

Report for information purposes only.

3. **Implications for the Council**

Early Intervention and Prevention (EIP)

The KES, the CLES report and the Kirklees Joint Health and Wellbeing Strategy reinforce one another. Good health allows people to enjoy life to the full and make a productive economic contribution. Meanwhile a strong and sustainable economy can have a positive influence on determinants of health such as learning, work and skills and incomes. Increasing the health and wealth of all Kirklees residents, not just existing service-users, is a key way to help people help themselves and to reduce, delay, or prevent them coming to need Council support.

Economic Resilience (ER)

Economic resilience is at the heart of the KES and the CLES report, whether that be of individuals, communities, businesses or the District's and region's economies as a whole

Improving Outcomes for Children

This work contributes to the strategic aim that Kirklees is a district combining great quality of life and a strong and sustainable economy leading to thriving communities, growing businesses, high prosperity and low inequality and where people enjoy better health throughout their lives, including children.

Reducing demand of services

The KES, supported by social value / local wealth building / inclusive growth, sets the priorities by which growth and productivity in the district can be pursued and Kirklees can become a more resilient local economy. This work helps to reinforce the connection of the KES with the Joint Health and Wellbeing Strategy so that the health and well-being of Kirklees residents is at the heart of the Council and partners' concerns. Keeping this connection in view, will keep people living independently and as well as possible for as long as possible.

Other (e.g. Legal/Financial or Human Resources)

The refresh of the KES and implementation of the CLES report recommendations requires staff time and organisational capacity.

5. Consultees and their opinions

This report has incorporated the views of those involved in revising the KES highlighted in section 1.1.2.

6. Next steps

To present the KES to Cabinet on 22nd January; to develop a Phase 2 of LWB, focusing on scoping and implementing the themes and recommendations in the CLES report.

7 Officer recommendations and reasons

For Scrutiny Panel members to note progress and provide comment in advance of consideration by Cabinet and full Council on the refresh of the KES; also, to comment on the LWB work outlined/proposed in the CLES report.

8 Cabinet portfolio holder's recommendations

Cllrs Pandor and McBride have been briefed on the report and are content with the officer recommendations.

9 Contact officer(s)

Alan Seasman – Theme Lead Place and Inward Investment
alan.seasman@kirklees.gov.uk Tel: 01484 221000

Kate McNicholas – Strategy and Policy Service Manager
kate.mcnicholas@kirklees.gov.uk Tel: 01484 221000

David Bundy – Corporate Policy Officer
david.bundy@kirklees.gov.uk Tel: 01484 221000

10 **Background Papers and History of Decisions**

[Economy and Neighbourhoods Scrutiny Panel, 10 October 2018](#) - Update on Social Value / Local Wealth Building / Inclusive Growth

[Economy and Neighbourhoods Scrutiny Panel, 05 September 2018](#), – Kirklees Economic Strategy

[Corporate Scrutiny Panel, 31 August 2018](#) - Transformation Procurement Project.

11. **Service Director responsible**

Karl Battersby - Strategic Director Economy and Infrastructure

Rachel Spencer- Henshall, Strategic Director - Corporate Strategy and Public Health

Appendix 1

DRAFT KIRKLEES ECONOMIC STRATEGY 2019-2025

Modern Economy: Inclusive and Productive

Contents

Foreword

Executive Summary

1. Our Vision for an Inclusive and Productive Kirklees Economy
2. Kirklees: The Story of our Place
3. Our Strategy for an Inclusive and Productive Kirklees Economy
 - Priority 1: Modern, Innovative Business
 - Priority 2: Skilled and Ambitious People
 - Priority 3: Advanced Connectivity and Infrastructure
 - Priority 4: Revitalising and Promoting Key Centres
 - Priority 5: Active Partnerships
4. Delivery

EXECUTIVE SUMMARY [outline version – to be edited to reflect final draft]

Our vision is for Kirklees to become the **best place to do business in the North** and to be:

“a district combining great quality of life and a strong and sustainable economy leading to thriving communities, growing businesses, high prosperity and low inequality and where people enjoy better health throughout their lives.”

Our economy will support this goal through a **twin focus on productivity and inclusive growth** designed to support health, wellbeing and prosperity and to translate into:

- **Every business realising its potential** – being innovative, outward looking and productive
- **Every person realising their potential** – through good jobs, higher skills, incomes and wellbeing
- **Every place realising its potential** – with revitalised and prospering centres and local economies

Five priorities will deliver our vision and enable a modern, inclusive and productive economy:



This strategy is for the whole of Kirklees and is owned and delivered by the private, public and third sectors together. It will work for the diversity of towns and rural areas across Kirklees and connects with other local plans including the Kirklees Joint Health and Wellbeing Plan. With a focus on a concise set of programme level interventions, the long term outcomes that will be achieved are improved productivity, incomes, employment, skills and the regeneration of our key centres. In tangible terms it will deliver five ‘big wins’ for people and businesses in Kirklees:

- **Transpennine rail upgrade** and a Huddersfield-North Kirklees-Leeds **Inclusive Growth Corridor**
- A **Digital Innovation Zone** linked to the University of Huddersfield
- **Integrated Health & Care Workforce Development** leading to better jobs, progression and care
- Improved profile and town centre **masterplans for Huddersfield and Dewsbury**, leading to new investment and development progressing at key sites
- A new anchor organisations network that builds **local wealth, supply chains and social value**

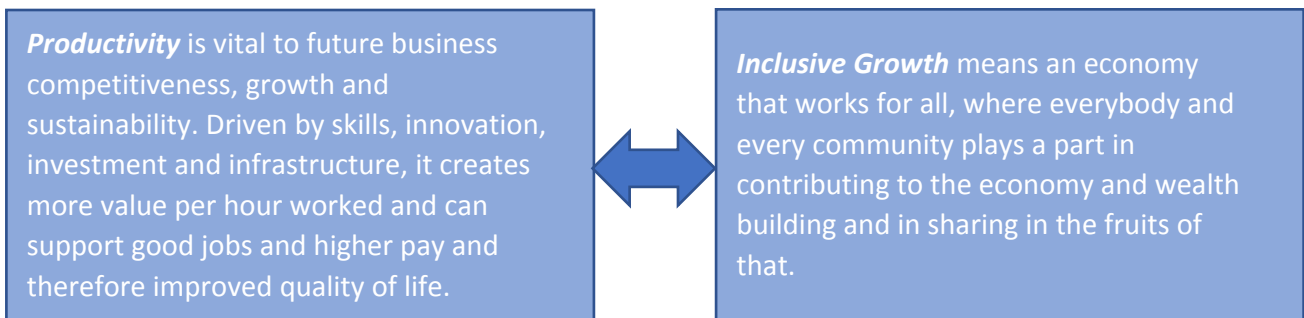
1. OUR VISION FOR AN INCLUSIVE AND PRODUCTIVE KIRKLEES ECONOMY

Our vision is for Kirklees to become the **best place to do business in the North** and to be:

“a district combining great quality of life and a strong and sustainable economy leading to thriving communities, growing businesses, high prosperity and low inequality and where people enjoy better health throughout their lives.”

Our economy will play its part in achieving this through a **twin focus on productivity and inclusive growth**. In Kirklees, these go hand in hand – our economy will be as modern and outward as it is inclusive. This determination runs right through this strategy, which is designed to support health, wellbeing and prosperity and to translate into:

- **Every business realising its potential** – being more innovative, outward looking, productive and resilient, and making the most of new technologies
- **Every person realising their potential** – through good jobs, higher skills, incomes and wellbeing
- **Every place realising its potential** – with revitalised and prospering centres home to sustainable local economies and reduced inequalities



Driven by assets and ambition

Our combination of assets and excellent location at the heart of the North mean that our vision is achievable. **We have leading businesses, many skilled people, an excellent university and a location that puts the Leeds, Manchester and Sheffield city regions on our doorstep.** [add Transpennine Upgrade ‘Assets and Investment’ case study on this page]. To get the best from these we must tackle the challenges that are holding parts of Kirklees back, spot and seize new opportunities and deliver change at pace. Above all, **what will fire this is our ambition**. The council, businesses and other partners are united in their commitment to an approach that aims high, takes bold decisions and pushes for quality, innovation and distinctiveness.

A strategic, integrated approach rooted in partnership

This is a **strategy for the whole of Kirklees** not just the council. It is owned and will be delivered by the private, public and voluntary sector working together, and facilitated by new approaches to engaging with business and communities. Kirklees is made of many distinctive places – from the large towns of Huddersfield and Dewsbury to a wealth of smaller towns, villages and rural areas. We will build on this diversity and work with people and businesses rather than ‘do to them’. The Council’s role is to focus only on the things that it is best placed to do, and for everything else, to act as a strategic facilitator and broker, bringing partners together and enabling them to act around shared priorities.

The strategy adopts a high level, integrated approach. Building on action already in place, its **priorities focus on a concise set of programme level interventions that will make the biggest difference** and bring together strands of action in a co-ordinated approach. This will help to focus minds and gain traction in bringing partners and investment together, locally, in Leeds City Region and across the North.

Our approach will be **forward looking and flexible**, planning for changes that we know about and able to respond to those that emerge. For example, on Brexit, partners can help businesses to respond to potential challenges on recruitment and international business, and to exploit local supply chain and employment opportunities. Likewise, we need the alertness and resilience to address the risk of downturn and disruption, and to influence and benefit from new funding streams and policy changes.

The **Kirklees Economic Strategy and the Kirklees Joint Health and Wellbeing Plan reinforce one another** as the two central strategic pillars in the district. Good health allows people to enjoy life to the full and to make a productive economic contribution. Meanwhile a strong, inclusive and sustainable economy has a positive influence on the determinants of health such as learning and skills, work, incomes and housing. Both strategies focus on resilience, be that of individuals, communities, businesses or the economy. The ability to seize opportunities, bounce back from times of adversity, and shape one's own destiny is central to both good health and to the economy. Reflecting that, both share the same vision for Kirklees that combines economic prosperity, health and wellbeing. The priority now is to deliver on this connection practically.

Prosperity, inclusion and aspiration are also influenced by factors like early years education, strong families and cohesive communities that are not covered here, but which are taken forward through other work in Kirklees and will be vital to achieving the district's desired shared outcomes. More widely **every part of this strategy is designed to support business productivity and growth and to enable those facing disadvantage to fully contribute to and benefit from the economy**. An inclusivity and productivity proofing exercise on this strategy has helped to make sure this is the case (see Section 3). Other linkages are to the Local Plan, Learning and Post-16 Employment and Skills Plans, Digital Plan and Housing Strategy. The Council's Corporate Plan themes of People, Partnership and Place apply throughout; and beyond our boundaries, our strategy and its delivery connect with the Leeds City Region, Northern transport priorities, and the National Industrial Strategy.

The shape of success

Of course, the ultimate test of strategy is the difference it makes. In this respect our targets will be delivery of the five 'big wins' (see below), progress against the following headline indicators compared to previous years and to benchmark areas, plus reporting against the full set of 18 measures in the JRF framework of indicators for measuring inclusive growth.¹

- **Productivity** – GVA per worker per hour and GVA per capita
- **Incomes** – Household disposable incomes, median incomes, and incomes of the poorest 20%

¹ C.Beatty et al, A framework of indicators for measuring inclusive growth, CRESR, Sheffield Hallam University, July 2015

- **Employment** rate and unemployment rate
- **Skills** – percentage of population with NVQ level 4+ (& reduced gaps to UK average at all skill levels)
- **Tangible revitalisation in Huddersfield and Dewsbury** – with masterplans and branding in place, major investments secured and high quality developments progressing or delivered.

On jobs, our specific targets are for an employment rate of around 75% (or more) by 2031 and for unemployment to fall to an average of 4% or below.

The five big wins we set out to achieve are:

- **Transpennine rail upgrade** and a Huddersfield-North Kirklees-Leeds **Inclusive Growth Corridor**
- A **Digital Innovation Zone** linked to the University of Huddersfield
- **Integrated Health & Care Workforce Development** leading to better jobs, progression and care
- Improved profile and town centre **masterplans for Huddersfield and Dewsbury**, leading to new investment and development progressing at key sites
- A new anchor organisations network that builds **local wealth, supply chains and social value**

2. KIRKLEES: THE STORY OF OUR PLACE

[Note for the design stage: make this section a visual double spread, using a combination of infographics where stats allow and qualitative statements that add to the richness of the picture.]

Will want to refine to link with place branding narrative(s) that emerges

Also, good if this section can include a map of Kirklees and its position in LCR and the North.

Kirklees is a diverse place of scale, beauty and economic importance...

- With **437,000 residents** Kirklees is the 11th biggest local authority district in England and the largest that does not include a city.
- It is the **third largest economy in Leeds City Region** with over 200,000 workers, 14,500 businesses and £7.5bn per annum in Gross Value Added. How our economy performs matters nationally.
- Our **heart of the North location** close to the M62 and M1 and with fast Transpennine rail brings easy access to a 4 million workforce, 250,000 businesses, a £160bn economy and 15 universities
- Impressive industrial **heritage assets, nestled amid outstanding countryside**, underpin a strong visitor and quality of life offer. Our green infrastructure and low carbon credentials help in tackling challenges such as flood risk and fuel poverty and in setting the bar high on quality.

We have excellent assets for economic success...

- **World-leading manufacturing and engineering businesses** – the most pronounced high value sector in Kirklees, employs 25,000 people, double the national average at 16% of the economy. Leading areas of expertise include textiles and products such as gears, valves, pumps and turbo chargers.
- The **University of Huddersfield** - has nearly 20,000 students, excels in innovation and won the first Global Teaching Excellence Award in 2017
- **Innovation and training assets** include the Textiles Centre of Excellence, the University's 3M Buckley Innovation Centre and the Kirklees College Process Manufacturing Centre
- **Dynamic SMEs and microbusinesses** spread across Kirklees including in our major towns and attractive hubs for enterprise such as Holmfirth and the Holme and Colne Valleys.
- A relatively **young workforce**, together with increasing emphasis on *STEAM*² subjects, a strong track record on apprenticeships and links to business which enhance their value to employers.
- **Some of the best schools and colleges in England.** The outstanding rated Huddersfield New College is ranked number one in England for Equality and Diversity; Greenhead College has the best designated sixth form college A level results in Yorkshire; and Kirklees College has 18,000 students, links to 1,000 businesses and is in the top ten in England for apprenticeships.

² Science, Technology, Engineering, Arts & Design and Maths – this is an extension of 'STEM' which recognises the importance of the crossover between creativity and design and STEM

Challenges remain...

- **GVA growth** of 12% between 2009-15 is lower than the 14-17% achieved elsewhere in West Yorkshire and productivity is below UK and West Yorkshire averages
- Although unemployment is low at 5% and our **employment rate** (70.5%) has risen since the recession, that figure is below a previous peak of 73%, and private sector job growth of +5% also lags the +12% GB average.
- There are fewer high value jobs than in some neighbouring districts and lower concentrations of **higher pay / productivity sectors** such as finance and insurance, ICT and professional services.
- Firms report wanting to **innovate** more but are constrained by time, finance, attitude to risk and lack of knowledge about innovation and its benefits. The same factors inhibit exports.
- A third of the population are qualified at NVQ level 4+, but 13% have no qualifications. There is **scope to close gaps to national average at all skills levels** and to further improve educational attainment, most notably in North Kirklees and parts of Huddersfield
- Kirklees residents' wages are around average for West Yorkshire, but **wages from workplaces** within Kirklees are the lowest in West Yorkshire at just below £460/week. Work to support upskilling, progression and business best practice will enable wage growth and productivity.

Raised ambitions and investment will unlock future opportunities and drive inclusive growth...

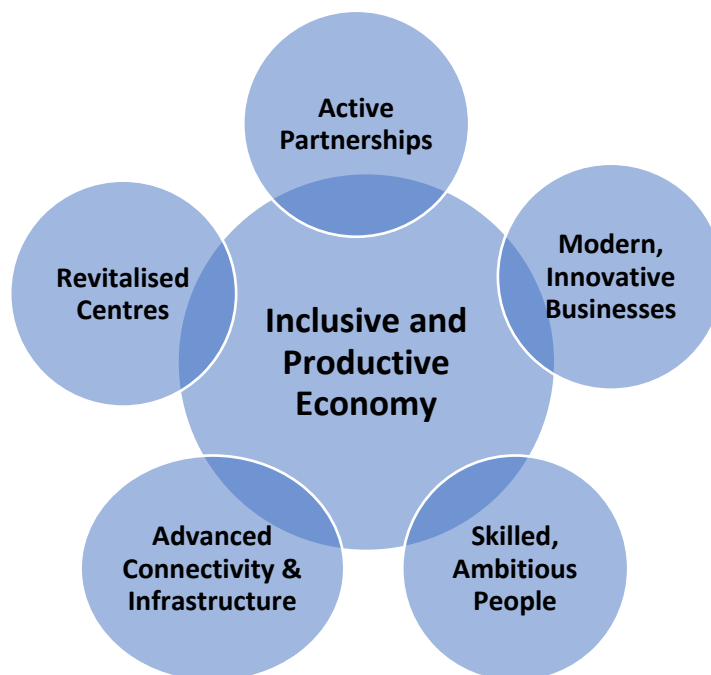
- **Levels of deprivation are falling.** Only 9% of areas in Kirklees are in the most 10% deprived in England – down from 14% in 2010 and in contrast to rising deprivation in neighbouring areas.
- A **planned £3 billion Transpennine rail upgrade** option would put parts of Kirklees less than 10 minutes away from Leeds and only 20 minutes from Manchester
- Great access coupled with the location of job opportunities drives a **high level of net out-commuting** (around 25,000 people) – especially to access higher skilled, higher paid jobs. Kirklees has opportunity to be an attractive base for commuters *and* create more good jobs locally.
- Future investments are set to drive further growth, jobs and inclusion - including ambitious plans for **10,000 new homes** by 2023.
- **Major investments and masterplans in Huddersfield and Dewsbury** will support their ongoing revitalisation, backed by plans for big developments, cultural assets and transport investment.
- Plans are in place to **maximise Gigabit, Superfast, Ultrafast, Mobile and WiFi access** across all geographical areas, including Gigabit speeds to all premises across Huddersfield town centre.
- There is great potential to **diversify the economy**, including in digital and creative industries, and for employment and supply chain initiatives to open up opportunities in construction, health and care.

3. OUR STRATEGY FOR AN INCLUSIVE AND PRODUCTIVE KIRKLEES ECONOMY

Five priorities will help to deliver our vision for a modern, inclusive and productive economy:

- 1. Modern, Innovative Business** - where we boost business ambitions, best practice and innovation to drive productivity and good jobs
- 2. Skilled and Ambitious People** - where we equip people with the skills, talents and confidence they need to access good, well paid jobs and to contribute to the economy so that sharing the fruits of prosperity is the norm
- 3. Advanced Connectivity and Infrastructure** - where we secure and maximise benefits from Transpennine rail upgrade, a Huddersfield-North Kirklees Leeds Inclusive Growth Corridor, 10,000 new homes and excellent digital and green infrastructure
- 4. Revitalising and Promoting Key Centres** – where we use a forward looking, place based approach across Huddersfield, North and South Kirklees to celebrate our district’s diversity
- 5. Active Partnerships** - where we build high impact partnerships across private, public and voluntary sectors, with a focus on how ‘anchor organisations’ can use their employment, procurement, assets and service delivery to build community wealth and achieve better outcomes

There are many assets and foundations already in place, and many programmes of work already being delivered, on which this strategy builds – we do not reiterate those in their entirety here. Instead five headline priorities which will drive progress are set out, each including a focused suite of action programmes that complement and build on existing activity. Together, this new and ongoing work will put Kirklees on a positive, long term trajectory that will deliver tangible change and transform outcomes on skills, productivity, wages, connectivity and disadvantage – leading to a strong, sustainable and inclusive economy with good jobs, better health and quality of life for all.



Proofing for Productivity and Inclusion

Each priority is taken forward by a number of *Action Programmes*, as listed in the table. These focus on the key challenges and biggest opportunities where partners can work together to make a difference. Reflecting our twin focus on productivity and inclusion, we have undertaken a high level analysis to assess and maximise the contribution of each Action Programme to both of these goals.

	Productivity Impact		Inclusivity Impact	
Priority 1: Modern, Innovative Business				
1. Business Ambitions and Best Practice	+	Focus is higher productivity		Some risk of job losses via tech/automation, counter via progression and retraining
2. Innovation Uplift	+	Innovation is a driver of productivity		Neutral impact. Extend focus beyond high tech to enhance.
3. Growth in Engineering & Advanced Manufacturing	+	Grow a high value sector and productivity within it	+	Includes wider routes into the sector, e.g. work placements, apprenticeships
Priority 2: Skilled and Ambitious People				
4. Aspiration Uplift	+	Raised skills support higher productivity	+	Focus on raising aspiration, confidence and skills, especially less advantaged areas
5. Health and Care Workforce	+	Focus on progression will assist productivity	+	Work and progression opportunities start at lower level
Priority 3: Advanced Connectivity and Infrastructure				
6. Transpennine Upgrade and the Huddersfield-North Kirklees-Leeds Inclusive Growth Corridor	+	Fast access will support efficient and productive business	+	Inclusive growth corridor focusses on widening job access from poorer areas
7. The Big Build	+	High quality, well connected housing offer that attracts skilled people	+	More/better homes will improve quality of life and affordability, including those on low incomes
8. Digital Infrastructure and its Application	+	Digital is a key driver for productive business	+	Only positive if this includes proactive work on digital inclusion and skills
Priority 4: Revitalising and Promoting Key Centres				
9. Huddersfield	+	Improved premises and digital offer will support productive business	+	Increased opportunities in the most accessible centre for those without a car
10. North Kirklees Growth Zone and Dewsbury Town Centre	+	Improved premises and digital offer will support productive business	+	Focus on the most deprived part of Kirklees
11. South Kirklees and Rural Areas	+	Improved premises and digital offer will support productive business		Largely neutral but benefits in pockets of disadvantage
Priority 5: Active Partnerships				
12. Anchor Organisations Network	+	Collaboration supports productive approaches	+	Benefits through community wealth, local jobs and social value

All twelve Action Programmes contribute to productivity, while nine of the twelve are expected to have a positive impact on those who are facing poverty and disadvantage, including but not limited

to the worst off 20% of the population, with the other three largely neutral but with key points noted on how to enhance their impact.

In addition, there are cross cutting opportunities to advance other goals that are important to Kirklees and partner organisations and which can enhance quality of life, sustainability and the economy. These are Health and Wellbeing; Digital; Environment and Green Infrastructure; Housing and Construction; and Anchor Organisations and Community Wealth. Section 4 on Delivery shows how these will be applied across the strategy. For example, in the case of Health and Wellbeing, actions such as creating healthy workplaces and good jobs and promoting active travel and green infrastructure will support an inclusive and productive economy as well as health in its own right. Work to further strengthen health-economy connections, for example with the Kirklees Wellness Model, will be ongoing, led at a senior level, and build wide understanding of shared goals and a focus on practical action.

PRIORITY 1: MODERN, INNOVATIVE BUSINESS

Stimulating business ambitions, best practice and innovation to drive productivity and good jobs

Our ambition and the rationale for action

Kirklees has many innovative, outward looking and growing businesses that make healthy and sustainable profits and support their workers through good jobs, incomes and progression opportunities. However, data suggests that on average, Kirklees businesses are making less use of high level skills, are less productive and pay lower wages than in neighbouring areas.

Fostering forward looking, ambitious business leadership and cultures will be central to reversing this trend, triggering uplift in investment, growth and exports, and underpinned by businesses planning, and full use of support and networks. So too is making innovation in its broadest definition real for many more businesses, cutting across sectors and supply chains and across products, technology, processes, services and business models. Our ambition is to create the best possible environment for businesses (including social enterprises) to grow and access the full range of support they need, including for SMEs which make up the bulk of our economy. We will apply this approach in depth in our advanced manufacturing and engineering sector, recognising its unique concentration here and its combination of breadth and high added value activities and niche strengths, and so consolidating Kirklees' position as a leading location for the sector.

The need to be outward and dynamic is amplified by Brexit. Businesses need to be ready to trade in new circumstances, withstand any difficulties and to seize new opportunities. We will help businesses to do so wherever they can and build strong relationships, especially with potentially mobile companies and foreign investors, to further embed them into the Kirklees economy.

