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

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Monday 10 June 2019

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **4.30 pm** on **Tuesday 18 June 2019**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

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 Cabinet members are:-

Member

Councillor Carole Pattison

Councillor Rob Walker

Councillor Shabir Pandor

Councillor Viv Kendrick

Councillor Musarrat Khan

Councillor Naheed Mather

Councillor Peter McBride

Councillor Cathy Scott

Councillor Graham Turner

Responsible For:

Cabinet Member for Learning, Aspiration and Communities

Cabinet Member for Culture and Environment

Leader of the Council

Cabinet Member - Children