Key assets and action to build on

- The University of Huddersfield and its role in higher level skills, enterprise, innovation and international profile, including through the 3M Buckley Innovation Centre
- Specialised advanced manufacturing support and innovation assets - including the Textile Centre of Excellence and the Kirklees College Process Manufacturing Centre
- Advanced Manufacturing and Engineering sector well positioned in relation to National and Leeds City Region Industrial Strategy and associated resources, with niche strengths and products critical to automotive, energy and low carbon supply chains
- Increasing understanding and opportunities arising from supply chain analysis
- A refreshed and joined up business growth support system, bringing partners and interventions together, and delivering single front door access to support, events and peer-to-peer networks
- A new partnership approach to promoting Kirklees as a place to invest and start up a business, including partnership between the Chamber of Commerce, FE College, University and Council
- Working with and backing small business by creating an Open for Business environment
- The Chamber of Commerce's Export Hub and work to help businesses to respond to Brexit

What we will deliver

Action Programme 1: Raising Business Ambitions and Best Practice

We will work systematically across partners with a business-facing role, and fronted by the private sector where possible, to design and deliver a campaign to raise business ambitions and encourage best practice to foster growth, productivity, exports, good jobs and incomes. This will include:

- Using media and events, networking and collaboration to celebrate success and share good practice across business and sector types, using advocates to make the case to others for action
- Fostering more networking and collaboration between businesses (including social enterprise) to facilitate mutual support, ideas, joint ventures, local supply chains and a spirit of enterprise
- Intensively communicating the range of available business support, whether public or private sector, online or in person (e.g. via a key account management approach and SME Growth Managers), or in Kirklees, the wider region or nationally. SMEs are a key audience in this respect
- Increasing awareness of business practice that drives productivity and good jobs – including innovation, exports, design, uptake of digital technology, use of quality apprenticeships, high level skills and staff progression, flexible working, resource efficiency and healthy workplaces

Action Programme 2: Deliver an Innovation Uplift

With the University of Huddersfield in the driving seat and bringing together business support and sector specialists, we will deliver action to promote an uplift in innovation in its broadest sense across sectors so that more businesses connect to innovation assets and apply creativity to drive their competitiveness and productivity. This will include:

- Securing a Digital Innovation Zone in Huddersfield by 2021 connected to the University and to the district's strengths in precision engineering and advanced manufacturing, textiles, big data and analytics; with digital transformation of businesses across sectors at its heart
- Targeted promotion of the innovation support available at local, Leeds City Region and national levels, and communication of innovation and creativity as core to modern business practice, including via business champions already applying and reaping benefit in their businesses
- Enabling innovation networks to be built that facilitate the exchange of practice and support better connections between business, the knowledge base and across value chains and sectors

Action Programme 3: Growth and Investment in Engineering & Advanced Manufacturing

We will build on Kirklees' distinctive strengths in this sector through an approach that combines Action Programmes 1 and 2 with a sector specific emphasis on skills and apprenticeships, supply chains, digital technology, resource efficiency and high quality infrastructure. This will include:

- Facilitating further links to university/FE expertise and sector crossovers to promote innovation
- Helping industry meet its labour and skills needs, and use this as an opportunity to create and fill both more quality apprenticeships (as routes into the sector) and high skilled, high value jobs
- Supporting trade and exports, attracting investment and developing supply chains post-Brexit
- Prioritising industry's needs in the development of employment sites and business premises
- Building mutually beneficial links with other key sectors in Kirklees and Leeds City Region e.g. creative and digital, construction, financial and professional services, health and low carbon

The shape of success

The Big Win: Secure a Digital Innovation Zone by 2021 linked to the University of Huddersfield

The Long Term Outcome: Ambitious and confident businesses investing in best practice and growing as a result – leading to greater productivity (GVA/hour) and private sector jobs

PRIORITY 2: SKILLED AND AMBITIOUS PEOPLE

Equipping people with the skills, talents and confidence they need to access good, well paid jobs and to contribute to the economy so that sharing the fruits of prosperity is the norm

Our ambition and the rationale for action

In our modern, inclusive economy, we want every person to reach their potential. Improving the lifelong learning journey is central to achieving this. Kirklees benefits from a strong education and skills landscape, with high performing colleges and a world-class university. However, there remains too big a gap in education, skills and employment outcomes – across different parts of the district and often with national averages. This means that too many people are not fulfilling their potential because they are not equipped with the skills that command good wages and life opportunities, and that businesses are not equipped with the capacity they need to thrive.

We want more people to break away from this trajectory, demanding better outcomes, and for this to be the case from early years onwards. We want people to aspire to acquiring new skills, especially when that means equipping themselves with the ability and confidence to progress into better paid, more secure work that is less vulnerable to replacement by automation. This must be matched with a fresh desire by business to engage with the skills system, recognising the value of investment in workforce development in boosting competitiveness, growth and productivity (see Priority 1) and engendering an upward cycle of higher level skills and wages.

There are specific opportunities in the Health and Care sector, where filling vacant roles and enabling progression would provide routes into work and enhance health and care outcomes.

Key assets and action to build on

- High performing colleges and university with strong links to business
- A Learning Plan in place centred on giving our young people the best start in life, from quality childcare and early years settings (including to unlock barriers to work) through to learning and education and ensuring children achieve well and leave school ready for life and work
- A Post-16 Employment and Skills Plan and joined up skills system designed to help people improve their skills and prospects across their working lives, with a focus on key sectors of manufacturing and engineering, health and social care, creative and digital, and construction
- Strong buy in and performance in apprenticeship delivery, with Kirklees College the top further education apprenticeship provider in West Yorkshire and 10th in England
- Increasing integration of the employment and skills offer which incorporates a strong *Works Better* employment programme, adult and community learning programmes and third sector led *Community Learning Works* programme
- One of 10 Local Authorities to secure a National Careers Hub
- Joint Health and Wellbeing Plan and associated frameworks and activity

What we will deliver

Action Programme 4: Deliver an Aspiration Uplift

Working across the district's education and skills system, and taking into account the contexts of culture, exclusion and disadvantage that can curtail self-belief and limit opportunity, we will deliver a programme targeted on expanding horizons, equipping people with the confidence to unlock their

ambitions and tackling social mobility. This will cover both under 25s and adults, and combine employability and 'soft' skills with specific qualifications and training (or retraining). It will include:

- Designing and delivering a campaign with and for young people to heighten understanding of the value of studying, to broaden learning and career horizons, and raise confidence as a route to social mobility, including by influencing families, teachers, providers and businesses
- Prioritising excellent careers information, advice and guidance for all ages and points in working life, aligned to key skills sectors, and facilitated by improved access to information on current and future skills to guide people to support on retraining and upskilling for in-work progression
- Strengthening business-education links with a focus on key sectors including work experience, mentoring, graduate placements, employability and STEAM skills
- Working to increase the number, range and quality of apprenticeships – including degree level
- Raising awareness of the value of investing in workforce skills linked to Action Programme 1
- Working to increase the number, range and quality of apprenticeships, including influencing provision and promoting uptake of higher and degree level apprenticeships
- Widening participation activity to build higher level skills (and fostering business uptake of them)
- Prioritising digital skills, including by working with the creative and digital sector

Action Programme 5: Integrated Health and Care Workforce Development

There are specific opportunities in the Health and Care sector, where filling vacant roles and enabling progression would provide routes into work and enhance health and care outcomes – if complex barriers including overcoming traditional organisational and professional boundaries, pay, perceptions and career structures can be overcome. The Kirklees Integrated Care Workforce Development Steering Group is looking at workforce planning and progression across a wide range of health and care roles (except high skilled, medical and technical roles in hospitals), including community-based ones. It will lead design and delivery of an 'Integrated Care Workforce Development' initiative that will involve:

- Improving and widening progression paths from less skilled and low paid roles into more highly skilled and better paid health and care careers – leading to higher recruitment and retention
- Working with the sector to address barriers that prevent uptake and mobility within it, e.g. historical organisational and professional boundaries, improving the transferability of skills, and with the education sector and others to promote opportunities
- Supporting delivery of the Health and Wellbeing Plan by helping to recruit, train, and retain a workforce that can support more integrated ways of working and in particular Primary Care Networks and the wider integration of health and social care
- Potential collaboration across West Yorkshire and Harrogate where issues are shared and joint action makes sense

The shape of success

The Big Win: An Integrated Care Workforce Development initiative that increases uptake of roles and progression in the sector, including by disadvantaged groups, and enhances care and support

The Long Term Outcome: Improved skills at all levels and especially levels 4 and 5, boost in median weekly workplace wages, and reduced in-work benefit claimant rate

PRIORITY 3: ADVANCED CONNECTIVITY AND INFRASTRUCTURE

Secure Transpennine rail upgrade, a Huddersfield-Dewsbury-Leeds Inclusive Growth Corridor, 10,000 new homes and excellent digital and green infrastructure

Our ambition and the rationale for action

Kirklees will take a prioritised and integrated approach to securing high standards of connectivity and infrastructure. That will facilitate business growth and investment and maximise access to jobs and opportunities, especially from deprived areas. Focus on public transport, active travel and modal shift will support the quality of our places, health, inclusion and air quality; and safe, joined up cycling/walking routes and facilities are important across Kirklees and within specific priority actions.

Kirklees is well positioned for Transpennine rail the M62 and M1, but there are delays on key routes and there is a strong case for transport improvements. Priorities are the speed and capacity of services on key corridors, especially those connecting Huddersfield and North Kirklees to each other and to Leeds and Manchester. Longer term priorities include direct rail from Huddersfield to London and faster, more frequent services to Sheffield. There is great potential to enhance housing too, and to connect transport, housing and economic planning. Incorporating green infrastructure into developments will enhance local environments, health, perceptions and can reduce flood risk.

Digital connectivity will be integral to seizing business opportunity, raising productivity and ensuring a skilled and inclusive society. That includes securing excellent infrastructure, including in rural areas, as well as heightened business application of digital technology and building digital skills.

Key assets and action to build on

- Geographic position at the heart of the North, close to the M1 and M62
- Transpennine Rail services to Leeds and Manchester, and expected upgrade of these
- Inclusive Growth Corridor potential that fits West Yorkshire transport and Industrial Strategy ambitions, and other schemes progressing through West Yorkshire Plus Transport Funding
- A new Local Plan that sets out and supports housing and transport priorities
- A Digital Infrastructure Development Plan to further improve broadband coverage
- Superb green infrastructure and expertise and commitment to integrate it into development
- A wealth of mills and listed buildings with potential for conversion to business and housing use
- Local Walking and Cycling Infrastructure Plan and Strategic Framework

What we will deliver

Action Programme 6: Transpennine Rail Upgrade and the Huddersfield-Dewsbury-Leeds Inclusive Growth Corridor

We will work to secure Transpennine rail upgrade from Manchester to Leeds via Huddersfield / Dewsbury to radically improve speed, capacity and reliability. This will be at the centre of a broader Huddersfield-North Kirklees-Leeds Inclusive Growth corridor to better connect people in disadvantaged areas to jobs and opportunities, linked to a Leeds Road 'Smart Corridor'. The Inclusive Growth corridor will improve and better utilise key public transport corridors from Dewsbury and North Kirklees to Leeds and Huddersfield to enhance access to jobs/training and to help attract investment in and around the corridor area –alongside wider work on skills and inclusion to enable people access opportunities. Work within this Action Programme will include:

- Case making and influence to secure the best possible Transpennine upgrade outcome
- Maximising local benefit from the upgrade and using it in promoting Kirklees to investors
- An Inclusive Growth Corridor centred on Dewsbury/North Kirklees to help unemployed and low skilled people access jobs/training in Leeds and Huddersfield by public transport and active travel
- Incorporating better connectivity between North Kirklees and Bradford into the above, and securing commitment to mass transit stations in Cleckheaton and Heckmondwike
- Improved station and services from Mirfield and Ravensthorpe via station remodelling
- Defining and seeking resources for a 'Smart Corridor' network that combines transport improvements in key corridors with quality design, digital connectivity and green infrastructure
- Delivering a Leeds Road Smart Corridor from Huddersfield to Cooper Bridge as an exemplar – to improve multi-modal access to key assets/sites and link to the Inclusive Growth Corridor

Action Programme 7: Deliver the Big Build

We will deliver the Kirklees Housing Strategy and ambitious plans for more and better housing - creating construction industry, health, inclusion and wider benefits in the process. This will include:

- Building 10,000 homes within 5 years in line with the Local Plan, 1,000 of them on Council land
- A focus on quality and distinctiveness and a mix of housing types and tenures that meet local and affordability needs and appeal to the skilled workers we want to attract into Kirklees
- High energy and green infrastructure standards to support health and reduce fuel poverty
- Digital connectivity that equips more properties for home working or running a microbusiness
- Connecting people to construction jobs and procurement that supports local supply chains
- More housing within heritage and town centre buildings alongside business and wider uses
- Managing, maintaining and regulating existing housing to fit with all of the above goals
- Access to work, health and leisure facilities, including by cycle/walk routes and public transport

Action Programme 8: Secure top class digital infrastructure and its application

Digital connectivity is integral to business opportunity, productivity and a skilled and inclusive society. Excellent telecoms infrastructure, above ground and below, is vital to both our busiest towns and our most rural communities. We will deliver the Kirklees Digital Plan and associated activity to support digital infrastructure and the digital economy more broadly. This will include:

- Maximising gigabit, Superfast, Ultrafast, Mobile and WiFi access across all geographical areas
- Establishing free WiFi in Huddersfield, Dewsbury and Holmfirth
- Removing barriers to digital infrastructure investment and planning for infrastructure growth by determining sites for data centres, masts and aerial infrastructure in advance of demand
- Ensuring that digital infrastructure expansion and provision is at the heart of planning applications and transport schemes
- Leveraging our infrastructure as a catalyst for innovation
- Integrating digital infrastructure with action to promote the use of digital as part of modern business practice; building digital skills and inclusion; and facilitating digital sector growth

The Shape of Success

The Big Win: Transpennine upgrade and an Inclusive Growth Corridor - together offering fast connections to Leeds and Manchester, and improved access to jobs and opportunities for those in disadvantaged areas of North Kirklees and Huddersfield

The Long Term Outcomes: High-speed, reliable internet access and above average uptake; faster rail travel; more journeys by public transport and active travel; housing numbers and affordability

PRIORITY 4: REVITALISING AND PROMOTING KEY CENTRES

Using a forward looking, place based approach to revitalising and promoting centres across Huddersfield, North and South Kirklees to celebrate our district's diversity

Our ambition and the rationale for action

We want all places across Kirklees to thrive and have civic pride based on their distinctive identities and assets, to be successful economies themselves, connect to one another and contribute to a prosperous and inclusive district. As Kirklees is the sum of the places within it, we will enable locally tailored approaches to the development of our places, including engaging communities using the 'place standard' process as well as masterplanning and place branding approaches.

Like other towns, Huddersfield and Dewsbury face the challenge of a declining retail sector and need to repurpose and secure investment to be vibrant and successful. There are major investments in the pipeline in both places and positive progress is becoming evident in Dewsbury, linked to the North Kirklees Growth Zone. More widely, small towns, villages and rural areas, such as in South Kirklees are important in their own right and to the success of Kirklees overall. While they can face challenges such as accessibility and affordable housing, they possess real assets which mean they are (or can become) hubs for enterprise and magnets for tourism.

In addition to place-specific programmes, we will deliver interventions and place brand at Kirklees level where that works best. For example, a range of quality, modern sites, premises and enterprise hubs is needed to support new and growing businesses across Kirklees, and there is good potential to utilise mills and heritage buildings for this purpose and wider uses in centres across Kirklees.

Key assets and action to build on

- *In Huddersfield:* the University of Huddersfield, the football and rugby teams and John Smith Stadium, distinctive and listed buildings, Transpennine rail, Kirklees College and the Waterfront development, the new leisure centre and Greenhead Park.
- *In North Kirklees and Dewsbury:* distinctive buildings and a heritage initiative helping to restore landmark assets, fast rail connections to Leeds and Huddersfield, town centre living potential, a new learning quarter, public realm improvements, a planned £15m Spen Valley Leisure Centre development; a masterplan in place and delivery of the North Kirklees Growth Zone underway.
- *In South Kirklees and rural areas:* attractive centres such as Holmfirth and the Holme Valley, Colne Valley and Denby Dale with visitor economy strengths, attractive environments and quality of life that draws in entrepreneurs, skilled workers and visitors with money to spend.

What we will deliver

Action Programme 9: Huddersfield

Huddersfield is one of the largest towns in England and has many of the features and assets of a city. It has some fine assets but faces challenges around retail and securing new investment and purpose. Our ambition is for a sustainable, healthy and high quality centre with a widened and higher quality commercial, residential, cultural, leisure and retail offer, backed by strategic development and marketing. This will include:

- Place branding that promotes Huddersfield and connects with a wider Kirklees narrative
- Masterplan development and delivery with key elements expected to include:
 - Major investment and transformations at key sites and areas – including Station Gateway and St George’s (including the former Kirklees College site), Southgate, Queensgate, St Peter’s, New Street and the Civic Quarter
 - Putting the ring road within a ‘place first approach’ and good connections to key assets outside of the ring road (notably the University)
 - More business space and presence including high quality offices and creative spaces
 - More town centre living including apartments (not only student accommodation)
 - Widened cultural offer including a mid-sized music venue, upgraded museum and art gallery and expanded event programme
 - Coherent streetscape and zoning with high quality public realm and green infrastructure network
 - Empty/underused heritage/listed buildings brought back into use and exploited as assets
 - A Huddersfield Heat Network with energy saving and cost benefits for town centre premises
 - Investment by City Fibre planned to offer Gigabit speeds to premises across the town centre
- Delivering The HD One development and mutual benefits between it and the town centre
- Securing a direct rail service to London

Action Programme 10: North Kirklees Growth Zone and Dewsbury Town Centre

North Kirklees faces the greatest economic challenges in the district but also presents significant opportunities for a bold new business, education and housing offer. These are being seized by private and public sector partners working together across the North Kirklees Growth Zone. Central to this is the transformation of Dewsbury town centre, revitalising it as a thriving market town that is a great place to live, taps into the potential of its people and maximises the benefits of its transport links and location. Subject to the adoption of the Local Plan, this will include:

- Delivery of the North Kirklees Growth Zone, including:
 - Unlocking major housing development sites at Dewsbury Riverside (4,000 new homes); Chidswell (1,500 new homes); and Soothill (350 new homes); plus delivery of new homes in Dewsbury town centre
 - In addition, delivery of a 35-hectare business park at Chidswell
 - Delivery of supporting strategic road improvement schemes along the A653 and A644 corridors, and transport solutions that link housing growth sites to employment opportunities in Wakefield, Leeds, Huddersfield and Manchester
- Delivery of the Dewsbury Town Centre Strategic Development Framework and its three aims of:
 - Increasing activity through new residential, commercial and educational opportunities by bringing historic and vacant building back into use, supporting business growth and key projects including the refurbishment of Pioneer House, the development of a residential offer, and a Heritage Action Zone
 - Making the town centre more attractive, safe and welcoming and making the most of the town’s heritage and public realm
 - Improving accessibility and access in and around the town centre via sustainable modes

Action Programme 11: South Kirklees and Rural Areas

Our ambition is to facilitate action that allows small towns, villages and rural areas to fulfil their potential, to promote them positively and to maximise positive connections between their success and that of Huddersfield and North Kirklees. This will include:

- Using the Place Standard approach to engage with businesses and communities in individual places within South Kirklees and to identify issues, opportunities and ways forward
- Improving digital connectivity (see also Priority 3) and exploiting opportunities in the sector
- Ensuring that there are small scale business premises and enterprise hubs to enable small businesses to start up and grow – with focus on use of vacant/underused buildings (e.g. mills)
- Promoting the value of distinctive, small-scale business clusters in individual places, such as around the visitor economy, culture, and land based and environmental industries
- Ensuring that green infrastructure and natural flood management contribute to Kirklees' goals on health and recreation, the environment, quality of place and flood prevention
- Promoting places individually or collectively through place branding work for South Kirklees

The shape of success

The Big Win: Place branding leading to improved place profile(s) and town centre masterplans being delivered in Huddersfield and Dewsbury, with development progressing at key sites such as St George's, Southgate, The HD One, Pioneer House and across the North Kirklees Growth Zone

The Long Term Outcome: quality environments/centres including commercial space and residential units, improved perceptions leading to investment and greater footfall in town centres

PRIORITY 5: ACTIVE PARTNERSHIPS

High impact partnerships and anchor organisations using their employment, procurement, assets and service delivery to build community wealth and achieve better outcomes for our district

Our ambition and the rationale for action

This is a strategy for the whole of Kirklees, owned and delivered by the private, public and voluntary sector working together, and facilitated by new approaches to engaging with business and communities across Kirklees' many distinctive places. It is a strategy that enables people and agencies to play to their strengths in pursuit of shared priorities. By focusing on a concise set of high impact action programmes, we are creating the conditions for people to come together to share practice, knowledge, and resources and to develop joined up solutions to the challenges and opportunities our district faces.

We see particularly wide scope for action across our '*anchor institutions*'. These large, well established organisations – including our colleges, university, hospital trusts, housing providers, large businesses and the local authority – are rooted in our district and, through their spend, employment practices, services and use of land and assets, can play a key role in improving local economic, social and environmental wellbeing. For example, if large anchor organisations in Kirklees spend more money in local supply chains, employ more local people, support social mobility and lead the way on healthy workplaces, that will lead to more contracts for businesses, more local people in good jobs and improved wellbeing. In addition, smaller community/vcs organisations, often in disadvantaged neighbourhoods, can act as 'community anchors' that support local communities and connect residents to opportunities.

In Kirklees we are committed to considering the enhanced social value that we can achieve via the money we invest in public service contracts, and have undertaken analysis via the Centre for Local Economic Strategies (CLES) on local procurement to develop our baseline and to help define our ambition. We believe that the scale of opportunity to act differently, to root this wealth here and so achieve more for local business, people and places is significant and we will act accordingly using a focus on progressive procurement.

Key assets and action to build on

- Anticipated formation of a new economic partnership, plus well established partnership on health and wellbeing
- Business Voice/Huddersfield Unlimited proactively supporting the town's economic development, promotion and investment proposition; and active business networks and groups including the Chamber of Commerce, FSB and Kirklees & Calderdale Manufacturing Alliance
- Committed and capable vcs organisations – with potential for further contribution and growth
- Commitment by anchors to work together, and work carried out on local spend and supply chain analysis and city region anchors programmes that provided assets, tools and energy
- Commitment to maximising social value outcomes through the commissioning and procurement of public sector spend on goods and services using the principles of local wealth building

What we will deliver

Action Programme 12: Anchor Organisations Network, Social Value and Supply Chains

Kirklees will adopt a focus on community wealth building via a partnership of anchor organisations committed to working together. This will include:

- Establishing then running and maximising local and economic benefit from a Kirklees Anchors Network where each anchor is represented and can take leadership for driving change
- Anchor organisations working collaboratively and corporately to support inclusive growth and the local economy across procurement, workforce, land property and assets, and the democratic ownership of the local economy, with the Council leading by example
- Carrying out annual supply chain analysis and identification of influenceable spend and local opportunities
- Supporting suppliers in areas of deprivation to offer opportunities to local people and deliver social value
- Exploring scope to increase and expand the voluntary, community and social enterprise sector's contribution to, and integration with, the public sector via a co-commissioning framework

The shape of success

The Big Win: Kirklees Anchor Network playing an active role in increasing local employment, supply chains and social value

The Long Term Outcome: Rising percentage of procurement spend in Kirklees and West Yorkshire (resulting in business growth and local employment), a more inclusive labour market and more good jobs

4. DELIVERY

Delivery and Action Planning

This strategy will be delivered by partners across Kirklees – public, private and third sector - who are able to contribute. Kirklees Council will play a driving and coordinating role to support that and make sure that progress is tracked, with a Kirklees Economic Partnership having overall oversight.

For each Action Programme, individual lead partners and other key partners they will co-ordinate with, are detailed in the Delivery Overview table below. This also includes an indicative timetable – short (up to 2 years), medium (up to 5 years) or long term (beyond 5 years) to kick start then deliver in good part or full the relevant intervention and put it onto a sustainable footing.

Action Programme	Lead (in bold) & supporting partner organisations	Timeframe
Priority 1: Modern, Innovative Business		
1. Raising Business Ambitions and Best Practice	Business support network + University, College, private sector	Short
2. Innovation Uplift	University of Huddersfield + Kirklees Council, business support network, West Yorkshire Combined Authority (WYCA)	Medium
3. Growth in Engineering & Advanced Manufacturing	Business support network + University, College, private sector	Short
Priority 2: Skilled and Ambitious People		
4. Aspiration Uplift	Kirklees Council + schools, colleges, University, third sector, private sector, major sports teams	Short
5. Health and Care Workforce	Health and Care Executive + Kirklees Council, VCS, health and care system	Short
Priority 3: Advanced Connectivity and Infrastructure		
6. Transpennine Upgrade and the Huddersfield-Dewsbury-Leeds Inclusive Growth Corridor	Kirklees Council + WYCA, transport providers, public sector, Transport for the North	Medium/ Long
7. The Big Build	Kirklees Council + WYCA, transport providers, public and private sector	Medium
8. Top class digital infrastructure	Private sector + Kirklees Council, DCMS, WYCA, University	Short / Medium
Priority 4: Revitalising and Promoting Key Centres		
9. Huddersfield	Private sector + Kirklees Council, University, Huddersfield Unlimited, private sector, culture sector, VCS, WYCA	Medium
10. North Kirklees and Dewsbury town centre	Private sector + Kirklees Council, Kirklees College, VCS, WYCA	Medium
11. South Kirklees and Rural Areas	Private sector + Kirklees Council, business support network, VCS	Medium
Priority 5: Active Partnerships		
12. Anchor Organisations Network	Kirklees Council + Kirklees Anchor Organisations	Short

At this point, all partner roles and timetables are provisional and subject to confirmation by those involved. Once agreed, the lead partners and collaborators will typically come together early in 2019 to action plan accordingly, setting out detailed tasks, responsibilities, timetabling and resourcing.

Kirklees Council will co-ordinate this process and collate the individual action plans into an overall KES Implementation Plan by mid-2019 and then monitor and manage ongoing progress. Progress will be reported to and overseen by the Kirklees Economic Partnership once established, who will, with the Council, review the strategy periodically as appropriate.

All action programmes that are in or relate to communities will be designed and delivered with input from the relevant communities to ensure an approach based on working together not ‘doing to’.

[NB the above is holding text – to be revised for final version based on advice from steering group]

Measuring Success

Our framework for measuring success is based on tracking our central goals of productivity and inclusion and the regeneration of our key centres. We use five headline success measures to do this, and specific indicators for each of these are shown in the table. For some measures, more than one indicator is required to fully capture the key things we want to achieve.

In addition to headline indicators we will track and report on all 18 of the measures (as far as data allows) in the indicators framework for measuring inclusive growth³ produced by Sheffield Hallam University on behalf of the Joseph Rowntree Foundation (JRF). The headline measures in the table below are consistent with key aspects of that framework for inclusion and prosperity.

Headline success measures	Indicators
Incomes	Household disposable incomes
	Median wages
	Incomes of the lowest paid 20%
Productivity and growth	GVA per worker per hour
	GVA per capita
Skills	% of population with NVQ level 4+
	% of population with NVQ level 2+ (and other skills levels)
Employment	Employment rate
	Unemployment rate
Better Places	Town centre footfall and tangible regeneration in Huddersfield and Dewsbury

Data is for working age population where relevant

The goal will be to perform better on all of these measures year by year to benefit people and businesses, and to improve our position compared to Leeds City Region/West Yorkshire and national averages. Where data allows, we will also monitor the extent of inequalities and diversity across Kirklees with a view to these decreasing over time. On jobs, our specific targets are for an employment rate of around 75% (or more) by 2031 and for unemployment to fall to an average of 4% or below – both of which are consistent with the new Kirklees Local Plan.

In parallel with success on these indicators, we will use proxy measures, surveys or qualitative assessment to track progress against goals that cannot be measured easily at Kirklees level or in numbers alone – for example in relation to innovation, exports, quality of life, quality of place, green infrastructure, culture and the overall sense of ambition. We will also look to enhance our data and

³ C.Beatty et al, A framework of indicators for measuring inclusive growth, CRESR, Sheffield Hallam University, July 2015

intelligence capabilities and communication, including through partner collaboration, open data and the ability to undertake horizon scanning analysis.

Cross Cutting Opportunities

This strategy focuses on the key priorities and a focused suite of action programmes for Kirklees to put onus on a deliverable set of impactful interventions. Hence it does not cover all the goals, opportunities and work programmes that Kirklees is committed to taking forward. Instead, the table below shows how opportunities under key themes can be progressed through the way in which delivery is done under all five priorities.

Cross Cutting Opportunity	Priority				
	Modern, Innovating Businesses	Skilled and Ambitious People	Advanced Connectivity and Infrastructure	Key Centres	Active Partnerships
Health and Wellbeing	Healthy workplaces	Good jobs support good health and vice versa Health and Care workforce	Health benefits of active travel Transport planning and air quality	Design in and enhance green infrastructure for physical and mental health benefits	Partners to set an example as healthy workplaces
Digital	Capitalise on digital technology across businesses	Digital skills and inclusion	Digital infrastructure	Digital infrastructure	Apply digital for efficiency reasons and social benefits
Environment and Green Infrastructure	Resource efficiency Low carbon growth	Green jobs and volunteering - progression routes	Active travel Green infrastructure and flood prevention	High environmental standards in buildings, Green infrastructure Re-use heritage	Incorporate environmental goals into social value approaches
Housing and Construction	Construction sector growth and supply chains	Construction sector jobs and apprenticeships	Public transport connections between new housing and centres of employment	Housing as part of town centre renewal and re-use of buildings	Anchors include bodies with a housing role and construction sector link
Anchors and Community Wealth	Local procurement, supply chains and circulation of wealth Grow social enterprise	Model employers for local recruitment, pay and progression, etc.	Local procurement opportunities for transport schemes and infrastructure	Collaboration in planning development and buildings that anchor places	Kirklees Anchors Network

October 2018

LOCAL WEALTH BUILDING IN KIRKLEES: PHASE 1

Final report prepared by

Centre for Local Economic Strategies

Presented to

Kirklees Council

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EXECUTIVE SUMMARY

This report for Kirklees council marks the beginning of its journey to develop a more inclusive economy and growth through a new approach to economic development, 'local wealth building'. In so doing, the Council joins a progressive movement of local authorities using this approach from Barcelona and Bologna to Preston and Salford.

The mobilisation of a local wealth building approach requires political buy-in and leadership at the highest level. The Cabinet's commitment to this progressive programme of work is therefore an important first step. In phase one of this work, the Centre for Local Economic Strategies (CLES) has focussed on understanding more about the procurement spend of Kirklees Council, and the behaviour of their supply chain. This strand of the work aims to embed an approach that sits at the heart of Kirklees Council's corporate priorities and brings greater benefit for Kirklees in local economic, social and environmental terms. The report also provides an overview of broader local wealth building activity amongst other anchor institutions in the borough. The recommendations contained within this report will clearly articulate what needs to happen next to make the achievement of an inclusive economy a reality in Kirklees.

Why this work is important

It is now increasingly obvious that that our current growth model is failing. Last year, OECD data showed that the UK is the only developed economy in which wages fell while the economy was actually growing, albeit meagrely.¹ The UK is an economy where one in eight workers live in poverty,² and where 1.3 million people (including children) rely on food banks.³

Fuelling this inequality is the fact that the fruits of growth are too readily extracted by the already wealthy few, rather than increasing incomes for the majority. The problem is not just a lack of wealth but where this wealth goes, who owns it and who benefits from it. At a local level, the prevailing model of economic development has failed to engage with these questions of wealth distribution, focusing instead on generating contributions to GDP.

In Kirklees, where parts of the district are in the top 10% most deprived areas in the country, the council has committed to boosting and improving social and economic opportunity to create an inclusive economy. In order to achieve these aims, however, radical change is needed through the implementation of a local wealth building approach.

What is an inclusive economy?

An inclusive economy is an economy which is focussed on social goals, social justice, environmental sustainability and prosperity for all. It contrasts to inclusive growth which aims to improve living standards and share the benefits of increased prosperity more evenly across social groups. From an inclusive growth perspective, inclusion is about what happens socially to growth after we have growth. Whilst helpful, however, this aim is limited, and limiting, given the scale of the social issues and economic challenges facing our society.

By contrast, an inclusive economy offers a more voracious conceptual frame to the social benefits that flow from, or feed into, economic activity. In essence, an inclusive economy is a functioning economy which is intrinsically married to social goals, social justice, environmental sustainability and prosperity for all. This is not inclusion after the fact of growth, or inclusion which fits within a liberal market frame. Instead inclusive economy seeks to develop inclusion with or without growth, whilst seeking to address the fundamental social flaws of market liberalism. Inclusive economy is not merely about the poor social effects of economic growth outcomes, it is about addressing the causes which are created by the market liberal approach to growth. This agenda is aligned to a belief in heterodox economics and new forms of economic democracy and urban development such as new municipalism,⁴ an alternative characterised by the current wave of progressive policy and practice, emerging across Europe and beyond. This new wave is driven by a need for resilience, and a much deeper concern for place action on economic and social justice.

Consequently, this approach prompts local government to take a more 'activist' position: stepping into the market to enable, mediate and cajole other actors as a means of maximising local community and commercial benefit. Fundamentally this relates to building local wealth, securing social outcomes and new models of

¹ <https://www.ft.com/content/83e7e87e-fe64-11e6-96f8-3700c5664d30>

² <https://www.jrf.org.uk/press/uk-poverty-2017-country-reaches-turning-point>

³ <https://www.independent.co.uk/news/uk/home-news/food-banks-uk-how-many-people-adults-poverty-a8386811.html>

⁴ <https://cles.org.uk/blog/local-government-the-commons-the-time-has-come/>

ownership. Above all, this is about the principle of economic gains, which occur through the actual functioning of the economy, not just via 'after-the-fact' benefits or through the redistribution of any growth. Work by CLES with Local Municipalities (i.e. Barcelona, Oldham, Preston and Birmingham) and similar work of organisations such as The Democracy Collaborative in the USA, is reflective of this new wave.

What is local wealth building?

As a fundamental driver of this new approach, local wealth building aims to reorganise and control the local economy so that wealth is not extracted but broadly held and generative, with local roots, so that income is recirculated, communities are put first and people are provided with opportunity, dignity and well-being. Through local wealth building we are seeing a democratic, social and economic movement, which seeks to provide resilience where there is risk and local economic security where there is precarity.

Local Wealth Building has a particular focus on the activities of anchor institutions. Anchor institutions are large established organisations, rooted in local communities, which can improve local economic and social wellbeing through the use of their spend, employment practices, and use of land and assets.

At the heart of the Local Wealth Building approach, then, are four strategies for harnessing existing resources to enable local economies to grow and develop from within.

- 1) Procurement - Progressive procurement can develop dense local supply chain of local enterprises, SMEs, employee owned businesses, social enterprises, cooperatives and other forms of community ownership. This type of procurement is locally enriching because these types of businesses are more likely to support local employment and have greater propensity to retain wealth and surplus locally.
- 2) Employment - Often the biggest employers in a place, the approach that Anchors take to employment can have a defining effect on the employment prospects and incomes of local people. Recruitment from lower income areas, commitment to paying the living wage and building progression routes for workers are all examples of the actions Anchors can take to stimulate the local economy and bring social improvements to local communities.
- 3) Land and Assets - Anchors are often major land holders and can support equitable land development (through establishment of Community Land Trusts) and development of under-utilised assets for community use. In terms of financial investments, directing pension funds to local investment priorities can bring transformative capital to locally rooted enterprises.
- 4) Democratic Ownership of the Local Economy - At the heart of Local Wealth Building is the principle that wealth is broadly held. Cooperatives, mutually owned businesses, SMEs, municipally owned companies and local banks enable the wealth generated in a community to stay in that locality and play a vital role in counteracting the extraction of wealth.

What does the report tell us and what should Kirklees do next?

The initial phase of work in Kirklees has, as noted above, focused on procurement as well as providing an overview of broader local wealth building activity amongst other anchor institutions in the borough.

The headlines from CLES's research here are encouraging.

- ❑ 44% of Council spend with its top 300 suppliers (by value) is with Kirklees based suppliers.
- ❑ There are also many encouraging signs of local wealth building activity amongst the wider group of anchors:
 - Some are already strong on local procurement and using their land and assets to benefit the community.
 - All of the wider anchors we spoke to are promoting social value through progressive employment practices.

However, with a local wealth building focus, far more wealth and surplus could be retained locally in Kirklees. Starting from a similar position, Manchester City Council increased their local spend by around 20% over a 5 year period which was estimated to have created 6,000 more jobs in Manchester. In a similar timescale, and by focusing on spend across all of its anchor, Preston has managed to inject an additional £70 million back into its local economy and raise itself out of the bottom 20% of the index of multiple deprivation.

These are concrete examples of what can be achieved through a local wealth building approach and Kirklees now has the opportunity to do the same. To show the huge potential that this agenda has for the Kirklees economy, take the scenario that Kirklees Council increases the proportion of local spend with the top 300 suppliers by 10% from the CLES baseline (an increase from 44% to 54%). We can estimate that this would represent an additional £102 million being invested in the Kirklees economy by the end of 2021/22.⁵

The recommendations provided at the end of this report provide a clear plan for the Council to take the lead on creating an inclusive economy and growth in Kirklees. Whilst all are important, the following three recommendations are key.

To ensure that the local wealth building approach is embedded as a key corporate priority in the Council, we recommend that a cross departmental working group is formed, charged with coordinating and driving forward local wealth building across the 4 strategies of: procurement, workforce, land property and assets, and the democratic ownership of the local economy

See Recommendation 1.

The Council should take the lead on establishing a permanent (and externally facilitated) anchor network comprising representatives from each anchor institution who perform a leadership role and, as such, are responsible for driving forward change.

See Recommendation 6.

There is the potential to increase and expand the VCSE sector's contribution and integrate it more fully into that of the public sector. In order to facilitate this action, we recommend the establishment of a co-commissioning framework. This framework will put co-production at the heart of commissioning, involving the VCSE in the earliest stage of needs analysis, review, planning and service development, putting strong resilient and inclusive communities at the heart of the future health and care system.

See Recommendation 7.

111,487,463

⁵ Spend with Kirklees based organisations in 16/17 was £111,487,463 (44.3% of total spend with the top 300 suppliers), if the proportion of total spend with Kirklees suppliers was 54.3% at the same level of total spend, this is an increase in local spend of £24,293,124. From CLES' survey of suppliers it was found that responding suppliers re-spent 20p in every £1 of Council contract value on Kirklees based employees and suppliers of their own. Applying this ratio to the uplift equates to an additional £4,858,625. Adding these two figures together equals £29,151,749.

To generate the figure of £102 million, we have multiplied the £29,151,749 by 3.5 (for the full financial years 2019/20, 2020/21 and 2021/22 and the remaining 6 months of financial year 2018/19). This scenario assumes spend with the top 300 suppliers remains at £251.4 million per year until 2021/22.

1 INTRODUCTION

This report for Kirklees council marks the beginning of its journey to develop a more inclusive economy through a new approach to economic development, 'local wealth building'. In so doing, the Council joins a progressive movement of local authorities using this approach from Barcelona and Bologna to Preston and Salford.

The mobilisation of a local wealth building approach requires political buy-in and leadership at the highest level. The Cabinet's commitment to this progressive programme of work is therefore an important first step. In phase one of this work, the Centre for Local Economic Strategies (CLES) has focussed on understanding more about the procurement spend of Kirklees Council, and the behaviour of their supply chain. This strand of the work aims to embed an approach that sits at the heart of Kirklees Council's corporate priorities and brings greater benefit for Kirklees in local economic, social and environmental terms. The report also provides an overview of broader local wealth building activity amongst other anchor institutions in the borough. The recommendations contained within this report will clearly articulate what needs to happen next to make the achievement of an inclusive economy a reality in Kirklees.

The following report presents our analysis of local wealth building activity in Kirklees with a focus on procurement and spend within the Council as well as an overview of broader local wealth building activity amongst other anchor institutions in the borough.

The report is split into the following sections:

- ❑ **Section 1** places the report within the local strategic and wider West Yorkshire contexts and gives an overview of the methodology employed;
- ❑ **Section 2** details the findings of the analysis of direct impact – the supply chain analysis and the results from the influenceable spend workshop with procurement staff;
- ❑ **Section 3** explores the wider impact of Kirklees Council through detailing the results of a survey of the supply chain and a survey of Kirklees Council employees;
- ❑ **Section 4** outlines our analysis of wider anchor activity in the borough; and
- ❑ **Section 5** – details our emerging recommendations and proposed next steps.

1.1 Why this work is important

It is now increasingly obvious that that our current growth model is failing. Last year, OECD data showed that the UK is the only developed economy in which wages fell while the economy was actually growing, albeit meagrely.⁶ The UK is an economy where one in eight workers live in poverty,⁷ and where 1.3 million people (including children) rely on food banks.⁸

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⁸ <https://www.independent.co.uk/news/uk/home-news/food-banks-uk-how-many-people-adults-poverty-a8386811.html>

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- 2) **Employment** - Often the biggest employers in a place, the approach that Anchors take to employment can have a defining effect on the employment prospects and incomes of local people. Recruitment from lower income areas, commitment to paying the living wage and building progression routes for workers are all examples of the actions Anchors can take to stimulate the local economy and bring social improvements to local communities.
- 3) **Land and Assets** - Anchors are often major land holders and can support equitable land development (through establishment of Community Land Trusts) and development of under-utilised assets for community use. In terms of financial investments, directing pension funds to local investment priorities can bring transformative capital to locally rooted enterprises.
- 4) **Democratic Ownership of the Local Economy** - At the heart of Local Wealth Building is the principle that wealth is broadly held. Cooperatives, mutually owned businesses, SMEs, municipally owned companies and local banks enable the wealth generated in a community to stay in that locality and play a vital role in counteracting the extraction of wealth.

⁹ <https://cles.org.uk/blog/local-government-the-commons-the-time-has-come/>

1.4 Local and regional developments

In January 2018, the Policy Team at Kirklees Council met with the Cabinet to discuss the next Social Value Policy. Cabinet members said they wanted the Council to:

- Work more with other organisations and groups to boost social value outcomes;
- Encourage more local spend, but in an intelligence-based way;
- Stop standing in the way of community groups, especially charging them to use their assets.

In the January meeting, Cabinet members mentioned the work of the Centre for Local Economic Strategies (CLES) in Preston. It was decided to commission CLES to explore how Kirklees could utilise the principles of Local Wealth Building to increase social value across the borough.

In spring 2018 senior officers from the five Local Authorities of the West Yorkshire Combined Authority met to assess opportunities for greater collaboration around procurement and specifically the securing of social value. Following this they agreed that they would each undertake an analysis of their spend to identify areas of leakage from the West Yorkshire economy. The results of this work would then be shared, and an assessment made of opportunities to collaborate to further. CLES is currently working with Leeds City Council, Calderdale Council, Wakefield Council and Bradford City Council to support this work.

1.5 Methodology

CLES' work has sought to challenge the way in which procurement is currently undertaken in Kirklees Council; draw upon practice from elsewhere; baseline the local economic impact of procurement spend; and offer tailored advice as to how social value can become far more embedded in commissioning and procurement processes and in contract monitoring. The methodology for the three elements of this work is set out below.

1.5.1 Supply chain analysis

Kirklees Council supplied CLES with a list of the top 300 suppliers (by value of the contract) for financial year 2017/18. CLES analysed this procurement spend and particularly the extent to which spend is with organisations in three key geographical areas of focus. These geographies were agreed at a meeting of the West Yorkshire Combined Authority in February:

- Kirklees** – we explore levels of spend within the Kirklees Council boundary;
- West Yorkshire** – we explore levels of spend within West Yorkshire, including the local authority boundaries of Bradford, Calderdale, Kirklees, Leeds, and Kirklees;
- Yorkshire and the Humber** – we explore levels of spend within the region.

CLES utilised the spend with the top 300 suppliers for several reasons:

- The majority of spend (over 70%) is with this group;
- This a widely adopted scale of analysis, and will allow for comparisons to be made with other studies;
- It is also important to CLES that we can support organisations to independently complete the analysis in future and using the top 300 provides robust data and a manageable process in terms of required capacity.

The focus was on spend in financial year 2017/18 (1 April 2017 to 31 March 2018). To undertake the analysis, CLES cross referenced spending totals upon suppliers and their postcodes against a list of postcodes for each of the geographies of focus. Where supplier's main postcode was not in Kirklees, CLES undertook further research to determine if they had a local branch or office.

As well as interrogating the extent to which spending was in the two geographies, for Kirklees suppliers only we also examined the geographical ward in which the supplier was based, and the extent to which suppliers were based in 20%, 10% and 1% most deprived neighbourhoods in the country. In addition, spend with small and medium sized enterprises (SMEs) was charted, and explored; together with analysis of the industrial sector of each supplier.

1.5.2 Influenceable spend workshop

The spend analysis outlined above produced a list of suppliers that do not have a base or branch in West Yorkshire. For the influenceable spend workshop we went through this list with procurement staff to understand a bit more about the nature of the contracts, the goods and services being provided, the performance of the supplier, and the social value they deliver. The aim of the discussion was to whittle down this long list produced by the supply chain analysis, to leave a number of contracts where there may be potential for alternative, local or regional suppliers to engage in a procurement process to win these contracts. See Section 2.2 for the analysis.

1.5.3 Supplier survey

CLES has sought to explore the wider impact of contract spend with the top 300 suppliers (by value) to Kirklees Council in financial year 2017/18. Data has been gathered through issuing an electronic survey to the suppliers, to allow us to understand the extent to which suppliers re-spend back in the local and regional economies. This has been done through asking specific questions of suppliers as to the extent to which their workforces are Kirklees or West Yorkshire residents and the extent to which their suppliers are based in these geographies. See Section 3.1 for the analysis

1.5.4 Employee survey

Finally, to identify the nature of the re-spend of Kirklees Council employees upon goods and services of their own, CLES developed a concise survey, with lines of enquiry around spend on various categories of goods and services. The survey was promoted to employees by Kirklees Council and was distributed via email. See Section 3.3 for the analyses.

1.5.5 Analysis of wider anchor activity

CLES were invited to deliver a Local Wealth Building presentation at an event hosted by the council on the 11th July 2018. The event brought together the main anchors institutions in the borough. This included representatives from the NHS, Huddersfield University, Housing Associations, sports clubs, the Police as well as large private sector employers such as Cummins Turbo Technologies.

After providing an overview of CLES's Local Wealth Building work in areas such as Manchester, Preston and Birmingham, as well the recent work undertaken in Kirklees, we convened a short workshop to start to gauge the level of Local Wealth Building activity within this group of wider anchors.

Following the workshop, we undertook 6 qualitative interviews with a selection of the wider anchors to provide a more detailed analysis of anchor activity in the Kirklees area. Findings from the workshop and interviews are detailed in section 4 of this report.

The workshop also highlighted a need to engage directly with the voluntary, community and social enterprise (VCSE) sector around their capacity to work with anchor institutions. Consequently, an additional workshop was arranged to serve this purpose. The results of this workshop are also presented in section 4.

2 MEASURING DIRECT IMPACT

This section of the report details the findings of the analysis of procurement spend.

Recent years have seen unprecedented cuts to Local Authority budgets across the country. Many authorities have been forced to find efficiency savings in their budgets through the scaling back or complete withdrawal of some services. In many areas area-based resources have borne the brunt of these cost saving measures and as a result, regeneration activities and the capacity to address social ills on the front line of public services is being continually eroded.

As budgets continue to dwindle, and it becomes more and more difficult to put resources on the ground, attention has turned to other, locally-controlled ways to effect positive change for people and place.

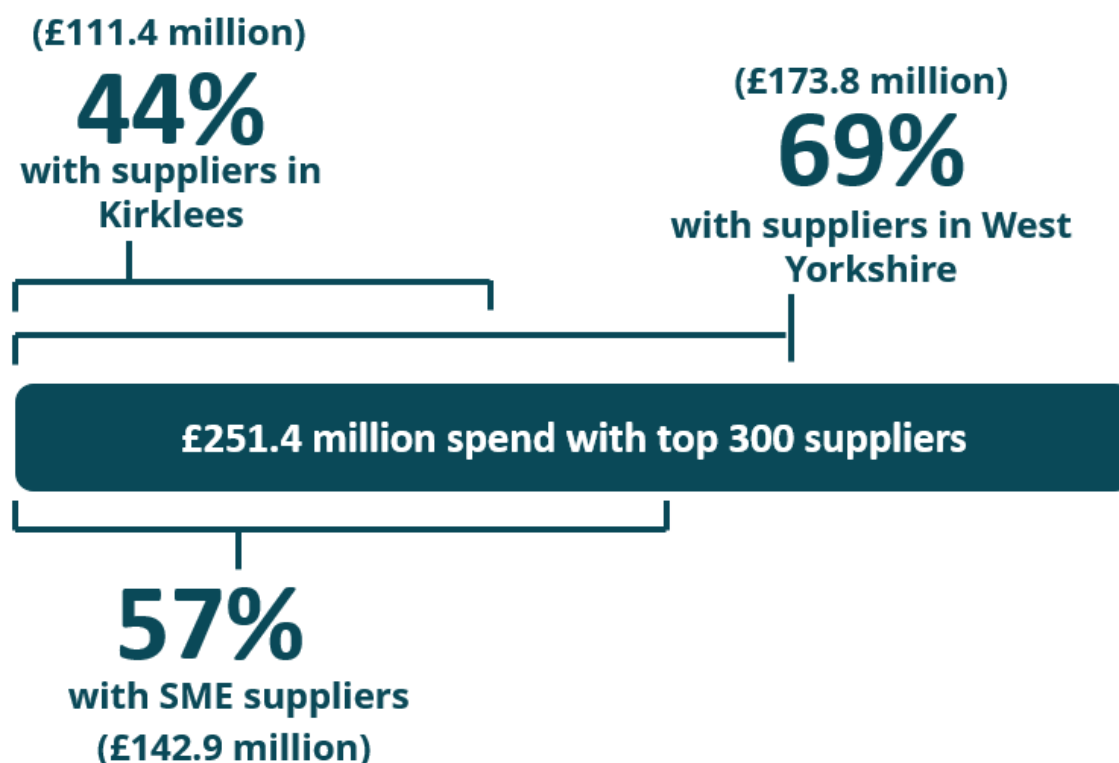
One such lever is the commissioning and procurement practices of local authorities. Whilst these have been one of the major means through which local authorities have made savings, they also present a significant opportunity, with some changes, to progress a series of economic, social and environmental objectives.

Since 2012 there has been acknowledgement and emphasis in national legislation on the dual role of commissioning and procurement of achieving both efficiency (through a focus on cost) and effectiveness (through a focus on outcomes) in the Public Services (Social Value) Act (2012). This Act effectively requires all public authorities (including local authorities) to have regard to economic, social and environmental wellbeing in connection with public service contracts. This means that the potential 'social value' offered by suppliers is considered alongside considerations of cost, quality and efficiency giving a more balanced consideration of value for money for every procurement process for services above the relevant European Union thresholds.

2.1 Analysis of procurement spend by Kirklees Council

This section of the report identifies and highlights the spend of Kirklees Council upon procuring goods and services from its top 300 suppliers (by value). Figure 1 highlights the headline findings from the procurement analysis of the top 300 spend of Kirklees Council for 2017/18. Further detail on each of these findings is provided in the subsequent analysis.

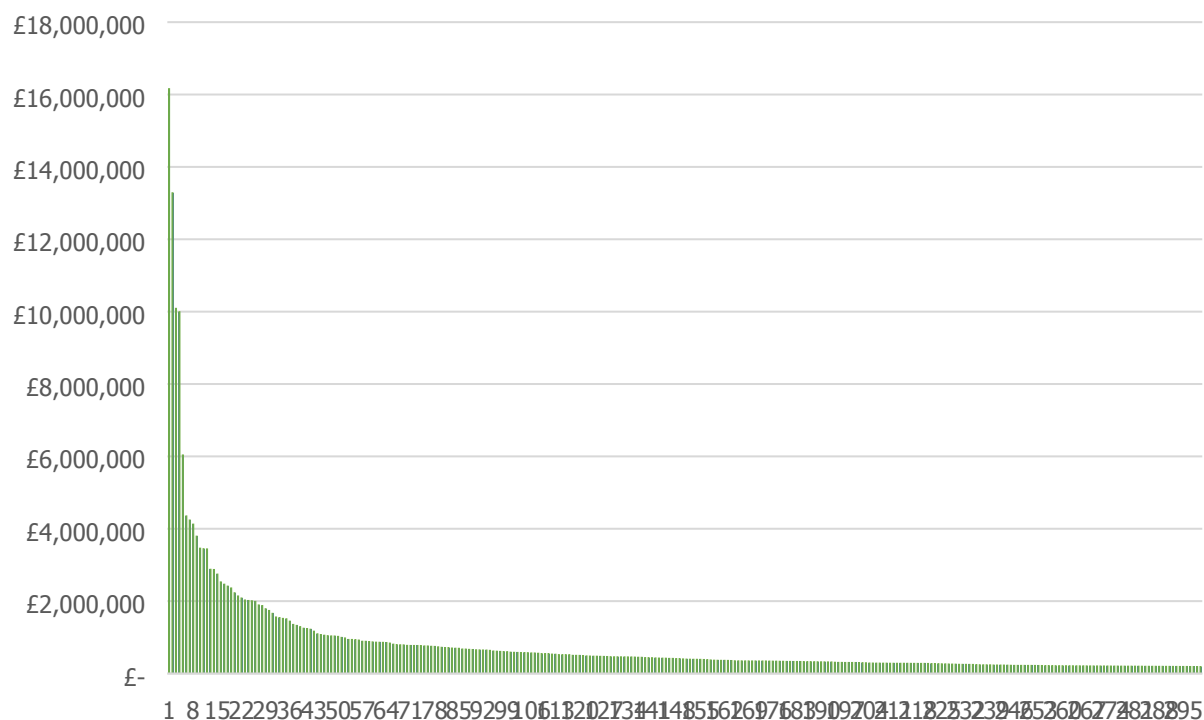
Figure 1: Headline findings from Kirklees Council procurement analysis



2.1.1 Total spend with the top 300 suppliers

During the 2017/18 financial year, Kirklees Council spent a total of £251,445,533 upon procuring goods and services from its top 300 suppliers (by value). The value of these contracts ranged from £16,160,864 to £193,555. Figure 2 shows the distribution of contract values, with a few very large value contracts and a 'long tail' of relatively lower value contracts. The spend and category of these 300 contracts are included in tab 6 of the supplementary spreadsheet.

Figure 2: Distribution of top 300 contracts by spend value

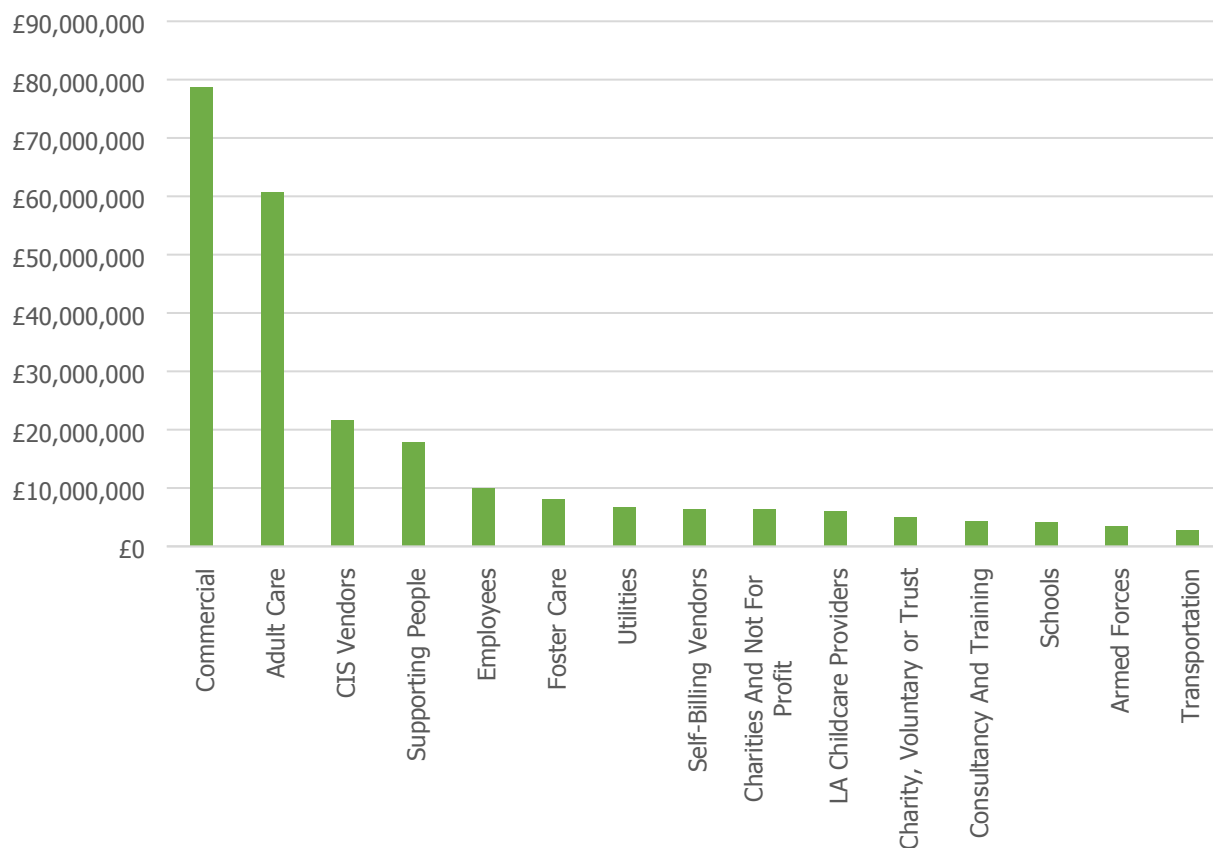


Spend with suppliers by industrial classification

For the top 300 suppliers, CLES has categorised suppliers and levels of spend by the types of goods and services provided. To do this, we utilised the information held on the Council database. Figure 3 shows the amount of spend and proportion of total spend with the top 300 suppliers by industrial classification. The chart only shows sectors where there has been spend in 2017/18 in excess of £2 million (there are 11 sectors not represented¹⁰), and highlights that:

- ❑ The highest level of spend in financial year 2017/18 was with organisations classified Commercial at £78,673,996. This spend was with 79 suppliers and is equivalent to 31% of spend with the top 300 suppliers;
- ❑ The second highest level of spend in financial year 2017/18 was with organisations classified as Adult Care at £60,752,267. This spend was with 83 suppliers and is equivalent to 24% of spend with the top 300 suppliers.

¹⁰ 'IFRS NHS Body', 'Insurance', 'Legal', 'General Vendors', 'Prof. Bodies Clubs and Assocs', 'Payroll Deductions', 'Other Public Bodies (WGA)', 'Early Years Nurseries', 'Healthcare', 'Tribal (early years funding ie an out of school club)' and 'Individuals'

Figure 3: Spend by industrial classification***Spend with suppliers by geography***

Using the supply chain information provided by Kirklees Council, CLES calculated the extent to which procurement spend for 2017/18 was with Kirklees based and West Yorkshire based suppliers. Prior to running the analysis, CLES undertook further research to identify organisations which have a national administrative postcode but are based or have a branch within Kirklees or West Yorkshire. For these organisations, we have gathered further postcodes and it is these that shape the analysis. Table 1 overleaf demonstrates the findings of this analysis.

Table 1: Spend by geography (top 300 suppliers)

Geography	Spend	Proportion of total spend with top 300 suppliers
Kirklees	£111,487,463	44%
West Yorkshire (including Kirklees)	£173,789,961	69%
The other 4 West Yorkshire Local Authorities outside Kirklees	£62,302,498	25%
Yorkshire and the Humber	£191,367,719	76%

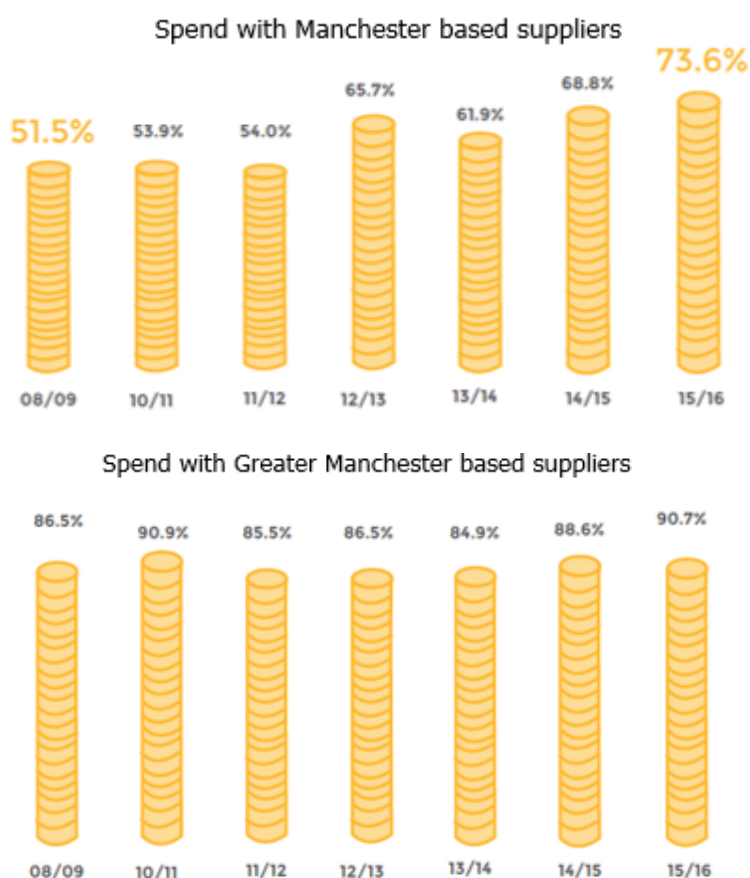
To give context to the figures in Table 1, CLES has created an average of the spend of the 26 analyses they have carried out over the past few years and the figures are 35.9% of total spend inside the local authority boundary and 63.4% within a wider regional area¹¹.

¹¹ CLES internal research

It is also possible to compare against publicly available data from similar analysis CLES carried out for Manchester City Council. Figure 4 below shows the results of 7 years of spend analysis and illustrates that Kirklees Council are slightly lower relative to the baseline analysis of Manchester City Council from 2008/09. However, it must be noted that the business base differs greatly between Manchester and Kirklees.

It is important to note that although the geography of the supply chain is a significant indicator for this piece of work, and that spend with local suppliers is considered to innately generate social value, it is important to measure the local social value being generated by contracts and to recognise that all contracts have the potential to contribute to local priorities. Indeed, CLES have seen many examples of non-local suppliers who have provided significant social value as part of a contract. It is not enough to have 100% of spend in the local area, but have a diverse range of organisations in the supply chain that deliver social value locally.

Figure 4: Spend analysis from Manchester City Council (2008-09 to 2015/16)



The Council should repeat this analysis on an annual basis to track progress against the baseline figures of % spend with Kirklees suppliers, % spend with West Yorkshire (including Kirklees) suppliers, and % spend with SMEs.

See Recommendation 3.

2.1.2 Spend with Kirklees based suppliers

- ❑ During the 2017/18 financial year, Kirklees Council spent a total of £251,445,533 upon procuring goods and services from its top 300 suppliers (by value);
- ❑ Of this, £111,487,463 is spent with suppliers based in, or with a branch in, the Kirklees Council boundary; this equates to 44% of spend upon the top 300 suppliers;
- ❑ 121 of Kirklees Council's top 300 suppliers are based in, or have a branch in the Kirklees Council boundary.

Spend with Kirklees based suppliers by industrial sector

We have broken down the £111,487,463 spend with Kirklees based organisations by industrial sector. This illustrates that:

- ❑ During the 2017/18 financial year the highest spend in Kirklees was with organisations classified as Commercial at £42,908,171 (38% of total spend with Kirklees based suppliers);
- ❑ Spend with Adult Care organisations comprised £34,933,569 (31% of total spend with Kirklees based suppliers);
- ❑ The remainder of the spend was fairly evenly spread, with nine sectors recording a spend below £1 million.

Spend with Kirklees based suppliers by ward

For Kirklees based suppliers to Kirklees Council, we have also identified the extent to which they are based in the each of the District's 23 wards. The figures for spend for each of the wards can be found in Tab 1 of the supplementary spreadsheet, however the headline findings are:

- ❑ The ward with the highest spend is Newsome at £23,300,545, this is equivalent to 20.9% of total spend with suppliers based in Kirklees (this spend is with 21 suppliers);
- ❑ In total, there has been spend in all of Kirklees's 23 wards.

Spend with Kirklees based suppliers in areas of deprivation

For Kirklees based suppliers, and utilising the 2015 Index of Multiple Deprivation, it is possible to identify how much of Kirklees Council's spend upon its top 300 suppliers (by value) is with organisations based in the most deprived neighbourhoods, or LSOAs¹². For this measure we have used the overall deprivation domain.

The breakdown of spend in areas of deprivation within Kirklees is as follows:

- ❑ £18,843,032 or 17% of spend with Kirklees based suppliers is with organisations based in, or with a branch in, the 10% most deprived LSOAs nationally (there are 32 suppliers in these areas);
- ❑ £39,525,787 or 35% of spend with Kirklees based suppliers is with organisations based in, or with a branch in, the 20% most deprived LSOAs nationally (there are 58 suppliers in these areas).

To provide context, in 2015 there were 23 LSOAs in Kirklees in the 10% most deprived nationally, and 65 LSOAs in Kirklees in the same 20% most deprived.

Tab 2 of the supplementary spreadsheet highlights the Kirklees based suppliers based in the 20% and 10% most deprived LSOAs nationally and the amount spent by Kirklees Council with them. Kirklees Council should seek to engage with these organisations to maximise the social value generated as a result of these contracts.

Suppliers in areas of deprivation should be supported, perhaps through a business support function, to offer opportunities to local people and deliver social value locally.

See Recommendation 4.

2.1.3 Spend with West Yorkshire based suppliers

The procurement analysis also revealed the scale of spend by Kirklees Council with suppliers based in West Yorkshire (including Kirklees):

- ❑ £173,789,961 is spent with suppliers based in, or with a branch in West Yorkshire (including Kirklees);
- ❑ This equates to 69% of all procurement spend by Kirklees Council upon its top 300 suppliers;

¹² Lower Layer Super Output Areas are a geographic hierarchy used within the reporting of small area statistics in England and Wales. LSOAs are built from groups of contiguous Output Areas and have been automatically generated to be as consistent in population size as possible, typically containing four to six Output Areas, with a minimum population of 1000 and a mean of 1500.

- ❑ In numerical terms, 204 of Kirklees Council's top 300 suppliers are based in, or have a branch in, West Yorkshire;
- ❑ £62,302,498 is spent with suppliers based in the other 4 Local Authority areas outside of Kirklees.

2.1.4 Spend with Non West Yorkshire suppliers

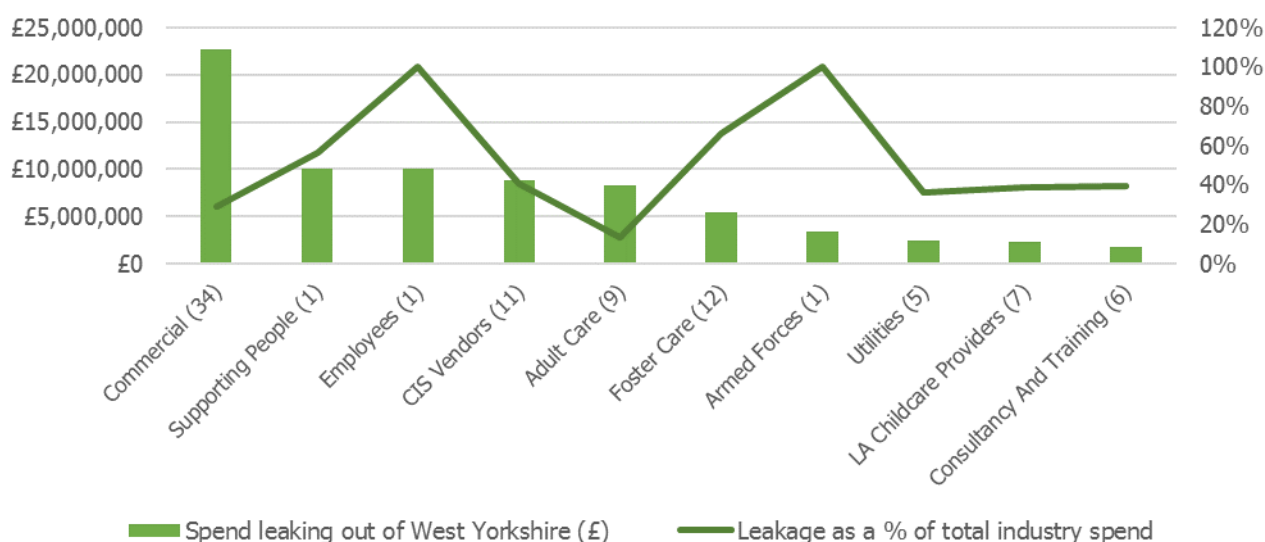
From the analysis of suppliers and their postcodes, we are also able to identify organisations within the top 300 suppliers to Kirklees Council which are not based in Kirklees or West Yorkshire:

- ❑ In financial year 2017/18, £77,655,572 was spent with suppliers not based in West Yorkshire;
- ❑ This is equivalent to 31% of Kirklees Council spend with their top 300 suppliers leaking out of the West Yorkshire economy;
- ❑ This spend is with some 96 organisations; a list of which is detailed in Tab 3 of the supplementary spreadsheet.

Spend with Non-West Yorkshire suppliers by sector

Figure 5 illustrates the amount of spend leaking out of the West Yorkshire economy by sector, the proportion of total spend in each sector with the top 300 organisations that leaks out of the West Yorkshire economy and the number of suppliers in each category that are not based in or have a branch in West Yorkshire (this number is in brackets after each sector on the chart).

Figure 5: Spend and proportion of spend upon non-West Yorkshire suppliers by sector



The key sectors, where there is either a high value of leakage from the West Yorkshire economy, or a high proportion of total spend in a sector leaks are:

- ❑ In 2017/18 there was £22,718,495 spend by Kirklees Council upon 34 organisations classified as 'Commercial'¹³ based outside of West Yorkshire;
- ❑ 100% of all spend by Kirklees Council upon organisations classified as Employees¹⁴ (£9,997,108) is spent with an organisation based outside of West Yorkshire¹⁵;
- ❑ 56% of all spend by Kirklees Council upon organisations classified as Supporting People¹⁶ (£10,091,975) is spent with an organisation based outside of West Yorkshire.

¹³ This category contains a very broad range of suppliers. We recommend the Council further explore the system they use to classify suppliers and potentially revisit this to enable more precise measurement when this exercise is repeated in future. A few high-value contracts in this category include the £16.1m 'Locala Community Partnerships CIC / Locala Homecare Limited' contract, the £13.3m 'SUEZ Recycling and Recovery UK Ltd' contract and £3.8m 'Medequip Assistive Technology Ltd' contract.

¹⁴ This spend is entirely within the 'Matrix Scm' contract

¹⁵ Data not collected by CLES but provided by Kirklees Council shows that whilst this supplier, Matrix CR, is technically based outside of Kirklees, a high proportion of the placements it provides within the Kirklees area are filled by local workers. As such, whilst for the purposes of this analysis such spend is classified as 'leakage', it is likely that this spend will be funding local employees.

¹⁶ A few high-value contracts in this category include the £10.1m 'JLW Excellent Homes for Life Ltd' contract, the £1.3m 'Foundation Housing' contract and the £1.1 'Horton Housing Support Ltd' contract

CLES have met with Kirklees Council procurement staff to discuss the influenceable spend within their top 300 suppliers for 2017/18 (see Section 2.2).

2.1.5 Spend with Yorkshire and the Humber based suppliers

The procurement analysis also revealed the scale of spend by Kirklees Council with suppliers based in Yorkshire and the Humber (including Kirklees):

- ❑ £191,367,719 is spent with suppliers based in, or with a branch in Yorkshire and the Humber (including Kirklees);
- ❑ This equates to 76% of all procurement spend by Kirklees Council upon its top 300 suppliers;
- ❑ In numerical terms, 223 of Kirklees Council's top 300 suppliers are based in, or have a branch in, Yorkshire and the Humber.

2.1.6 Spend by size of supplier

This section of the report will look at the value and proportion of Kirklees Council spend with organisations based on their size. We utilised the information provided by the Kirklees Council database to search for the size of each supplier. Table 2 shows a breakdown of suppliers by size.

Table 2: Supplier spend by size of organisation

Supplier size	Spend	Proportion of top 300 spend	Number of suppliers
Very Small	£44,879,568	17.8%	97
Small	£44,370,971	17.6%	42
Medium Small	£23,007,876	9.2%	26
Medium	£30,608,969	12.2%	46
Medium Large	£35,679,881	14.2%	23
Large	£48,614,899	19.3%	37
Very Large	£16,881,823	6.7%	14
Unknown	£7,401,546	2.9%	15

- ❑ In financial year 2017/18 Kirklees Council spent £142,867,384 with SMEs¹⁷;
- ❑ This spend was with 2111 suppliers and equates to 57% of procurement spend by Kirklees Council with its top 300 suppliers;
- ❑ The national benchmark developed by the Federation for Small Businesses for SME spend is 47%.

2.2 Influenceable spend workshop

This subsection of the report details the activities that were undertaken to explore the 'influenceable spend' of Kirklees Council.

2.2.1 Method

Our method for an influenceable spend workshop is to take a list of suppliers who are shown by the spend analysis activity to not have a regional (in this case West Yorkshire) base or branch, to a meeting with procurement staff. The purpose of the meeting is to consider each of the suppliers in turn and consider whether this spend is 'influenceable' within the next two years – we would argue that in the long-term all spend is influenceable. For the purpose of this exercise, influenceable spend is that with

¹⁷ Classified as 'Very Small', 'Small', 'Medium Small' and 'Medium'. These definitions used to classify they categories are contained within Tab 4 of the supplementary spreadsheet.

suppliers who are based outside of West Yorkshire where there may be scope for alternative provision of the good or service. In order to make a judgement on each contract, we ask those at the meeting to consider the following questions:

- Does the supplier have a local or regional presence? (we have undertaken some work to seek alternative postcodes for non-regional suppliers, however there are often suppliers that officers can identify as local);
- Does the spend result in benefits for Kirklees? (does the supplier provide an exceptional service and/or deliver local social value);
- Is the contract tied up in a national procurement framework and therefore the Council has no discretion over?
- Is the Council engaged in a long-term contract with the supplier? (anything 2+ years would be best considered when this exercise is repeated);
- Is the contract still in place, or has it run its course/was a one-off purchase?
- Is there a local market for the good or service in question?

Table 3 illustrates the list of suppliers that were discussed in the influenceable spend workshop by industrial sector. Postcode analysis found 101 suppliers, with a contract value of £79,809,028 – the discussions held in the workshop helped to refine the analysis, and therefore the number of non-regional suppliers and cumulative contract value here is not the same as when it has been reported in Section 2.1.4.

Table 3: Potentially influenceable spend by industrial sector

Sector	Spend with non-West Yorkshire based organisations	Number of suppliers
Commercial	£24,369,241	36
Supporting People	£10,091,975	1
Employees	£9,997,108	1
CIS Vendors	£8,805,095	11
Adult Care	£8,264,564	9
Foster Care	£5,110,868	12
Armed Forces	£3,448,469	1
Utilities	£2,425,666	5
LA Childcare Providers	£2,330,649	7
Consultancy And Training	£1,685,992	6
Unknown	£765,177	3
Charity, Voluntary or Trust	£718,800	1
General Vendors	£582,414	3
Transportation	£447,888	2
Other Public Bodies (WGA)	£335,252	1
Individuals	£234,574	1

2.2.2 Findings

The influenceable spend workshop with members of Kirklees Council's procurement team whittled down the list of 101 suppliers, using the above questions as a frame, to generate a list of 13 suppliers (as detailed in Table 4), covering a wide range of firm sizes and sectors, with whom it was thought there were opportunities to either engage with local suppliers or to encourage local sub-contractors when the opportunity arises to re-procure the product/service. This exercise can, and we recommend it should be, revisited on a semi-regular basis; for instance, whenever analysis is undertaken of the Council's supply chain.

It should be noted that it is not the intention of Kirklees Council to move all spend to the Kirklees authority. This exercise is about identifying sectors or areas in which market engagement could encourage a wider range of suppliers to compete in the tender process.

Table 4: Potentially influenceable contacts

Supplier Name	Spend	Specific Industrial Sector
Cambian Group*	£2,415,892	Adult Care
J.W Young (Butcher) Ltd	£753,045	Commercial
G W Price Ltd	£677,621	Commercial
Enabling Futures Ltd*	£323,017	Foster Care
Alliance Care & Education*	£262,466	Unknown
AKW Medi-care Ltd	£234,574	Individuals
Sixteen Plus Limited*	£209,325	Foster Care

* These contracts are potentially influenceable depending on the implementation of the Sufficiency Strategy (the ability to effectively and safely build local capacity to meet the needs of children in need) and the Children's Service Improvement Plan.

Procurement officers should further interrogate the findings of the influenceable spend workshop, particularly contracts where there is potential for alternative providers who can deliver social value and the good or service in question.

See Recommendation 5.

A list of suppliers who are based outside West Yorkshire, together with the notes from the officer workshop, are listed in Appendix 5 of the supplementary spreadsheet.

3 EXPLORATION OF WIDER ECONOMIC IMPACT

This section of the report details the findings from the survey of the top 300 suppliers to Kirklees Council. The purpose of the survey is to understand what happens to the Council spend once it reaches the supply chain, principally the extent to which they re-spend upon local employee wages and local suppliers of their own. We have also included two questions around social value, to understand what the supply chain are already delivering and to produce some evidence on the nature of their employment practices.

The survey of suppliers was sent electronically to Kirklees Council suppliers, and 62 out of the top 300 suppliers filled in the survey; the spend by Kirklees Council with these suppliers in financial year 2017/18 was £45,513,391, or 18.1% of total spend with the top 300 suppliers. This response rate is broadly similar to what we have achieved elsewhere when conducting a baseline analysis. We then see this rise as the exercise is repeated on an annual basis, or becomes embedded as part of contract monitoring.

3.1 Supplier survey

The following analysis details the re-spend figures for Kirklees Council suppliers derived from the survey. The actual survey findings have subsequently been used as proxies to determine the re-spend of non-responding suppliers.

To ensure social value is embedded, Kirklees Council should seek to track suppliers' progress against social value pledges by making it a condition of contract for them to complete a survey.

See Recommendation 2.

3.1.1 Re-spend of suppliers in Kirklees

Table 5 details the contract spend by Kirklees Council in 2017/18 with responding suppliers, and the amount re-spend by suppliers upon their own employees and their own suppliers who are based in, or a resident of, Kirklees. The suppliers which responded to the survey re-spend over £3.7 million on employees and their own suppliers who are resident or based in Kirklees, which is equivalent to 20p in every £1.

Table 5: Re-spend in Kirklees by responding suppliers

Type of re-spend	Contract spend by Kirklees	Re-spend by suppliers on Kirklees resident employees/suppliers	Proportion of local spend
Employees	£20,802,240	£2,432,899	£0.12
Suppliers	£15,331,608	£1,324,935	£0.08
Total	-	£3,757,834	£0.20

Using the information generated from the supplier survey responses, we can utilise proxies to derive estimates of the local re-spend of contractors and suppliers which did not respond to the survey. Overall, the survey identified that suppliers to Kirklees City re-spend 20p in every £1 in the Kirklees boundary. By applying this ratio to the total spend with Kirklees Council suppliers of £251,445,533, we estimate that Kirklees Council suppliers re-spend £51,137,039 back in the Kirklees economy on local suppliers and employees of their own.

3.1.2 Re-spend of suppliers in West Yorkshire

Table 6 details the contract spend by Kirklees Council in 2017/18 with responding suppliers, and the amount re-spend by suppliers upon their own employees and their own suppliers who are based in, or

a resident of, West Yorkshire. The suppliers which responded to the survey re-spend over £7.1 million on employees and their own suppliers who are resident in West Yorkshire (including Kirklees), which is equivalent to 38p in every £1.

Table 6: Re-spend in West Yorkshire by responding suppliers

Type of re-spend	Contract spend by Kirklees Council	Re-spend by suppliers on West Yorkshire resident employees/suppliers	Proportion of local spend
Employees	£20,802,240	£4,931,403	£0.24
Suppliers	£15,331,608	£2,187,859	£0.14
Total	-	£7,119,263	£0.38

Using the information generated from the supplier survey responses, we can utilise proxies to derive estimates of the local re-spend of contractors and suppliers which did not respond to the survey. Overall, the survey identified that suppliers to Kirklees Council re-spend 38p in every £1 in the West Yorkshire boundary. By applying this ratio to the total spend with Kirklees Council suppliers of £251,445,533, we estimate that Kirklees Council suppliers re-spend £95,489,886 back in the West Yorkshire economy on local suppliers and employees of their own.

3.1.3 The supply chain and social value

The second part of the survey asked suppliers a series of questions relating to social value, such as the whether the supplier pays all employees the living wage; what proportion of employees are employed on a permanent, temporary or zero hours contract; and a question asking about the wider benefit the supplier brings for Kirklees (for instance work with schools, apprenticeship creation, donations to local schemes, supporting local charities etc).

Approximately two thirds of responding suppliers (56%) stated their organisation pays all their employees the Living Wage Foundation's accredited wage of £8.75, with around one third (30%) saying they didn't and 15% unsure.

When asked about what type of contract their employees were employed on, responding firms employed 78% of staff on a permanent contract, 5% on a temporary contract and 17% on a zero hours contract.

The final question suppliers were asked related to the wider benefits their organisation offers for Kirklees. This question was poorly engaged, with some respondents merely explaining the service they offer, whereas others did not even respond to the question.

To ensure social value is a core consideration in any commissioning and procurement, it needs to be embedded, such as creating a social value framework and tracking progress against targets.

See Recommendation 2.

Common responses included employing local staff or using local suppliers, with the positive economic benefit to local communities this ensures.

Contributing to community events, sports teams or organisations was another positive benefit to the community that suppliers cited. This has been shown to be varied, such as sponsorship, or by non-financial support such as in-kind services, information and advice etc.

Another key avenue of suppliers benefiting the community was their work with educational establishments. This can relate to schools, providing volunteer/work experience placements, but also colleges and the university to create apprenticeships and enable upskilling by enabling employees to gain qualifications).

3.2 Employee re-spend

This part of the analysis explores the extent to which the money spent by Kirklees Council on employee wages is re-spent by the employees back in the Kirklees economy, upon a range of activities, including shopping, transport, subscriptions, council tax (Kirklees resident employees only), and socialising. The survey of employees was sent electronically by Kirklees Council, and 285 employees completed the survey. It should be noted that as this represents a small percentage of all Kirklees Council employees, generalising the findings of this section to any wider group of Kirklees Council employees should be treated with caution.

The following analysis details the re-spend figures for Kirklees, West Yorkshire and Non-West Yorkshire residents derived from the survey. Please note that for the re-spend of Kirklees Council employees, the geography of residence 'West Yorkshire' includes residents of the four other local authority areas, excluding Kirklees.

Table 7 details the cumulative findings for employees of Kirklees Council who responded to the survey. The analysis is broken down by the geographical residence of employees and the amount which they re-spend in Kirklees. There were 39 employees who gave no information as to their geography of residence and were therefore not included in the analysis.

In total, the 224 Kirklees Council employees who completed the survey and left information regarding their geography of residence re-spent £1,726,208 in the Kirklees economy, which is equivalent to 35p in every £1 they received in net salary from Kirklees Council. This is a broadly comparable figure to other cases where we have completed similar studies. In terms of influencing this figure in future, others we have worked with have formed partnerships with local shops or restaurants, promoted campaigns encouraging local spend – 'the Kirklees Pound'; and through illustrating how £1 spent with local suppliers circulates in the local economy, compared with global suppliers.

Table 7: Re-spend in Kirklees by responding council employees

Geography of residence	Number of responding employees	Net wage received from Kirklees Council	Re-Spend by employees in Kirklees	Average re-spend in Kirklees	Re-spend in Kirklees
Kirklees	197	£4,201,212	£1,603,448	£8,139	38p in every £1 of net Council salary
West Yorkshire	20	£518,514	£100,980	£5,049	19p in every £1 of net Council salary
Non-West Yorkshire	7	£161,024	£21,780	£3,111	14p in every £1 of net Council salary
Total	224	£4,880,750	£1,726,208	£7,706	35p in every £1

Following the findings of this survey the next step is to carry out a review of Kirklees Council employment and HR practices.

See Recommendation 8.

4 DEVELOPMENT OF ANCHOR APPROACH

The findings from the anchors workshop, and the more focused anchor interviews are detailed below. In addition, we also present the output of a small workshop to engage the voluntary and community sector around their capacity to work with anchors in Kirklees.

4.1 Anchor workshop

The aim of the anchor workshop was to gauge the level of local wealth building activity amongst the wider group of anchors in the borough and to pave the way for a series of more detailed qualitative interviews with a selection of key representatives.

The workshop revealed that the wider group of anchors are thinking about embedding social value not just in their procurement activities but in other areas such as employment and the use of their land, assets and investments. Indeed, procurement was frequently felt to be the most challenging area to embed social value, particularly in the NHS where the adherence to national procurement frameworks, which tend to favour large national suppliers, is an area where they are performance managed. The challenges around having to adhere to EU procurement rules which again favour national or multinational suppliers was also mentioned by several anchors.

With respect to employment, a number of the anchors mentioned their respective apprenticeship schemes and their focus on promoting local employment opportunities for local people. Doing outreach work with schools, particularly in deprived areas was also mentioned.

A number of the anchors also spoke about how they were using land and assets to provide community groups with space to run events and hold meetings.

Finally, the workshop highlighted the potential for anchors to work more closely with the voluntary and community sector in Kirklees. Whilst in theory, VCSE organisations could bid for council and other anchor contracts, skills and capacity was said to be a barrier to this happening in practice. As such it was agreed that a separate workshop to engage the VCSE sector would be a fruitful exercise.

A review of all Council assets should be carried out to identify additional opportunities for these assets to be better deployed, for instance by enabling VCSE organisations to use them without any charge or investigating the scope for municipal investment as part of the West Yorkshire Pension Fund.

See Recommendation 9.

4.2 Third Sector Leaders Workshop

Third Sector Leaders speak on behalf of not-for-profit and charity organisations which support individuals and communities across Kirklees.

From the VCSE sector leaders point of view, bidding for council or CCG contracts is a challenge due to the scale and length of the process. There was a recognition about the amount of work that is needed to be put into applying for tenders which, for small community groups, very much detracts from their ability to carry out their everyday core business. This was felt to stand in contrast to bigger, national providers, who have bid writing teams to facilitate the process. In practice, this acts as a disincentive for small groups to apply. The point was made here that local groups shouldn't be losing out just because they can't write as good a bid as a national player.

The idea of a consortiums of small groups coming together to apply for tenders was mentioned and it was felt that the council could do more to encourage this in their tender notices. Nevertheless, getting groups to work together on bids also presents a challenge. Groups are proud of their own identity and some have concerns about how being part of a consortium may affect this.

The idea of longer contracts for outsourced services was mentioned as this would help to plan resources. There was, however, a recognition that austerity budgeting has meant that offering longer contracts would be a challenge for the council.

It was felt that direct support and open lines of communication between council and CCG procurement officers and commissioners was patchy. There was a recognition that there are some very supportive officers who are committed to the local economy and work with the VCSE sector but that there is a lack of consistency here.

There was a recognition that Third Sector Leaders need to get better at bringing-in external funding, such as Lottery money. Consequently, the sector has missed opportunities to develop. Community businesses in particular were said to be underdeveloped in Kirklees.

As well as the need for anchors such as the council to engage with the third sector, it was recognised that they also need to engage with general public, in order to get them focused on spending and donating money locally. The importance of developing a strong communications plan here was mentioned.

Finally, the need to regenerate Huddersfield town centre and make use of empty shops and buildings was raised by several contributors.

Our engagement with the Third Sector Leader group suggests that the VCSE sector in Kirklees that is well organised, well connected and is eager to be more involved in the delivery of health and social care contracts. In order to facilitate this action, and to address the challenges raised above, the establishment of a co-commissioning framework is needed

See recommendation 7.

4.3 Anchor interviews

In total we spoke to representatives in 6 anchors in Kirklees:

- Kirklees Active Leisure;
- Cummins Turbo Technologies;
- Calderdale and Huddersfield NHS Foundation Trust;
- The University of Huddersfield;
- West Yorkshire Police;
- Kirklees College.

A summary of our discussion with each anchor and the level of anchor activity is summarised below. Telephone interviews were used to engage with a single representative from each institution.

4.3.1 Kirklees Active Leisure

Kirklees Active Leisure (KAL) is the charitable trust which manages 13 leisure facilities and swimming pools on behalf of Kirklees Council. KAL have made a conscious decision to procure locally where they can and have developed metrics in their annual reporting to capture the extent to which this happens in practice. They estimate that around one third of their non-staff spend occurs within the local economy.

KAL make a significant impact in terms of providing local employment. 85 % of their staff live within the Kirklees area and 54% are under 25 making them the largest employer of young people in the area. KAL take a proactive stance on offering young people in the area non-traditional routes into employment via apprenticeships with the emphasis on attitude and job fit as opposed to qualifications.

Embedding social value into employment practices is more challenging for KAL due to cuts in their budget over recent years. They can't, for example, pay everyone in the organisation the living wage or continue to offer access to the West Yorkshire pension fund. Nevertheless, KAL do have a dedicated health and wellbeing manager to focus on improving staff welfare. They also offer discounted fitness packages to their staff.

KAL always let community groups use their rooms for free and they've partnered with a local charity to set up a clothing bank to recycle school uniforms. They are also using their reserves to improve the energy efficiency of their buildings and are working with local contractors to complete this work.

4.3.2 Cummins Turbo Technologies

Formerly known as Holset Engineering Co Ltd, Cummins Turbo Technologies was established in Huddersfield in 1952 and now employs 1,100 people. The company manufactures turbochargers and related products, on a global scale, for diesel engines above three litres.

Due to the nature of the business, Cummins relies on the use of global supply chains, and local procurement hasn't traditionally been considered. Indeed, for the majority of their goods, global supply chains are the only option. There may be an opportunity for some services to be procured locally but that would be contingent on the supplier being able to meet the level of demand and quality required.

Cummins have a significant impact on social value through their employment strategy. They offer a number of routes into employment from entry level apprenticeships up to degree level positions. They do out-reach work in schools – particularly in areas of social deprivation and with children from pupil referral units. They also offer comprehensive work experiences opportunities for local young people. In addition, they run various initiatives to target and attract unemployed adults. They also work with local councillors to publicise jobs to the local community.

Cummins are happy to let local community groups and charities use their buildings for free - to run events for example. They have also donated catering in the past to provide further support. Furthermore, they provide skills and capacity building to local charities and VCSE sector by running workshops and offering mentoring.

4.3.3 Calderdale and Huddersfield NHS Foundation Trust

As one of two NHS Trusts operating in Kirklees, Calderdale and Huddersfield NHS foundation Trust employ around 6,000 staff across two main hospitals; Calderdale Royal Hospital and Huddersfield Royal Infirmary as well as community sites, health centres and in patients' homes.

Pursuing a local procurement strategy is a challenge for the trust due to the existence of national frameworks for goods and services. In practice this means that national or multinational suppliers tend to dominate the market. Furthermore, the idea of embedding social value through procurement is not something that is being considered across the organisation. One of the challenges here is that performance in relation to procurement is not measured in terms of social value, with the focus instead on price and value for money. In addition, since the Carter Review published in 2016,¹⁸ which looked at productivity and performance across the NHS, there has been even more of a focus on encouraging centralised procurement. Nevertheless, there may be an opportunity for Trusts to insert social value clauses into their large service contracts. This could, for example, lead to an insistence that building contracts use local subcontractors or that delivery of laundry or food supply is sub-contracted locally.

In relation to employment, there is more of a recognition of the role the Trust can play in developing social value and the idea of recruiting locally is a strategy that the trust is actively pursuing. To facilitate this mission, it does a lot of outreach work with local schools, colleagues and universities to raise awareness of NHS career choices. The Trust also provides opportunities like nurse apprenticeships - offering a routes in to a clinical position that negates the need to go to University.

The trust is pursuing the opportunity to create social value through its land and assets. For example, it is currently selling-off some of its land, 10 % of which has been reserved for affordable housing.

4.3.4 The University of Huddersfield

The University of Huddersfield has been a university since 1992 and employs around 2,000 people. It consciously identifies itself as an anchor institution with its leadership team and Vice Chancellor actively pursuing a number of strategies to promote local social value.

The University is very active in the local business community and has a strategy of using local suppliers where possible to help stimulate the local economy. It has established a business hub and regularly holds meet-the-buyer events to encourage local suppliers to realise commercial opportunities that the University has to offer. It estimates that around 20% of its non-pay spend is within Huddersfield and 48% within Yorkshire. It also estimates that it contributes around £200 million into the local economy through student and staff spend. Whilst it recognises that EU procurement rules can be a barrier to

¹⁸ <https://www.gov.uk/government/publications/productivity-in-nhs-hospitals>

local suppliers, it actively works with them to help them prepare to bid for larger contracts. The university has a policy of encouraging building contractors on larger project to use local sub-contractors. It is also signed-up to the prompt payment code.

In terms of employment, the university actively promotes employment opportunities to local people and offer a range of apprenticeships across its departments. It pays the living wage to all its employees and requires all of its suppliers to adopt this policy.

The University helps local charities by donating spare or redundant equipment. It lets groups and charities use its land and assets where possible. It has hosted markets on its land for local enterprises and businesses to sell their products. It also has a local investment fund to help finance local business, to get them up and running.

4.3.5 West Yorkshire Police

With a footprint across five geographical divisions, West Yorkshire Police employ nearly 10,000 people. West Yorkshire Police are currently involved in ongoing work linked to developing social values and local businesses and are working with Yorkshire Purchasing Organisation (YPO) to increase local suppliers within the YPO framework. There is a further piece of work with YPO instigating supplier engagement events on a monthly basis which is aimed at local provision, to highlight opportunities for local suppliers to access the public sector market. West Yorkshire Police have also been working with Efficiency North to ensure tender documentation captures and reflects social value provisions.

West Yorkshire Police feel that by far the largest challenges around the Procurement process are the legal processes they have to adhere to. As with other public sector organisations, they are legally bound to introduce objective competition to the procurement process wherever they can. Nevertheless, they are proactively looking at additional opportunities to work with local providers. For example, they are currently exploring whether local districts could source catering arrangement locally when the contract comes up for retender.

4.3.6 Kirklees College

Kirklees College is a further education college with two main centres in the towns of Dewsbury and Huddersfield. They are consciously pursuing a number of strategies to promote social value.

The college does actively target local suppliers for goods and services. However, the amount the college is spending in some instances now exceeds the OJEU threshold meaning that they are being forced to use national frameworks such as the local government portal. Unfortunately, many of their local suppliers are not on these frameworks. However, the college is redesigning its procurement strategy and hopes to support its local suppliers to get them on to the appropriate frameworks.

With respect to other services such as catering, security and estates management, the college has brought these in-house helping to create more jobs and opportunities for local residents. This has been a challenge as it has meant that costs have initially increased. The expectation however is that these costs will reduce in the long-term due to higher staff retention rates.

In terms of workforce, the college are a living wage employer and offer access to the West Yorkshire Pension Fund to all staff. The college holds recruitment events to target the local population. Whilst the workforce is currently very representative of the local community, this starts to drop off in the higher echelons of management. However, they do run an aspiring leadership course to assist anyone in their workforce to come forward to be supported and developed to become leaders and managers.

The college does in some instances let the community use assets for free, but because of their financial position they generally need to charge a small fee for events and meetings. Many of their staff sit on local boards and their students are actively encouraged to volunteer in the local community.

There are a number of good examples of Local Wealth Building activity amongst the wider anchor institutions in Kirklees. Learning should be shared via the establishment of a permanent anchor network, with consideration as to how these pre-existing activities can be amplified and developed even further.

See Recommendation 6.

5 EMERGING RECOMMENDATIONS AND NEXT STEPS

The recommendations below are intended to assist Kirklees Council to make procurement a key means for delivering greater local social, economic and environmental benefit through a Local Wealth Building approach, creating an inclusive economy and growth for all residents. They are also intended to broaden the focus of future work to consider land, property and assets and alternative ownership. These recommendations are based on the findings of the supply chain analysis, supplier survey, the influenceable spend workshop, HR analysis, employee survey, from our initial discussions with local anchors, and from CLES' experience of conducting this type of work elsewhere. They are ambitious but achievable. Whilst they relate to the general principals of local wealth building outlined at the beginning of this report, they relate specifically to the data we have collected as part of this project.

Recommendation 1 – create capacity to drive the local wealth building agenda

To ensure that the local wealth building approach is embedded as a key corporate priority in the Council, we recommend that a cross departmental working group is formed to bring together commissioning managers from across the organisation with Category Managers. This group would be charged with coordinating and driving forward local wealth building across the four threads of activity: procurement, workforce, land property and assets, and the democratic ownership of the local economy. In addition, it is recommended that local wealth building be included as a standing item on SMT agendas to ensure it remains a priority.

Our other recommendations are structured around the four pillars of Local Wealth Building:

5.1 Procurement and spend

Recommendation 2 – Truly embed social value

Our review of procurement activity has created an evidence base and a starting point for Kirklees Council. However, the next stage is to embed social value as a core consideration in any commissioning and procurement. To do this we recommend:

- ❑ Review the Council Procurement Policy to ensure that social value is positioned as a key component. To provide clarity the Council should also develop:
- ❑ A Social Value Framework (ideally organisation wide, rather than for the procurement department) to clearly articulate the social value priorities of Kirklees Council, and setting targets against all measures within the framework. The other option here is that the anchor network (see Recommendation 6) develop a common framework – in this case the priorities of the framework should be decided by all partners;
- ❑ The importance of social value must be backed up by clearly communicating the priorities of the framework to suppliers and partners and making it part of the decision-making process in tenders (including a weighting – which can be flexible depending on the nature of the contract);
- ❑ Tracking suppliers' progress against social value pledges and targets by making it a condition of contract for them to complete a survey;
- ❑ Further interrogating the perception of the supply chain, and the wider Kirklees business base around the ease of trading with the Council and how they can be best supported to deliver social value.

Recommendation 3 – repeat the analyses to track progress

The spend analysis contained in this report is intended to provide a baseline for the impact of Kirklees Council procurement and employee wage spend. It is recommended that the Council repeat these analyses on an annual basis to track progress against the 44% spend with Kirklees suppliers, 69% of spend with West Yorkshire (including Kirklees) suppliers, and 57% spend with SMEs. In addition, the next analysis should broaden the scope of the supplier survey to include all the measures in the social value framework from Recommendation 2, and may consider alternative geographies such as the Leeds City Region.

Recommendation 4 – engage suppliers in areas of deprivation

The spend analysis has shown that Kirklees Council have 58 suppliers (with which there was a spend of £39.5 million in 2017/18) that have a presence in areas within the 20% most deprived nationally. Businesses in these areas need to be supported to offer opportunities to local people and deliver social value locally. Economic development officers responsible for business support should convene a workshop with local businesses to explore the barriers and enablers here and devise an action plan.

Recommendation 5 – further interrogate the findings of the influenceable spend workshop

The gap analysis workshop has produced a list of 13 contracts where there is potential for alternative providers to deliver the good or service in question and some contracts where further research is required by the procurement team. These should be interrogated in more detail by procurement officers who should then make a recommendation to the cross departmental working group (see Recommendation 1) as to where activity should be focused. This exercise can, and should be, revisited on a semi-regular basis; for instance, whenever analysis is undertaken of the Council's supply chain.

Oversight and sponsorship of this work should then be provided by the working group. In addition, it is clear from our work that certain sectors warrant particular investigation such as Adult Social Care. Although the influenceable spend workshop suggest that there is a lack alternative local suppliers in this sector, our engagement with the VCS suggests otherwise and highlights a strong desire to work with the council here to play a more expansive role. The establishment of a co-commissioning network (Recommendation 9) is therefore needed.

5.2 Diversification and Democratic ownership of the economy

Recommendation 6 – establish an anchor network for Kirklees

The Council should take the lead on establishing a permanent (and externally facilitated) anchor network that should meet a minimum of four times a year. The network should comprise representatives from anchor institutions who perform a leadership role and, as such, are responsible for driving forward change. The first meeting should focus on spend, procurement and commissioning, to share learning around best practice that is already being carried out in Kirklees. As described in section 4 above, both KAL and the University of Huddersfield have a strong approach to local procurement and work collaboratively with local suppliers. The opportunity to explore how this learning could be implemented in other anchors across the borough should be the focus of this first meeting. Subsequent meetings should focus on: developing closer links with the VCSE sector (See recommendation 9 below); the regeneration of Huddersfield town centre (see recommendation 12); enabling best employment practice, such as the payment of the living wage and recruitment of hard-to-reach groups; and linking anchor activity to business citizenship. Having a network leading actions around anchor's priorities may lead to advancing new forms of ownership that are naturally more inclusive, as a result of individuals having a stake in the governance (i.e. municipal enterprises, Co-ops etc).

Recommendation 7 – support the VCSE sector to play a more active role

The potential social value that can be delivered by the VCSE sector is significant in terms of maximising opportunities for integrated care and joint-working, tackling health inequalities, targeting hard-to-reach groups and creating a community resource which is resilient and sustainable. It is precisely this thought that underlies the Joint review of partnerships and investment in voluntary, community and social enterprise organisations in the health and care sector, published in 2016.¹⁹ Despite the perception that there is a lack of potential VCSE providers in Kirklees, our engagement with the Third Sector Leader groups suggests that the local VCSE sector is well organised, well connected and is eager to be more involved in the delivery of health and social care contracts.

As such there is the potential to increase and expand the VCSE sector's contribution and integrate it more fully into that of the public sector. By formalising the relationship between the public and VCSE sectors, new ways to collaborate, learn from each other and work at scale across Kirklees could be explored. In order to facilitate this action, we recommend the establishment of a co-commissioning framework. This framework will put co-production at the heart of commissioning, involving the VCSE in the earliest stage of needs analysis, review, planning and service development, putting strong resilient and inclusive communities at the heart of the future health and care system.

Comprising VCSE, local authority and CCG representatives the framework will endeavour to:

- ❑ Build the capacity of the VCSE sector, to help organisations gear-up to deliver Council and CCG commissioning intentions;
- ❑ Recognise the importance of infrastructure and volunteering to the VCSE sector and where appropriate provide support to continue its development;
- ❑ Support the VCSE sector by providing longer term funding (where possible);
- ❑ Support the sustainable development of voluntary organisations by signposting and facilitating access to external and non-public sector sources of funding;

¹⁹ <https://vcsreview.org.uk/>

- ❑ Ensure prompt payment of small grants and contracts;
- ❑ Explore joint commissioning across Council, CCG and other public sector organisations to deliver priorities for the borough. (There should be a dedicated anchor network meeting devoted to this task);
- ❑ Allocate funding, contracts and other resources against clear, relevant and consistent criteria
- ❑ Ensure that procurement and contracting processes are transparent, fair and proportionate, to encourage the broadest range of providers, including consortia building where appropriate
- ❑ Accept the principle of full cost recovery, in funding VCSE organisations, to help them meet the true cost of providing services;
- ❑ Design monitoring and performance management systems that are appropriate and meet the needs of the VCSE.

5.3 Employment

Recommendation 8 – carry out a review of Kirklees Council employment practices

Anchor institutions are the biggest employers in the borough. The approach taken to employment has a defining effect on the employment prospects and incomes of local people. The employee survey has shown that the 224 responding Council employees re-spent £1,726,208 in the Kirklees economy, equivalent to 35p in every £1 they received in net salary from Kirklees Council. In order to deepen the focus of the employment pillar of local wealth building there are several activities that the Council can focus on here:

- ❑ Task the cross departmental working group (see Recommendation 1) with developing ideas around how Council employees can be encouraged to spend more money locally;
- ❑ Map the home postcodes of Council employees to investigate the extent to which the staff reflect the community they serve;
- ❑ Review who applies for positions at the Council and amend the process to ensure it is inclusive;
- ❑ Review the quality of employment at the Council, including wage, terms and conditions, and the working culture;
- ❑ Present this evidence to the anchor institution network (see Recommendation 6) and support them to develop progressive employment and recruitment practice.

5.4 Land and assets

Recommendation 9 – conduct an audit of Council assets

We note the Cabinet's aspiration to stop charging VCSE organisations for using council assets. As such, the Council should follow the example set by other anchors in the borough who regularly let community groups and charities use their assets for free. This is one example of how assets can be better deployed. Another may be an investigation into the scope for taking a municipal stake in land and property as part of the West Yorkshire Pension Fund. A wider review of all Council assets would identify these additional opportunities.

Recommendation 10 – Use business rates relief to enable business growth

Making towns like Huddersfield, Dewsbury, and Batley vibrant places to live and work will surely be a key objective in the Council's new economic strategy, due to be published later this year. It was also a theme that was picked up on by the Third Sector Leaders. The council should look at business rate relief beyond its current activity, which provides rate relief on properties worth less than 15k per annum. It should also look to work collaboratively with the University of Huddersfield, whose investment fund has in the past helped the establishment of local enterprise. Refocusing the use of the fund on new businesses which will contribute to the regeneration of the town centre - particularly community businesses and social enterprise - would have a significant impact.

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Appendix 2b

CLES were asked to investigate the whole supply chain (beyond the top 300 which is the scope of our main report for phase 1) because of a concern that our approach was underestimating local spend. The findings of this can be seen below:

Spend with suppliers by geography (additional analysis)

The figures in the main report were generated through a detailed process of redacting some organisations (such as employee pension payments and certain grants), searching for local and regional postcodes when the initial analysis found suppliers to be based outside the region, and combining values where there were duplicate records for suppliers (where the name might be spelled differently).

CLES were asked to carry out a quick analysis on the entire supply chain, (the top 300 suppliers and the remainder of the supply chain), the suppliers with a spend of less than £193,000. The figures in the table below are for the entire supply chain in financial year 2017/18 – this comprised 4,580 suppliers, with a total spend of £335,966,040.

Please note that CLES did not go through the same data cleansing process as the figures quoted in the main report – this is due to resource constraints, and this should be acknowledged when quoting these figures. For the below analysis, we did remove suppliers noted as SB, DP and individuals who were listed (as these payments were for fostering or those in receipt of benefits).

Spend by geography (entire supply chain)

Geography	Spend	Proportion of total spend in 2017/18
Kirklees	£149,495,956	44%
West Yorkshire (including Kirklees)	£225,452,577	67%
Yorkshire and the Humber	£247,854,209	74%

- ❑ The proportion of spend in Kirklees is the same for the top 300 and the entire supply chain;
- ❑ The proportion of spend in West Yorkshire (including Kirklees) is lower for the entire supply chain (67%) than for the top 300 suppliers (69%);
- ❑ The proportion of spend in Yorkshire and the Humber is lower for the entire supply chain (74%) than for the top 300 suppliers (76%).

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Name of meeting: Economy & Neighbourhoods Scrutiny Panel
Date: 17 January 2019
Title of report: Kirklees Homelessness and Rough Sleeping Strategy 2018 - 23

Purpose of report

To inform the E & N Scrutiny Panel of officers' approach and progress in developing the Kirklees Homelessness and Rough Sleeping Strategy and provide opportunity for Members to comment on the draft strategy.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by <u>Strategic Director</u> & name	Karl Battersby - 09.01.2019
Is it also signed off by the Service Director - Finance (S151 Officer)?	Not applicable
Is it also signed off by the Service Director - Legal, Governance and Commissioning?	Not applicable
Cabinet member portfolio	Cllr Cathy Scott, Housing and Democracy

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

GDPR: No information, which would identify any individual person, is included within this report.

1. Summary

The Homelessness Reduction Act 2017 fundamentally changed the way Local Authorities work to support homeless people in their areas. The Act gives new prevention and relief responsibilities, towards more people.

In August 2018 the Ministry of Housing, Communities & Local Government (MHCLG) published its Rough Sleeping Strategy which stated that government is committed to halving rough sleeping by 2022 and ending it by 2027.

Local housing authorities are required to carry out a review of homelessness in their area and to produce a homelessness strategy which sets out how they will prevent and reduce homelessness, and provide support to people affected by it.

It is expected that these strategies will be reviewed every 5 years and that they will now be rebadged as homelessness and rough sleeping strategies. It is expected that Local Authorities will have reviewed and updated their strategies by winter 2019 (paragraph 71 of the Governments Rough Sleeping Strategy - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/733421/Rough-Sleeping-Strategy_WEB.pdf)

The Council's previous Homelessness Strategy was produced in 2013. Council officers, in partnership with a range of stakeholders, including people with lived experiences of homelessness are currently developing the new strategy in line with the principles of the Homelessness Reduction Act 2017 and the MHCLG Rough Sleeping Strategy.

The draft Homelessness and Rough Sleeping Strategy (attached) reflects our ambition for people and place. The Strategy builds on and has direct links to the Kirklees Housing Strategy 2018-23 which was approved by Council in September 2018.

A high level action plan is to be developed with partners following approval of the finalised Homelessness and Rough Sleeping Strategy by Council at its meeting in March, 2019.

2. Information required to take a decision

No decision is required. However the following information sets out in more detail the approach being taken by officers to develop the Homelessness and Rough Sleeping Strategy.

The draft Homelessness and Rough Sleeping Strategy describes our shared vision and ambition for tackling homelessness and rough sleeping in Kirklees and the key strategic priorities which are;

- Preventing homelessness and supporting people
- Tackling rough sleeping

The strategy sets out the principles for how we will achieve change. This includes a joint development of the strategy, working with our partners including people affected by homelessness and rough sleeping to do so, our continued focus on prevention and how we will progress and review the strategy's action plan.

The strategy gives an overview of the picture of housing and homelessness at a national, regional and local level. It describes relevant legislative and policy development, and gives some key facts and figures and trend data at a local level to inform the evidence base to our strategic intention, and set the scene.

The strategy identifies what the challenges and issues are, both now and looking ahead, what we will do in response and what outcomes we will achieve.

It takes a collaborative and enabling approach. It is recognised that the Council cannot achieve its ambitions and outcomes on its own; and that preventing homelessness requires the support, input and resources of a cross section of partners.

This is set out in the strategy and will be further reflected particularly as we continue our engagement with partners to develop and agree the action plan.

3. Implications for the Council

3.1 Working with People

The draft Homelessness and Rough Sleeping strategy is centred on working with people affected by homelessness, enabling and empowering them to develop the skills, resilience and improvements in their health and wellbeing that they need to move on to a more settled, happy and stable situation. It recognises people's strengths and capacities for change, as well as identifying how their support needs can best be met.

3.2 Working with Partners

A collaborative approach has been taken in developing the draft strategy. This means that the strategy is informed from a range of partners' perspectives, particularly members of the Kirklees Homelessness Forum. Forum partners include representatives from Health, other Council services such as Social Care, Job Centre Plus and providers. The strategy also takes account of what people have told us who have lived experience of homelessness.

3.3 Place Based Working

The strategy recognises that Kirklees is a diverse community and that in addressing issues of homelessness and rough sleeping, a Place Based approach is needed. This includes consideration of people's local support networks, and where and how they access services.

3.4 Improving outcomes for children

The strategy's focus on early intervention and prevention of homelessness will lead to improved outcomes for all households who are at risk of or experiencing homelessness, including households with children, and young people.

3.5 Other (e.g. Legal/Financial or Human Resources)

There are no additional financial or human resource implications arising from implementation of the strategy. The strategy is being developed to align with the Council's legal obligations including under housing legislation.

4. Next steps and timelines

The draft Homelessness and Rough Sleeping Strategy will be finalised taking into account the views and comments of the Economy and Neighbourhoods Scrutiny Panel and others. The timeline for future approval and formal adoption of the finalised strategy is as set out below;

Leadership Management Team (LMT): 28.1.19
Cabinet: 19.2.19
Council: 20.3.19

5. Officer recommendations and reasons

Comments and views of the Economy and Neighbourhoods Scrutiny Panel on the draft Homelessness and Rough Sleeping Strategy should be noted and shared with the Portfolio Holder, Housing and Democracy for consideration.

6. Cabinet portfolio holder's recommendations

The comments and views of the Economy and Neighbourhood Scrutiny Panel are welcome in helping to strengthen and inform the draft Homelessness and Rough Sleeping Strategy.

7. Contact officer

Karen Oates, Housing Commissioning Manager (access to housing)
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(01484) 221000

8. Background Papers and History of Decisions

Draft Homelessness and Rough Sleeping Strategy, 2018 - 2023

9. Service Director responsible

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(01484) 221000

Kirklees Preventing Homelessness and Rough Sleeping Strategy, 2018 – 2023

1. Foreword

Our ambition for preventing homelessness and rough sleeping in Kirklees.

The Kirklees Preventing Homelessness and Rough Sleeping Strategy sets out the vision which has been developed by the Council in partnership with key stakeholders who work across Kirklees to prevent and tackle homelessness in all its forms.

We want to see an increase in the amount and range of housing that is safe, secure, affordable, accessible and sustainable, coupled with the right level of tailored support for people who need this.

Our vision includes a Kirklees where no one sleeps rough on our streets, where no one is excluded, and where the support to prevent homelessness, or end it as quickly as possible, is available for people for as long as they need it.

Housing, and having access to good housing is crucial to people's lives. It is important for children's best start in life and for people's ongoing health and wellbeing, their economic prosperity, security and ambitions. Equally, the delivery and supply of decent housing for everyone who needs it supports the wider vision for Kirklees as a district that enjoys economic success and offers a great quality of life.

The Council's Housing Strategy for 2018 – 2023 (*insert link here*) covers the three priority areas of housing focus for the Council and its partners.

The first of these is housing need, including homelessness, with a specific outcome of preventing homelessness for more people, and supporting more people to find an alternative suitable home. Additionally, the Housing Strategy sets out actions to achieve how people who are at the extreme end of homelessness and sleeping rough, with multiple and highly complex needs are supported off the streets and into appropriate housing, with the right level and type of support.

The **Preventing Homelessness and Rough Sleeping Strategy** does not sit in isolation; it is very much part of the Council's overall strategy for housing in Kirklees, which in turn clearly links to, and supports, wider and corporate strategies such as the Health and Wellbeing Strategy, the Economic Strategy, and the Council's Corporate Plan. Preventing homelessness and tackling rough sleeping is a firm priority for the Council. This strategy is owned and endorsed across the Council, and supported across the wider Kirklees partnership.

Housing need, and preventing homelessness, is not solely a matter for housing services, or indeed, just the housing sector; ensuring that homelessness is effectively tackled means the commitment,

buy in and support of a wide cross sector. We know the Council cannot achieve the prevention of homelessness and rough sleeping alone. Partnership is absolutely crucial, and our commitment to working across systems, services, sectors and agencies is evidenced by the shared and partnership development of this strategy and its focus on keeping the individual at the centre of our approach.

2. Executive Summary

To be added

3. Introduction

Under the Housing Act 2002, local housing authorities must have a strategy for preventing homelessness in their district. The Government's Rough Sleeping Strategy¹ requires that these strategies also address rough sleeping and that this is reflected in the title of the local housing authority's strategy.

The Kirklees Preventing Homelessness and Rough Sleeping Strategy 2018 – 2023 reviews and builds on the intelligence and work undertaken set out in the previous strategy covering the period 2013 – 2016. There are a number of important changes since that strategy was developed; at a legislative and policy level, with the implementation of the Homelessness Reduction Act 2017, and the Government's Rough Sleeping Strategy and at an operating level, with the numbers of people becoming homeless, and reducing budgets to support services.

There is also a growing focus on homelessness and rough sleeping politically and from a public perspective, and increasing recognition that preventing homelessness needs intervention from a wide range of partners, as part of a broader system response.

Homelessness is an issue across the country, and Kirklees is typical. Since 2016, we have seen an upward trend in the numbers of people who are approaching the Council as homeless, or threatened with homelessness, and a corresponding increase in the numbers of people whom the Council accepts as statutory homeless². However, it is worth noting that, certainly prior to this time the *long term* trend in homelessness has been significantly decreasing.

Kirklees has a well-established effective multi agency partnership which represents the breadth of agencies who play a part in the homelessness prevention agenda. The Kirklees Homelessness Forum (KHF) works to prevent homelessness, and end rough sleeping and where people do become

¹ <https://www.gov.uk/government/publications/the-rough-sleeping-strategy>

² These are households that are owed a full housing duty by the local authority. To be statutory homeless, the following tests are applied;

Eligibility, whereby some people will be ineligible because of their immigration status

Is the household homeless or threatened with homelessness within (now) 56 days

Do they belong to a "priority" group, i.e. people with children or single people who are considered vulnerable because of disability or ill health

Are they unintentionally homeless that is, they have not made themselves homeless by their own action (or inaction)

Have a local connection to the local authority

homeless, to support those individuals into settled accommodation and build on the skills and abilities needed to achieve successful outcomes. The Forum has steered the development and direction of this strategy, and will have responsibility for monitoring outcomes arising from the strategy action plan.

We have developed two overarching themes which will be our priorities as we move forward with strategy implementation. These are:

Preventing Homelessness and supporting people

- More and better inter-agency working intervening before crisis and effectively supporting vulnerable groups
- Increasing and maximising the housing offer through enabling more affordable and sustainable housing including housing with support
- Sustaining tenancies, improving peoples life chances and positive outcomes

Tackling rough sleeping

- Improved responses for people who sleep rough, getting people off the streets and maintaining ongoing engagement to break the rough sleeping cycle
- Developing a more collaborative, “working with” relationship with rough sleepers
- Building on and strengthening our partnership arrangements so we end rough sleeping and deal more effectively with situations where people who are on the streets refuse to engage with the support that is available to them.

A key theme which runs throughout this strategy and underpins our priorities is one of innovation, thinking differently and trying new approaches. It’s also about ensuring that preventing homelessness and ending rough sleeping in Kirklees is a focus for all of us.

What is homelessness?

The Ministry of Housing, Communities and Local Government (MHCLG) defines statutory homelessness as:

“A household is legally homeless if, either, they do not have accommodation that they are entitled to occupy, which is accessible and physically available to them, or they have accommodation but it is not reasonable for them to continue to occupy this accommodation”

MHCLG also note that the term “homelessness” is much broader than reported statutory homeless and has a number of interpretations. Also included in the broader spectrum of homelessness are people living in hostels, rough sleeping, “hidden homeless”, including overcrowded, sharing or concealed households.

Homelessness then, is a continuum. At its sharpest, most visible end is rough sleeping. But there are a range of situations that people who are homeless fall into. People whose housing situation is insecure, and who are “sofa surfing”, living with domestic abuse, in private rented accommodation with a legal notice to leave their home, severely overcrowded or living in other unacceptable conditions are also homeless. Where the local authority is accommodating a household (either an individual person, a couple or where children are included) in temporary accommodation, that household is also homeless.

The earlier intervention occurs, for example before people become known to services and are “in the system” the more effective we become at preventing homelessness. This is a driving force not only for this strategy, but as a guiding principle for the Council and its partners. Our emphasis on prevention and relief of homelessness includes a rapid intervention where homelessness does occur, on recovery from the effects of being homeless – or rough sleeping – and moving on to successful outcomes using a strengths based approach.

We look in more detail at the Kirklees homelessness and rough sleeping data in the local context section of the strategy at p xx.

4. Strategic Context

The context of preventing homelessness and rough sleeping is set out at a national level, in the Housing Act 1996, the Homelessness Act 2002 which places a specific duty on local authorities to produce and implement a Homelessness Strategy, the Homelessness Reduction Act 2017 and the national Rough Sleeping Strategy. This document says that all local authorities should update their strategies and rebadge them as homelessness and rough sleeping strategies; and that local authorities report progress in delivering these strategies and publish annual action plans.

At a local level, partnership working to ensure that every resident in Kirklees has a decent, settled, secure and affordable home supports the Council to achieve its key outcomes. These outcomes are:

- People in Kirklees live in cohesive communities, feel safe and are safe and protected from harm;
- People in Kirklees are as well as possible, for as long as possible;
- People in Kirklees live independently and have control over their lives;
- Children have the best start in life;
- Kirklees has sustainable growth and provides good employment for and with communities and businesses;
- People in Kirklees experience a high quality, clean, sustainable and green environment;
- People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning.

The most effective solution to homelessness is prevention, by tackling the issues which contribute to it. This requires the commitment, buy in and support from services across the Council – such as Social Care, Public Health and Education – and importantly, our partners in Health including the CCG, the Police, the Prison Service, Jobcentre Plus and the Department for Work and Pensions (DWP), as well as Kirklees Neighbourhood Housing (KNH), the Council’s Arm’s Length Management Organisation which manages council housing, and Pinnacle who manage the Council’s Excellent Homes for Life.

The voluntary sector and local communities are also key, as are private landlords and our partners in the commercial sector.

By having a cohesive and united focus on the prevention of homelessness, and rapid intervention where homelessness occurs, we can make a real difference to people, improvements in their health and wellbeing, and a chance to enjoy a happy, settled and fulfilling life. Our strategic approach in Kirklees is very much outcome focussed and this joined up and pragmatic approach will help us bring about those outcomes.

In addition, we want to maximise people's own capacity – their strengths, their experiences and abilities at an individual level and also at a broader community level.

As an example of this, we have engaged with people who have lived experience of homelessness in developing this strategy, to capture their stories and to learn what will help, going forward.

The case study below is drawn from an interview with someone previously living at Clare House, a supported living scheme in Kirklees which provides accommodation and support for homeless single people

“... It [Clare House] has changed my life so much...”

John* spent 13 months living as a resident at Clare House following a series of life events spanning a number of years. He has now been supported to move on, upskill and his wellbeing is much improved.

Profound events and issues in John's childhood contributed to poor mental health in later life which has since been diagnosed and is now controlled with medication. A number of years later his mental wellbeing would result in relationship issues with his family and he was subjected to physical abuse which became very violent.

After a couple of nights on the streets and a visit to the Council's Housing Solutions team, John was placed initially in a 'crash pad'. Soon after this, John became a resident where he got the support he needed including receiving a diagnosis for his mental health condition.

Since that time, John has been supported into a Council tenancy and now lives in “...his own flat...” which he is very proud of and shows off his photos of it. John has also continued to receive support from the staff at Clare House and Home Group in general. He has been volunteering at Clare House for the last 18 months, has been attending training and is about to embark on an apprenticeship with them.

“If you didn't have floating support it would be harsh. (The) safety net could be the difference between make or break.”

4.1 National

Latest data from MHCLG³ shows that between 1st January and 31 March 2018, local authorities accepted 13,300 households as being statutorily homeless, down 2% from the previous quarter (Q4 2017) and down 9% on the same quarter of 2017.

The national picture shows there are increasing numbers of people in temporary accommodation.⁴ As at 31st March 2018 the number of households in temporary accommodation was 79,880, up 3% from the same time in 2017, and up by 66% since 2010. There has been a reported drop of 1% in the figures of homelessness prevention and relief since quarter 1, 2017.

Shelter reports on some notable trends; young people and single parent families are disproportionately affected by homelessness and the number of homeless people aged 60 and over is at its highest in a decade. Looking at temporary accommodation, it notes that 38,390 single parent families are living in temporary accommodation and for this group, the increase has been even higher, at 54% over the same timescale.

According to a report by Centrepoin in 2015, 28% of young people (under 25), have been forced to sleep in an unsafe and unsuitable place at some point, including in a car, an abandoned building or on the streets and government data also shows an increase of almost a third in the numbers of this age group sleeping rough (MHCLG, 2018).

Homelessness Reduction Act, 2017

The focus on preventing homelessness is underpinned by the Homelessness Reduction Act 2017, implemented in April 2018. This major piece of legislation places a mandatory duty on local authorities to work to prevent homelessness for all households at risk of losing their home within 56 days. Local housing authorities must intervene earlier in order to prevent or relieve someone's homelessness, including people who do not have priority need, are intentionally homeless and regardless of their local connection⁵

The changes that the Homelessness Reduction Act have brought about are welcome; although we will undoubtedly see more people, and at an earlier stage, and recognise the increased pressure this inevitably means for our Housing Solutions Service, our approach for many years has been on how we can prevent homelessness, and especially for single households. In this respect, we are possibly better placed to implement at least some aspects of the Act, than other local authorities who have perhaps not had this focus.

It is important to recognise that with the new Act, the way in which Government collects data from local authorities has changed. As a result we will not be in a position to compare data from years preceding the implementation of the Act, to 2018 and beyond.

³ Ministry of Housing, Communities & Local Government, Statutory homelessness and prevention and relief, January to March (Q1) 2018: England

⁴ Accommodation arranged by the council after an individual has made a homelessness application and the council has not offered permanent tenancy through its housing register/waiting list.

⁵ This means an individual has links based on living or working in the area, close family in the area or other special reasons

Where someone's homelessness cannot be prevented there is a new duty to try and bring that homelessness to an end (called the relief duty) as quickly as possible. This duty means that the local authority will try and support the individual to find secure and settled accommodation that is suitable, and available to them with at least a 6 month tenancy.

These duties are not subject to the individual being in priority need, having a local connection, or whether they are considered to be intentionally homeless.⁶ The duties apply to anyone who is threatened with, or experiencing, homelessness.

The new Act also introduces the Personal Housing Plan (PHP), an agreement between the local authority and the individual as to what actions will take place to find and keep settled suitable accommodation. The PHP places a responsibility on the individual to carry out any reasonable actions that have been agreed, as well as being clear what actions the local authority will undertake. In Kirklees, we have used the principles of restorative practice and co-production – doing with, not doing to or for - as well as our commitment to a strength based approach, to underpin how we develop personal housing plans with people who are homeless.

The full housing duty⁷, and the circumstances in which temporary accommodation must be provided, remain unchanged.

Duty to Refer

A new Duty to Refer has been introduced for public bodies (implemented October 2018). The Crisis report, "Preventing Homelessness; it's everybody's business"⁸ notes that this;

"Reflects a recognition that successful homelessness prevention can never just be the responsibility of the local housing authority"

The Duty to Refer applies to public sector organisations such as Health, Jobcentres, the Ministry of Defence, Prisons and Social Care to refer anyone who they believe may be homeless or at risk, through to the local authority for assistance with housing. Consent to referral must be given by the individual. The Government's Rough Sleeping Strategy delivery plan notes that this new duty is *"embedding a culture of homelessness prevention across agencies who work with vulnerable people"*⁹

The Council's Housing Solutions Service is currently leading on rolling out a programme of increasing awareness and understanding of the new duty; referral routes have been developed via the website and staff from the Housing Solutions Service are engaging with partners through team meetings to

⁶ If you lose your home because of something that you deliberately do or fail to do.

⁷ For households which are unintentionally homeless and in a priority need category (such as having dependent children) the local authority has a main duty to secure settled accommodation. The local authority has a main duty to ensure suitable temporary accommodation is provided until settled accommodation is available.

⁸ Preventing homelessness: it's everybody's business, Crisis, Ruth Jacob, October 2018

⁹

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762854/RSS_delivery_plan.pdf

discuss homelessness prevention, options available to people finding themselves threatened with homelessness and when the duty to refer referral should be made.

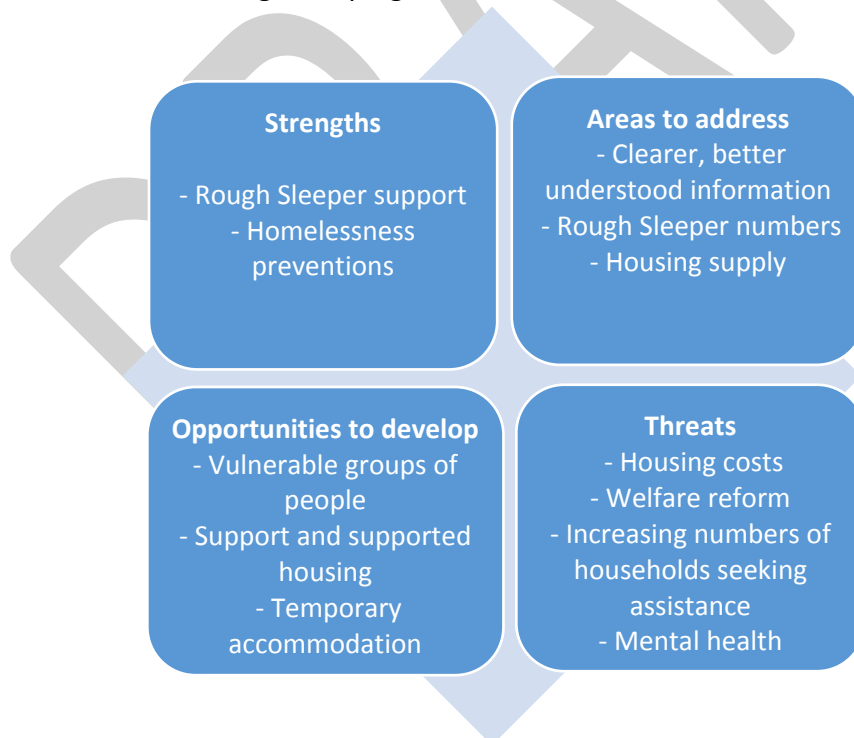
4.2 Regional

Information from the regional forum

If we look across our neighbouring authorities, Kirklees accepts more households (per thousand) than others in West Yorkshire and the wider region, although we are in line with the national average for acceptances. We do take a more flexible approach and so assist more single households. The outcome of this is positive as it means that more (single) households do access settled accommodation in council tenancies. Analysis of data on social housing allocations shows that in Kirklees people across all bands of the Housing Register (Band A through to Band E) are successful, in being offered a council tenancy. Other authorities often apply very strict vulnerability tests on single people.

4.3 The local picture in Kirklees

The graphic below gives an overview of the current picture of Kirklees with regards to areas of homelessness and rough sleeping. Each area is then detailed further underneath.



Strengths

Rough Sleeper support

People who sleep rough often experience multiple and high level complex needs and the wellbeing of people who live and sleep on the street is at significant risk.¹ To address rough sleeping effectively and improve outcomes requires a coordinated and multi-agency partnership approach, as recognised and set out in the Governments Rough Sleeping Strategy.

The Kirklees Housing Strategy gives a commitment to consideration of more transformational approaches such as a using a “Housing First” model with people who have very complex needs and who sleep rough. As part of the redesign of housing support services being enabled via the Life Chances funding, Housing First principles will be included in the service specification.

In Kirklees a partnership of both statutory and voluntary sector agencies meet on a quarterly basis to share intelligence and information around the issues of tackling rough sleeping, what is known about individuals who are sleeping rough and what action will be taken to get people off the streets and into settled accommodation. Agreed information sharing protocols are in place, which also ensure that individuals are not “double counted”.

In addition to the regular Rough Sleeper partnership meetings, Kirklees carries out an annual estimate of how many people are sleeping rough on a typical night. Detail on this is set out in the ‘Rough Sleeper numbers’ section on [page xx](#).

Homelessness Preventions

Looking at 2017/18, the number of households presenting at the Council as being eligible for assistance was recorded as 538.

The majority of these households – at 33% were female lone parents.

Applicant households found to be eligible for assistance, unintentionally homeless and in priority need during the year 2017 / 2018

Household Type	Verified Preventions	% of Total
Couple with children	89	17%
Lone parent – Male	13	2%
Lone parent – Female	177	33%
Single Male	157	29%
Single female	78	15%
Other	24	4%
Grand Total	538	

However, if we look at the overall number of homelessness preventions in Kirklees as submitted by statutory return, this shows 1,730 for the year 2017/18. This higher figure is due to the strength of partnerships both within and external to the Council. Examples of our partnership working include the commissioned Sanctuary scheme operated with Pennine Domestic Violence Group (PDVG), assistance for single people by Fusion Housing, and the work done by the Council’s Housing Solutions Service around referring to specialist debt advice, negotiation and mediation, and work undertaken by our Accessible Homes Team to enable disabled people to remain in their own home.

The table below illustrates the range of actions taken to prevent or relieve homelessness.

Kirklees Homelessness Prevention and Relief 2017/2018 - P1E data¹⁰		
Homelessness prevented - households able to remain in existing home as a result of:	1. Mediation using external or internal trained family mediators	25
	2. Conciliation including home visits for family or friend threatened exclusions	33
	3. Financial payments from a homeless prevention fund	-
	4. Debt advice	163
	5. Resolving housing benefit problems	24
	6. Resolving rent or service charge arrears in the social or private rented sector	-
	7. Sanctuary scheme measures for domestic violence	142
	8. Crisis intervention - providing emergency support	-
	9. Negotiation or legal advocacy enabling household to remain in private rented sector	196
	10. Assistance enabling household to remain in private or social rented sector	141
	11. Mortgage arrears interventions or mortgage rescue	30
	12. Other remain in accommodation	82
Homelessness prevented or relieved - household assisted to obtain alternative accommodation , in the form of;	13. Hostel or House in Multiple Occupation (HMO)	171
	14. Private rented sector accommodation with landlord incentive scheme	110
	15. Private rented sector accommodation without landlord incentive scheme	26
	16. Accommodation arranged with friends or relatives	15
	17. Supported accommodation	112
	18. Social housing - management move of existing LA tenant	9
	19. Social housing - Part 6 offer of LA accommodation or nomination to Registered Social Landlord (RSL)	231
	20. Social housing - negotiation with an RSL outside Part 6 nomination arrangement	14
	22. Other alternative accommodation	221

Areas to address

Clearer, better understood information

We need to ensure that if anyone in Kirklees becomes aware that someone is sleeping rough, the Council makes it easy, clear and straightforward to understand what to do. For example, having clear, accurate and accessible information about what help and support is available, who can provide help and how to access, and how people can best support rough sleepers and refer their concerns.

¹⁰ P1E data - statistics reported on a quarterly basis by English local housing authorities on their responsibilities under homelessness legislation.

There are a number of misconceptions and myths about people who are seen on the street and it is important that we tackle this. Not everyone presenting as rough sleeping has nowhere to go. Some people live on the streets in order to beg for money. Our shared intelligence tells us that of the rough sleepers we and our partners are aware of, some have a tenancy, or other suitable accommodation available to them but they do not stay there.

Where people who are assumed to be rough sleeping and we know they do have somewhere safe and appropriate to stay then we must develop more effective arrangements to deal with this. This may include exploring the use of more robust actions, which the Council and partners have previously hesitated to use. Otherwise, there is a risk that our focus is diluted, that our resources, and those of the public and voluntary groups become even more stretched and potentially mis directed and that the numbers of people on the streets increases. Such a situation is damaging for our communities, our environment and local businesses and most of all to the individuals themselves who regardless of why they are on the streets are at risk from living in this way.

Rough Sleeper numbers

Local authorities within England are required to submit on an annual basis, a single night snapshot of rough sleeping using street counts and intelligence driven estimates - The estimate is informed by the knowledge and triangulation of information held by partners. It is important to acknowledge that the estimate (or count, as some local authorities use) may be affected by what is known – or not known – to partners, and the circumstances that may lead to individuals who find themselves without somewhere safe warm and suitable to sleep at night.

“Accurately recording the number of people sleeping rough across England on any one night is a huge challenge” – Homeless Link, 20th September 2018

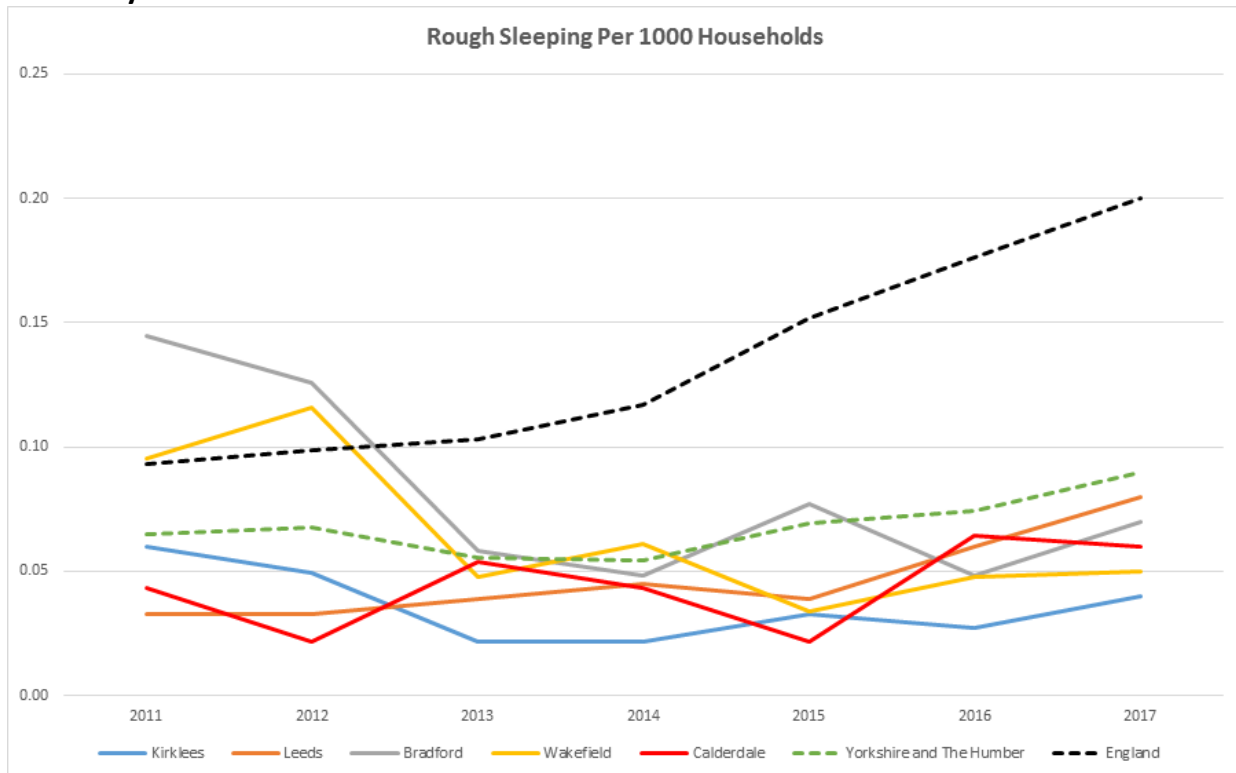
The annual rough sleeper estimate has been undertaken for this year (as at November, 2018). Analysis of the intelligence held by the Council and its partners shows the figure to be 13 people. This is an increase on the numbers reported last year in 2017, when the estimate recorded was 8 people.

The table shows numbers of people identified as sleeping rough in Kirklees (as a “snapshot”).

Year	Number of Rough Sleepers
2010	5
2011	11
2012	9
2013	4
2014	4
2015	6
2016	5
2017	8
2018	13

The rise in the numbers of rough sleepers being recorded is seen nationally, as well as locally. As an example, there was a 15% increase nationally between 2016 and 2017, while since 2010, rough sleeping estimates have increased by 169%.

Rough Sleeping per thousand households – West Yorkshire, Yorkshire & Humber and nationally



The Council, together with its Homelessness Forum partners have comprehensive intelligence and are aware of most of the people who are visibly living on the streets. In addition to providing the official annual figure, partners are now meeting quarterly to share information about individuals at risk, those actually sleeping rough and those taking up subsequent accommodation and support.

A common view of street homelessness is that it is a problem of accommodation. Health problems, including substance abuse, and complex factors are often the precipitant of homelessness or are barriers which prevent people from acquiring and/or sustaining appropriate accommodation. Such issues can lead to social isolation, lack of trust and a reluctance to engage, inability to sustain a tenancy and difficulty managing household budgets.

The main reasons for the increase in rough sleepers include:

- impact of Welfare Reforms;
- reduction in funding or raising threshold of support services (i.e. Mental Health);
- shortage of appropriate accommodation.

Housing Supply

A key issue that contributes to people's homelessness is a lack of housing and **especially, affordable housing**. Without ready access to settled and affordable (primarily social) housing, people are accommodated in temporary accommodation and in Kirklees, there is an increasing trend in the numbers of people being accommodated in this way. The Kirklees Strategic Housing Market Assessment (SHMA) identifies that between 2013 and 2031, there is a need for 1730 new homes every year. Of this, there is an annual net imbalance of 1,049 affordable homes over the next five years.

Demand for social housing is growing, and as at November 2018 there are just over 13,500 households registered with Choose n Move, the choice based lettings scheme that the Council operates. On average, between 2,000 and 2,500 allocations are made per year, and so the gap between the numbers of people wanting and needing social housing, and the availability of stock, is evident. Social housing is a diminishing resource which adds to the pressure on people for whom finding a "market" solution to meet their housing need is out of reach.

Opportunities to develop

Vulnerable Groups of people

Homelessness is not restricted to the lack of a roof over someone's head and generally, people who are homeless will have much broader unmet needs. The reasons why people become homeless are complex. They include structural issues, such as lack of housing supply and housing costs as described above; people losing their private rented tenancy, and being unable to afford to move into another private rented property is now one of the main reasons for presenting as homeless in Kirklees, as it is across the country – and also, more individual issues.

There are particular groups of people within our population who are vulnerable and who, through a number of factors may experience homelessness either as a single crisis point in their lives, or more repeatedly. People are vulnerable because of a number of reasons. These include people with disabilities, people who have mental health issues or learning disabilities, drug and alcohol dependencies, young people, older people, people whose relationships have broken down and where violence is a factor, leaving long term institutional living such as the care of the local authority, prison, or long term hospitalisation.

People who find it difficult to live independently and need support are also vulnerable to homelessness for example refugees to this country who may be transitioning to a new and different way of living.

Recently, the Police and Crime Commissioner has highlighted the risks of human trafficking and modern slavery to vulnerable people, including homeless and socially excluded groups, as set out in the Government's Homelessness code of guidance. This acknowledges that such criminal activity is normally more prevalent amongst the most vulnerable groups, and within minority or socially excluded groups.

Support and supported housing

Support for people who struggle to find, keep and successfully maintain a tenancy is a particular focus for the Council and its partners who are working to prevent homelessness. Equipping young people with the skills and abilities they need to achieve independent living, and addressing the

needs of people with a mental health issue who are accepted by the Council as homeless are significant issues considered by this strategy. Mental health was the second highest reason for homelessness priority in 2017, after households with dependent children.

The Council has recently been awarded around £6.5m of government funding through Life Chances which is funded through social investment bonds. It is currently remodelling and redesigning its floating (outreach) housing support services using an outcomes based approach for its commissioning process. Services will support people with vulnerabilities into independent living by addressing and combating issues that affect their health and wellbeing, such as domestic violence or substance misuse.

This will see a clear focus on tenancy sustainability, so that providers effect real and lasting change which assist those people who need support, to maintain a settled and successful move into independent living. Key to this will be the development of people's employability skills, coping strategies and resilience.

Temporary Accommodation

The Council place households into interim, or temporary accommodation when permanent suitable housing is not available, or when pending a decision by the Council on the homelessness application.

Under the new legislative framework, the Council has reviewed the data recorded around temporary accommodation. We will be considering how long households spend in temporary accommodation before securing a suitable home, rather than looking at a snap shot of the number of households.

Analysis of data for the first quarter of 2017/18 shows that the average time spent in temporary accommodation was 67 days, and the average number of households placed was 37. Both of these performance indicators meet target.

The impact of the Housing Reduction Act on the need for the local authority to provide temporary accommodation is not yet clear; however, early indications nationally suggest that numbers will increase, as will the length of time that households remain in temporary accommodation.

Around 90% of temporary accommodation is sourced from the Council's own supply of stock and Kirklees does not use private sector landlord supply. Of concern though is the increasing use of costly Bed and Breakfast accommodation in Kirklees, and the number of nights this is used for, although in line with statutory guidance (Homelessness Code of Guidance), the Council do not exceed a 6 week stay, the specified length of time that any households with children use B and B accommodation for.

Issues around availability of council owned stock for households to move into, from temporary accommodation, and delays in turning around properties so that they are ready to let have been identified as contributing to a "silting up" of temporary accommodation. There is also limited appropriate move on options for people with complex needs, and who return to the Council's Housing Solutions Service for assistance when their previous accommodation arrangements have broken down.

There is a limited availability of private rented sector accommodation that is both affordable (in line with Local Housing Allowance levels), and of a good quality, although we have plans in place to work in partnership with a key provider in the voluntary sector to increase access. The Strategy Action Plan gives more detail about this.

Threats

Housing Costs

The Kirklees Housing Strategy notes that the average (mean) house price for the period April – June 2017 was £166,728, a difference of £13, 700 for the same period in 2007, when the average house price in Kirklees was £153,028. Although Kirklees is a relatively affordable place to live, there are some wide variations in people’s incomes, with some parts of the district seeing an average household income of just over £26,000.

Affordability then is a real issue and some groups of people such as younger households, households on low incomes (and increasingly, more intermediate incomes) are particularly affected by the lack of affordable supply and the rising costs of housing. This includes private rent as well as home ownership. Enabling the increase in the number and range of homes delivered in Kirklees and access to a suitable and settled home is a priority for the Council and will help to address the issues of growing homelessness that we face.

Welfare Reform

The impact of benefit changes is not new and was clearly identified as an issue in our 2013 - 2016 Preventing Homelessness Strategy. The sustained period of benefits being frozen or severely limited increases (well below that of inflation) has had, and continues to have, a negative impact on households’ abilities to manage all their essential expenditure. Juggling finances and trying to cover the costs of rent, fuel, council tax, food and other outgoings is seen to be a contributory factor to people’s mental health and wellbeing. Both the Council’s Housing Solutions Service and KNH report they are dealing with a sharp increase in the number of people with mental health issues.

Universal Credit has had a significant impact on household finances. Households that have previously managed their money well soon fall into difficulties. Where people take payment advance on their Universal Credit claim they may then find that the monthly repayment obligation compromises their ability to continue budgeting adequately.

As a “snapshot”, data as at 29 Oct 2018 shows that locally, Universal Credit (UC) claimants represented 32% (2,442) of the 7,586 rent accounts in arrears but were responsible for 50% (£1.3m) of the debt owed to the Council. There has been a slight downward trend in the percentage of numbers of tenants in receipt of UC who are in arrears but this same snapshot shows that the total rent arrears were £2.6m, an increase of £110,000 on the previous month.

Since UC was introduced, 48 council tenants claiming UC have been evicted and the majority of UC claimants who have terminated their tenancy have left owing rent arrears. Having rent arrears may adversely impact on people’s ability to access social housing in the future.

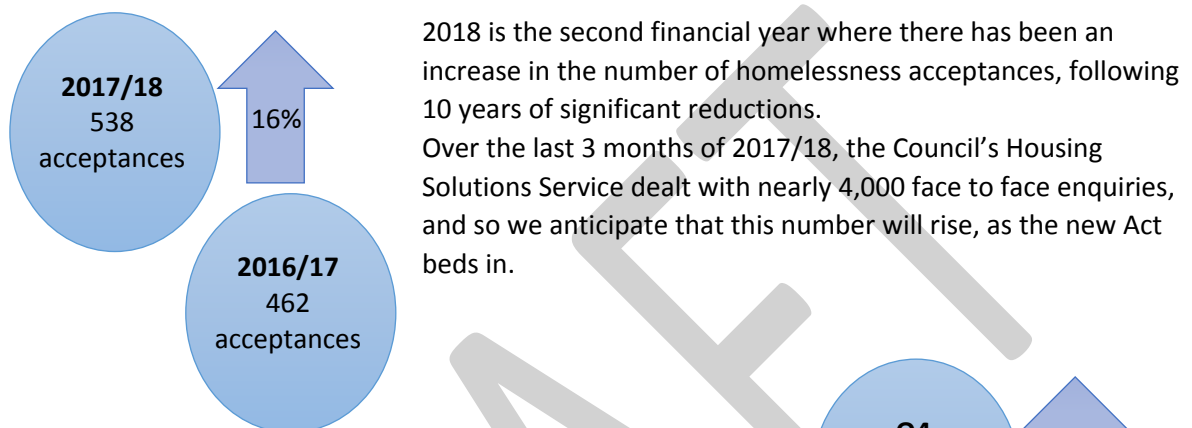
Poverty, and particularly poverty in childhood, has been shown to be a significant indicator of risk.¹¹ Tackling the negative impacts on people’s lives from changes to benefits, and enabling more people to access and maintain a job that strengthens their economic security are fundamental to the approach we continue to take in preventing homelessness.

¹¹ “Homelessness in the UK – who is most at risk” July 2017, Professor Glen Bramley & Professor Suzanne Fitzpatrick

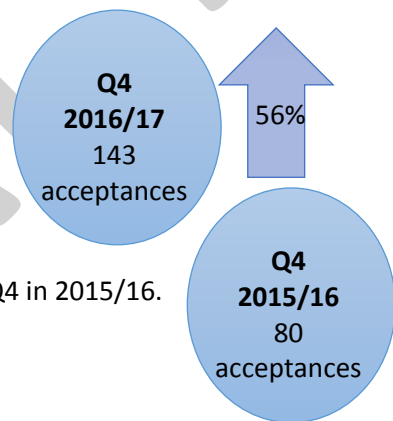
Increasing numbers of households seeking assistance

The numbers of homeless households in Kirklees for whom we accept a main housing duty is increasing. After many years of a significant decrease, we have seen an upward trend since 2016. And, the implementation of the Homelessness Reduction Act, whilst not widening the groups of people for whom the Council has statutory duties to accommodate, will impact on the way we work with people in housing need.

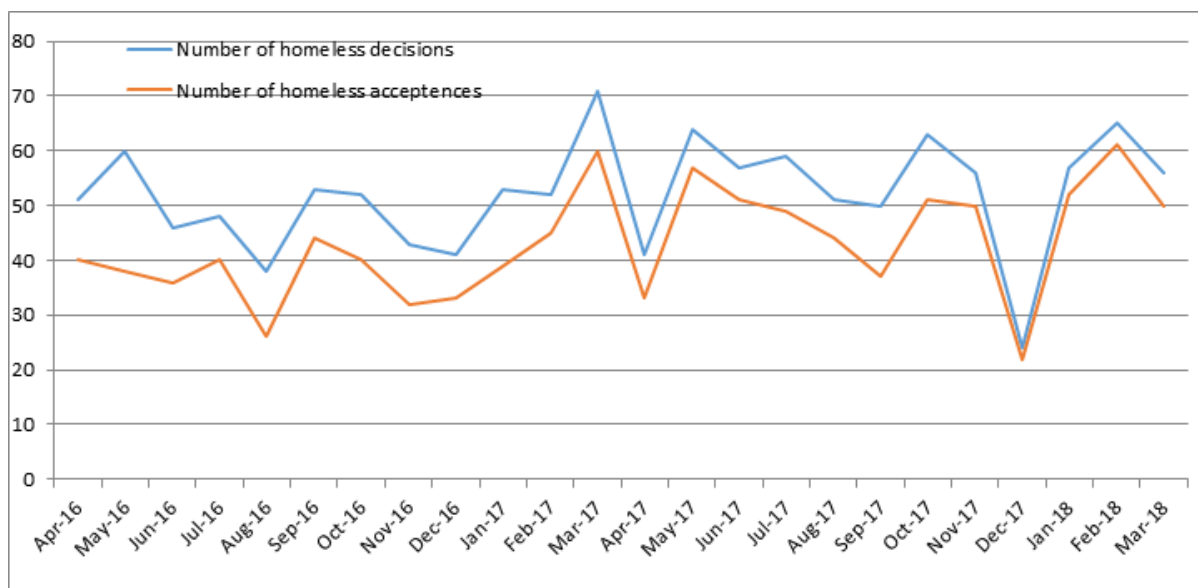
In 2017/18 the Council recorded 538 homelessness acceptances as compared to 462 households in 2016/2017. This represents a 16% increase.



The biggest increase over the last 2 years in the numbers of people coming to the Council as homeless and for whom we accepted as statutory homeless was in Q4 of 2016/17 where we saw a rise to 143 households. This compares to a figure of 80 for Q4 in 2015/16.



The table below shows the trends in homelessness acceptances since 2015/16 and is broken down into quarterly reporting.



Further data work is required on this section including an updated graph showing quarterly rather than monthly data.

The number of acceptances is far below the position at the peak of in the mid 2000's and is relatively low historically, but is nevertheless an 80% rise from the low point of 296 acceptances in 2014/15, and a similar rise compared to the picture described in our previous 2013 – 2016 strategy;

"In 2013/14, statutory homeless acceptances reduced by 26% to 294 for the year, with a similar reduction in decisions" (Kirklees Preventing Homelessness Strategy, 2013 - 2016).

Mental Health

Across the board, and as confirmed at a recent local partnership event, there is an increase in the numbers of people presenting to a range of agencies with mental health issues and the main reason for priority amongst single homeless people approaching the Council as homeless is poor mental health.

"There are more people than ever with complex and multiple needs... Mental health services are overstretched and unable to cope." (Homelessness Monitor England, April 2018)

Council data for 2017/18 shows that of the total number of homelessness acceptances, 23% of individuals had a recorded mental health issue. If we look at the main reason for priority amongst single households without dependent children – couples, and singles without children - the figure is particularly stark. 41% of households in this group had mental health recorded as a priority need. For rough sleepers, our intelligence suggests that the majority have drug /alcohol dependences coupled with poor mental health.

It is important to note that mental health issues are likely to be under-reported due to the way that data had to be recorded. This is likely to be more accurate in future, with the new reporting systems which are a feature of the Homelessness Reduction Act.

4.4 Causes of homelessness

There have been some significant changes in the reasons for homelessness in Kirklees, since our previous strategy. During that period (2013 – 2016), the main cause was recorded as parents no longer being willing to accommodate, followed by friends and family no longer willing, and then loss of assured shorthold tenancy (ending of tenancy in the private rented sector).

Most recent reporting data shows the main three causes are:

- ending of assured shorthold tenancy;
- violent breakdown of relationship involving a partner;
- parents no longer willing to accommodate.

This is the first time that the ending of an assured shorthold tenancy has been the main cause of homelessness in Kirklees and it brings us into line with what's happening nationally. The Crisis report into the state of homelessness in the UK (The homelessness monitor series) says;

“All available evidence points to Local Housing Allowance reforms as a major driver of this association between loss of private tenancies and homelessness” - (The homelessness monitor: England 2018, Crisis, April 2018)

And although it is perhaps too early to say definitively, we believe there are strong links between changes to benefits, and private landlords being unwilling to grant or maintain tenancies to people who are in receipt of housing benefit, including Universal Credit.

4.5 Who is at risk of homelessness?

The rise in the numbers of people approaching the Council for assistance with their housing situation is across all household types – so, singles, couples and families.

The table below shows the household types of those accepted as homeless in Kirklees, compared to England for the year 2017/18. What this table does show is the higher percentage of single households, males and females, who are accepted as homeless in Kirklees compared to England as a whole.

Accepted homeless household types – Kirklees and England

Accepted Homeless Household Type	Kirklees	England
Couple with Dependent children	16%	20%
Lone Parent – Male	2%	4%
Lone Parent – Female	35%	47%
Total with Children	53%	71%
Single Person –Male	28%	14%
Single Person – Female	14%	10%
Single person – unknown	<1%	0%
Total without Children	43%	24%

Other	4%	5%
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People who are facing economic uncertainty, prolonged pressures and who may lack the resilience to cope with this are more at risk; sustained pressure on family finances may lead to family breakdown, including violent breakdown, and we have previously referred to domestic abuse/violence as a major cause of homelessness.

Although certain groups of young people may be at risk of homelessness, in Kirklees we have seen some real success over recent years with preventing homelessness for this group. We have developed positive engagement with Children’s Social Care, working in partnership with them to ensure that issues relating to children and young people who are at risk of becoming homeless – for example leaving the care of the local authority – are swiftly and jointly addressed.

During a visit to Kirklees by the MHCLG’s Homelessness Advice and Support Team in November 2018, it was noted that Kirklees has achieved increased success in preventing homelessness amongst 16/17 year olds in the last 2 years.

In 2017/18, a total of 19 16/17 year olds were prevented from becoming homeless, with no statutory acceptances; most recent quarterly data (as at October, 2018) shows that we prevented homelessness for 29 young people aged between 16 and 17, with only one young person accepted as statutory homeless.

4.6 Kirklees Housing Allocations Policy

Some changes to the Kirklees Housing Allocations Policy to assist the Council to meet new duties arising from the Homelessness Reduction Act were agreed and became operational in April 2018.

The following new bands have been created:

- Band B – for the relief of homelessness where the household is eligible for or accommodated in temporary accommodation;
- Band C – for the prevention of homelessness;
- Band C – for the relief of homelessness where there is not a duty owed to provide temporary accommodation.

People with the highest housing need, such as care leavers are given Band A, the highest level of priority within the Allocations system.

Where there is a statutory homeless duty, including prevention and relief duties, officers can place bids on behalf of applicants from the date the banding is awarded. Monitoring of these changes are being kept under review, to ensure their effectiveness in supporting the prevention and relief of homelessness.

5. Our Priorities and what we will do

5.1 Priority: Preventing Homelessness and supporting people

More and better inter agency working intervening before crisis and effectively supporting vulnerable groups

We recognise that the most effective way to avoid homelessness is to intervene early, before people's situations reach crisis, and to connect them to the right support when this is needed. We also know that where people continue to struggle before finally approaching the Council for help and advice, their housing situation becomes more difficult to resolve, and a sustainable successful outcome is harder to achieve.

The Council's Housing Solutions Service is focussed on successful implementation of the Homelessness Reduction Act ensuring meaningful advice is provided which helps prevent housing crisis. In line with the Act, we are working with a broader range of partners to ensure our focus is maintained on intervening early with all households who are at risk of becoming homeless to prevent homelessness as much as possible, achieve better outcomes for people and so avoid costly and crisis interventions.

We are developing a more systemic approach to prevention across different parts of the Council and key partners, reinforcing a partnership culture that the prevention of homelessness is an integral element of delivery for all services, not just for Housing. We want to ensure that the importance of decent, affordable housing and the prevention of homelessness is a key consideration, for other services and agencies, for example with Children's Services, Adult's Social Care and Health partners.

A recent partnership event (November 2018) brought together a range of services and agencies, to focus on the issues which contribute to the risks of homelessness in Kirklees, including people who are vulnerable through chaotic lifestyles, mental ill health, drug and alcohol addictions and challenging behaviours, where tenancies may not be sustainable.

A range of actions from this event have been identified and will be worked up in more detail as part of the Council's wider work with our communities and neighbourhoods.

Our strategy identifies that people's economic circumstances and their ability to manage financially is a key issue in preventing or relieving homelessness. We will continue to address the challenges and impact of debt, and welfare reform for affected residents in Kirklees, such as the freeze on Local Housing Allowance rates (LHA)¹² and the ongoing roll out of Universal Credit, working with partners such as KNH to ensure that effective support and referral arrangements are in place to flag issues around debt and rent arrears early and enable successful prevention work to take place. This includes commissioning provision of and connection to debt advice, support to enable people to move to more affordable housing and putting Discretionary Housing Payment plans into place.

¹² Local housing allowance (LHA) is used to work out how much housing benefit an individual can get if they rent their home from a private landlord. A single private renter under the age of 35, is usually only entitled to housing benefit at the shared accommodation rate. In Kirklees this is £55 a week. Some people are exempt.

Support is also provided through our third sector/voluntary sector partners and other agencies, to enhance people's ability to access training and employment opportunities and so reduce their reliance on welfare benefits through increasing their financial resilience.

Our partnership actions help to mitigate the effect on people's lives and their wellbeing, including mental wellbeing and protects the Council's rental income stream through more sustainable tenancies.

We will:

- **Provide meaningful and effective advice which is timely and outcome focussed, for everybody who approaches the Council with a housing need, including people referred via the Public Duty to Refer;**
- **Develop and secure agreement to a Personal Housing Plan with all customers so as to either prevent or relieve their homelessness whilst continuing to secure accommodation for those in priority need groups;**
- **Build on our active networking and strengthen engagement with partners and services across and beyond the Council to develop a joint action plan that ensures early and "upstream" preventative action, where partners identify people who are struggling and who may be at risk of losing their home, and ensure clear pathways to support;**
- **Continue and develop our shared approaches to reducing and mitigating the impacts of welfare reform and other financial pressures, including a focus on enabling people to access and maintain employment, and achieve better paid work.**

Increase and maximise the housing offer through enabling more affordable and sustainable housing including housing with support.

Increasing the amount of specialist and supported accommodation, and affordable accommodation is a challenge that this strategy, and the Council's overarching Housing Strategy seeks to address. Enabling housing growth, including affordable housing, and the models of housing that meets the needs of people who are homeless or at risk is a clear priority for the Council.

Our Housing Delivery Plan sets out the ambition of 10,000 new homes in Kirklees by 2023, including 1,000 homes on Council owned land. Additionally, the Local Plan identifies the supply of affordable homes that are needed in Kirklees. To support the delivery of our ambition the Council's Specialist Accommodation Programme works to ensure that Kirklees has sufficient supply of the right kind of specialist accommodation, including housing with support such as hostel accommodation, domestic refuge, and supported accommodation for young people.

The Programme will collate information on current provision and determine future levels of demand and models of supported housing in order to inform increasing supply, so we have the right type and quantity of housing that enables people to develop the skills and independence needed to sustain their own home, and move on from homelessness.

We are particularly focussed on provision for younger people, and single people in receipt of Local Housing Allowance (LHA) who face challenges in accessing and affording a home of their own. We are pro-actively maximising funding opportunities which will help us develop new arrangements for homelessness prevention, and strengthen existing ways of working, to enhance the housing offer to vulnerable groups. We have previously explored how we make more and better use of the private rented sector (PRS) in Kirklees. As part of this work, we have bid to the MHCLG Private Rented Sector access scheme fund. If successful, this funding will assist us to deliver on our strategic approach to working with private landlords to secure and deliver increased access to suitable and sustainable tenancies in the private sector at affordable (LHA) rents for a clearly identified group of people for whom this offers an appropriate, timely, and sustainable solution to their housing need.

The Council has been successful in its bid to the Government's Life Chances Fund to commission a range of outcomes based, person centred support services for vulnerable people in Kirklees whose needs may impact on their ability to achieve and maintain stable and independent living. It is anticipated that these services will come on stream in the summer of 2019 and will provide essential housing support for around 2060 vulnerable people on an annual basis.

We will:

- **Improve access to the private rented sector for single households who have lower levels of support needs through a commissioned extension to existing arrangements with our voluntary sector partners;**
- **Relaunch and reinvigorate the Kirklees Landlord accreditation scheme;**
- **Explore development of our private lettings scheme to target families who need larger affordable homes;**
- **Develop proposals for enabling provision of more supported accommodation for single homeless households in North Kirklees;**
- **Ensure the Housing Allocations policy continues to effectively meet the needs of people who are homeless or at risk of homelessness.**
- **Work with our partners in the voluntary sector where services are particularly focussed on supporting younger people, people fleeing domestic violence to support the submission of funding bids to enhance and increase provision**

Sustaining tenancies, improving peoples life chances and positive outcomes

To prevent homelessness we must have the right type, level and access to the support that people need who would otherwise be more likely to lose their home. Identifying what support people needs have is part of our approach to prevention under the Homelessness Reduction Act and support needs are set out in Personal Housing Plans that we develop in partnership with the individual. *(Check if PHP's also include protective assets)*

Pre-tenancy training, equipping people with the life skills, abilities and resilience needed to manage and maintain successful independent living and reaching people at the right stage in their lives – for example, with schools and colleges before young people fully transition to independence - are all vital parts of a successful homelessness prevention approach. These are also approaches that a wide range of partners, services and community stakeholders need to adopt and embed, if we are to achieve our ambitions of preventing people from becoming homeless.

Case study interviews – John and Chris *

John* discussed the importance of “...good budgeting advice...” and “...how to make savings...” He explained that some information on this is already available but it needs to be “...something a bit more effective than what’s in place now.”

Chris* lived with his mother for most of his life and was her carer. His mother owned the home and when she became ill, the family home had to be sold to pay for the care home. He was offered a property via the Council but struggled to live on his own as well as managing finances, bills and rent as it was all new to him.

Chris’ Employment and Support Allowance was stopped after an assessment determined that he was fit to work and needed to claim Job Seeker’s Allowance instead. Issues arose and there was a period where neither of the two allowances were paid and Chris fell into arrears. He had no support and wasn’t sure where to go for help.

Chris began sleeping rough in a local park and spending days with mum at the care home. His mother wasn’t aware that he was homeless and he didn’t want to worry her.

Chris finally approached the Council’s Housing Solutions Service and was offered a referral to a supported housing scheme – he heard nothing from his interview and went back to sleeping in the park.

Eventually a stranger who took him coffee in the park put him in touch with the hostel in Huddersfield and via this contact he managed to get a place at the hostel. He initially kept himself to himself but eventually through a persistent key worker he mixed with other residents and attended activities.

Chris was a resident in the hostel for 14 months but has now been successfully re-housed in his own Kirklees tenancy. He was fully supported with the tenancy process. He still attends Clare House, accessing his ‘floating support worker’ and helping out with the Sunday dinner for current and previous residents.

Building on people’s strengths and maximising the assets or abilities of individuals and communities is a theme that underpins how the Council plans to achieve its ambitions for Kirklees residents and the places they live in. Using these same principles in how we work with people to address homelessness and enable them to achieve positive life outcomes reflect and support this wider approach and aspiration for Kirklees.

We will:

- **Strengthen our joint planning and commissioning approaches and build on existing good practice between Children’s, Adults and Housing Services including KNH and**

Pinnacle to focus on homelessness prevention and tenancy sustainability and achieve better outcomes;

- **Strengthen our relationship with private landlords, focussing on enabling successful tenancies and encouraging more good private landlords to work with us for example via the Landlord Accreditation Scheme**
- **Review and extend the current models of temporary accommodation and reduce our use of Bed and Breakfast;**
- **Ensure effective referral pathways into the new outcome focussed housing support services to be commissioned by the Council through the Kirklees Integrated Support Services.**

5.2 Tackling rough sleeping

Improved responses for people who sleep rough, getting people off the streets and maintaining ongoing engagement to break the rough sleeping cycle

This strategy identifies that we are recording an increase in rough sleeping in Kirklees. This is a highly visible form of homelessness in our communities. It is not acceptable that people sleep on the streets and rough sleeping has wide and long lasting negative impacts. The Kirklees Mental Health Needs Assessment notes that the life expectancy for homeless people sleeping rough is 30 years lower than the general population at 47 years old¹³. This increasing visibility, which can be seen across the country, has understandably led to an increase in the number and range of groups and organisations involved with people who are living on the streets, many of whom will have complex and multiple needs which go way beyond the need for settled housing.

We want to ensure that the impact that all our efforts have on reducing and eliminating rough sleeping is maximised to the fullest effect and that duplication of resources is avoided. Our focus then is on a coordinated, responsive and targeted cohesive approach which helps to address not just the crisis point of someone being on the streets, but starts to address the root causes and barriers as to why individuals may not be at the stage where they are in and sustaining more settled accommodation.

We engage directly at an individual level with people who sleep rough. Our approach is proactive, personalised and tailored to the individual, their specific issues and circumstances and experiences. We recognise the need to promote individuality within the homelessness and rough sleeping community, and that this is not a homogenous group where a one size fits all approach will work.

When service users were asked about sharing living accommodation for example, they gave differing responses;

¹³ <https://www.kirklees.gov.uk/beta/delivering-services/pdf/HNA-report.pdf>

Case study interview

Mark* said he “...*didn’t mind...*” living in supported shared accommodation, but when he leaves there that “... [I] *wouldn’t really want to live with people I didn’t know...*” and that in relation to feeling safe and others’ drug usage “...*their backgrounds would always be at the back of my mind...*”

On the other hand, John* said: “*I like company so didn’t mind sharing...*” he did add though “...*providing everyone behaves.*” Now John has moved into his own flat, he did say “...*it can be lonely...*” and that regarding Clare House “... [I] *miss living here, miss the company*”.

Where an individual is not ready to engage with support we will attempt to minimise the risks of sleeping rough (which may include using enforcement action) but continue to offer that support, until such time this is taken up and the individual is able to move on from rough sleeping.

We will consider more transformational approaches to the rising numbers of people who are homeless including people who sleep rough in Kirklees. An example of this new thinking is Housing First. This is an approach that has been shown to work in the US, Canada and parts of Europe and is being implemented now (with government funding) in areas across the UK including Newcastle, London, the Midlands, Greater Manchester, on the South Coast and in Wales and Scotland.

Housing First supports people who have a history of homelessness and/or rough sleeping and who have high needs, which may be multiple and complex in nature. The principles are to provide settled and secure accommodation for the individual in their own home, at the outset, rather than move people through a range of temporary solutions such as a hostel. Having a home of their own is viewed as a stable platform from which other issues affecting the individual can be addressed, via a tailored, strength based and individualised programme of support. This flexible support is offered as a “wrap around” and is an offer, not an imposition or a condition. It builds on the stability of a settled home, with no pre-conditions around the person showing housing or tenancy “readiness”.

We recognise the importance of follow up support and maintaining engagement with people past the immediate crisis of rough sleeping, to break the cycle and put in place measures which can prevent people from going back onto the streets. This must have a focus on building people’s resilience, their support networks and improving their health and wellbeing, and ability to access and maintain suitable employment.

We Will:

- **Improve and extend our emergency responses to rough sleeping, including arrangements for dealing with the impacts of adverse weather conditions on rough sleepers and quickly getting people off the streets.**
- **Ensure that as part of the follow up response to people who are enabled to come off the streets the Council’s Housing Solutions Service has an onsite presence at the Huddersfield Mission, one of our key partners, to facilitate our engagement with people who have been sleeping rough**
- **Use a tailored and person centred approach in developing solutions with people sleeping rough**

- Work to better understand and tackle the underlying reasons some people chose to sleep rough, despite having accommodation available to them.
- Identify and better support “hidden homeless” households such as women who are living in very insecure and unsafe situations and who may be vulnerable to exploitation and abuse through sex work, and explore the opportunities to adopt Housing First principles where this is an appropriate solution and where more traditional approaches have been unsuccessful.

Develop a more collaborative, “working with” relationship with rough sleepers.

We want to understand what, as a partnership and including agencies or services with whom we are not yet effectively engaging, we should be doing at an earlier stage to avoid anybody ending up on the streets, and what works in terms of enabling people to move away from this situation and onto a more settled, secure and happier outcome.

Our engagement with people who have experienced rough sleeping has told us that when rough sleepers are willing to engage, we need to ensure we use that opportunity to rapidly support them as best we can to get them off the streets. This may mean engaging in different ways, or different locations.

Case study interview

After being made homeless when his private landlord had the house repossessed, Mark* spent a week of rough sleeping before he was advised to go to Housing Services for support. Mark said about sleeping on the streets that he “...couldn’t take any more and didn’t want to be alive.” Mark mainly slept in the subway but said it was a “...scary place” and was “...terrified at night and couldn’t sleep.”

Mark has now been at Clare House for just a short while, but feels “...really well supported...” Mark has had support with drug and mental health issues, has now got access to a GP for his series medical condition and is also due to visit a dentist which staff have arranged.

When asked what could have been done differently before he became a rough sleeper, Mark said: “...**there should be something that somebody can do to help people feel safe ...**”

We need to recognise that even when engaged with services, uncertainty is a key factor in people’s wellbeing and we must try and minimise this where possible;

Case study interview

Although John* was glad of the offer of the ‘crash pad’, this was only on a 24 hour basis and described the feelings of uncertainty with this as “...horrible...” and “...hard on your mind...” He also added that “...24 hours is not very long...” and you feel “...in limbo...” not knowing you would get a place at Clare House or somewhere else.

The Council's approach is much more around "working with", rather than "doing to / for" people who need our support. We use an asset based approach, and the principles of restorative practice. This recognises and values peoples individual and community based strengths which can and should be drawn on and developed, to reach outcomes that are sustainable and in keeping with the outcomes that the person themselves wants and values.

We have used these principles to develop our bid to the Government's Rapid Rehousing Pathways it is funding as part of the Rough Sleeping Strategy. Our bid is to fund two specialist workers, known as "Navigators" within the team who will use a personalised and psychologically informed approach to working with rough sleepers to develop positive and trusting relationships, improve pathways and achieve better outcomes for the individual and reduce rough sleeping. We are currently awaiting the outcome of our bid.

We will:

- Continue to embed across the Council and externally, a wider understanding of the links between preventing and ending rough sleeping and successfully achieving wider health, wellbeing and economic resilience outcomes
- Collaborate with partners to develop a more person centred and holistic focus to support people who are rough sleeping
- Implement our approach to the Navigator role, developing one to one , trusted and engaged relationships with people who have complex needs to achieve meaningful change
- Incorporate the lived experience of homelessness perspective into service planning and action plans

Building on and strengthening our partnership arrangements so we end rough sleeping

A key principle of this strategy, and which underpins how we will avoid situations where people in Kirklees sleep on the streets, is the strength and effectiveness of how we work across services and agencies as partners. People whose housing situation has broken down to the extent that they are sleeping rough, even if accommodation is available to them, will have a range of needs and be facing a number of issues that require a proactive coordinated and holistic response across agencies.

A sub group of the Kirklees Homelessness Forum, with support from Homeless Link, the national homelessness organisation, has recently developed the Kirklees Street Outreach Good Practice Guide. The Guide contains a common standard of good practice in street outreach for charities, organisations and individuals supporting rough sleepers and other vulnerable people living on the streets. Whilst it will not end rough sleeping, it provides a valuable reminder and resource for new and existing groups who want to contribute to this goal; and through sharing information and experiences aims to improve effectiveness of, and minimise duplication among, the street outreach services throughout Kirklees.

Early identification and intervention from a range of partners and the wider community, putting supporting actions in place before the crisis of rough sleeping occurs is key to its elimination. This links to our plans to take forward the work already started, to grow and embed the understanding

and awareness of homelessness prevention amongst front line services, and maximise the opportunities for preventative action which reduces the risks of homelessness and this tipping into rough sleeping.

Linked to this is the need to ensure that we also strengthen arrangements for members of the public, who have concerns that someone is sleeping rough, so that they know how to, and feel confident in, referring their concerns. As part of this we want to explore better, more effective ways for people to support and bring an end to, situations where rough sleeping happens, such as enabling more on line options for people to donate.

We Will:

- Continue to build relationships across services and to look for opportunities to work in a more integrated way to prevent rough sleeping and the risk of people returning to the streets;
- Ensure that our referral mechanisms are clear, accessible and understood by partners;
- Support the ongoing roll out and awareness raising around the Homelessness Forum's Street Outreach Good Practice Guide;
- Review the information available to anyone who is concerned about rough sleeping in Kirklees to make sure it is readily available understandable and accessible
- Explore the use of online digitally enabled giving.

6 Engagement

In preparing this strategy and developing the Action Plan (*to be developed*) we have engaged with a number of stakeholders. This engagement activity has taken place during 2018, and includes;

(List of stakeholders to be inserted here)

7 Monitoring and Review

We cannot achieve the outcomes we want to see on our own. We have worked closely with our partners in developing the Kirklees Preventing Homelessness and Rough Sleeping Strategy and the supporting action plan, recognising the strengths, assets and resources that our partners bring.

The action plan will show through a set of clear performance measures, how we will demonstrate the progress we are making.

The Action Plan will be kept under review by the Kirklees Homelessness Forum and in line with existing review arrangements for the Council's Housing Strategy. Outcomes from these review processes will drive revisions to the Preventing Homelessness and Rough Sleeping Strategy and Action Plan updates.

Appendix

Action Plan – to be developed in partnership with the Strategy sub group of the KHF.

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ECONOMY AND NEIGHBOURHOODS SCRUTINY PANEL – PROVISIONAL WORK PROGRAMME 2018/19

MEMBERS: Councillors Rob Walker (Lead Member), Bill Armer, Martyn Bolt, Judith Hughes, Richard Murgatroyd and Harpreet Uppal
Andrew Bird and Mark Mercer (Co-optees)

SUPPORT: Carol Tague, Principal Governance & Democratic Engagement Officer

POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2018/19

ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
Housing	<ul style="list-style-type: none"> • Receiving the Kirklees Draft Housing Strategy to include highlighting areas of the strategy that have been influenced by discussions with the Panel during 2017/18 municipal year. • Consideration to be given to monitoring progress of the Strategy and the approach and time line for this work. • Receiving a presentation on the proposed changes to the Kirklees Housing Allocations Policy to include the planned approach to delivering the policy. • Areas of focus on Allocations Policy to be agreed following the initial discussions. 	<p><u>Panel Meeting 19 July 2018</u> The Panel received the draft Kirklees Housing Strategy and Action Plan 2018/2023 and an update on the work that is being undertaken on the Housing Allocations Policy. The Panel agreed:</p> <ul style="list-style-type: none"> • To look at the implications for the local authority following the publication of the Hackitt report. • Cllrs Hughes and Armer would join the Council working group undertaking a review of the Open Age Policy and Local Lettings Framework. <p><u>Panel Meeting 10 October 2018</u> As part of discussion on the work programme it was agreed that an update on Housing Strategy Implementation be scheduled in the new year.</p> <p><u>Panel Meeting 12 December 2018</u> The Panel received a report which provided an update on the Rough Sleeping situation including changes to the Council’s Severe Weather Emergency Protocol (SWEP) and application proposals for Rough Sleeping Strategy funding.</p> <p>The Panel acknowledged the work being undertaken by the Council and partners to tackle homelessness.</p>

POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2018/19

ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
<p>Economic Strategy</p>	<ul style="list-style-type: none"> Looking at the refresh of the Kirklees Economic Strategy. This is an overarching strategy that will help inform the development of the town centre master plans and the Panel will need to consider its approach to reviewing and helping to inform the Strategy. The Panel may also wish to include a focus on the West Yorkshire Combined Authority Inclusive Growth Strategy as part of this area of work. 	<p><u>Panel Meeting 5 September 2018</u></p> <p>The Panel received an update on the work that was taking place to refresh the Kirklees Economic Strategy.</p> <p>The Panel agreed that a further report on the draft refreshed KES be brought to the meeting of the Panel on 10 October 2018, as part of wider discussions on inclusive growth, social value and the Skills Strategy.</p> <p><u>Panel Meeting 10 October 2018</u></p> <p>The Panel received an update on the work being undertaken on social value and local wealth building, and links to inclusive growth, in line with the refresh of the Kirklees Economic Strategy.</p> <p>The Panel agreed that an update on the refresh of the Kirklees Economic Strategy and Social Value and Inclusive Growth be brought back to the Panel in January 2019.</p>
<p>Skills Strategy</p>	<p>Work on refreshing the Kirklees Skills Strategy and Plan is progressing and will include contribution from key partners in Kirklees. Potential areas of consideration:</p> <ul style="list-style-type: none"> Should the Council continue to develop and refine its own Skills Strategy or look to use the Leeds City Region (LCR) Strategy and focus on local delivery of this wider plan? Reviewing the LCR Strategy and assessing how it will influence and shape local policy. The Council’s approach to developing a local workforce that will have the right skills and qualifications to exploit planned investment across the district and neighbouring Towns and Cities. 	<p><u>Panel Meeting 10 October 2018</u></p> <p>Members received an update and noted the progress and further development of the Kirklees Employment and Skills Plan.</p>

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Towns and Communities in Kirklees	<ul style="list-style-type: none"> To consider and assess the plans being developed for Dewsbury and Huddersfield Town Centres. To assess the objectives of the plans to include the aspirations/vision for the towns, public realm and infrastructure. To consider the approach being taken to developing and consulting on the master plans and looking at the role of scrutiny in this process. Consideration may also need to be given to the wider context of other town centres and villages across Kirklees to include looking at key challenges and opportunities that could influence this agenda. 	<p><u>Panel Meeting 7 November 2018</u></p> <p>The Panel received a report which provided an overview of the challenges facing the district's town centres and the programmes in place to address these challenges.</p> <p>The Panel recommended that the desired outcomes in relation to town centres and how these relate to the overall economic strategy for the district, be made clear within the refreshed Kirklees Economic Strategy and agreed that a working group be established to examine</p> <ul style="list-style-type: none"> partnership working in developing the town centre offer; work with the Town Centre Partnership in relation to the Huddersfield Business Improvement District (BID); and work on Dewsbury Town Centre development
Green Space	To consider the proposed approach to the draft Greenspace Strategy.	<p><u>Panel Meeting 12 December 2018</u></p> <p>The Panel received a report which set out the proposed approach to the draft Greenspace Strategy.</p>
Digital Strategy		Scheduled for 14 February 2019
Waste Minimisation	<p>Areas could include:</p> <ul style="list-style-type: none"> Receiving an initial presentation to understand the current position of waste minimisation in Kirklees which would help to provide a benchmark/starting point for the Panel. A more detailed look at the waste and recycling elements of this agenda. 	Scheduled for 17 January 2019 and provisionally scheduled for 14 February 2019

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ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
	<ul style="list-style-type: none"> Considering what is being done to change the behaviour of the local population to avoiding and reducing waste. 	
Air Quality		Provisionally Scheduled for 21 March 2019
Review of the Hackitt Report	To look at and monitor the implications for the Council following the publication of the Hackitt report 'Independent Review of Building Regulations and Fire Safety'.	<p><u>Panel Meeting 31 October 2018</u></p> <p>The Panel received a report regarding the drafting of the Council's response to the Social Housing Green Paper: A new deal for social housing which related to recommendations arising from the Hackitt Review. The report outlined the context, work required and undertaken in response to the Hackitt Report, as well as plans envisaged going forward.</p> <p>The Panel welcomed the work that had been carried out in response to the Hackitt Report and requested that an update on the progress of the Working Group, established to work through the Hackitt Report's detailed implications, be brought to a future meeting.</p> <p>Other potential areas for future consideration included:-</p> <ul style="list-style-type: none"> the success of the Council in involving residents in the management and monitoring of social housing stock; the ability to provide more social housing and manage effectively; and an examination of neighbourhood working and how the Council could manage and improve neighbourhoods and work with residents to tackle their concerns.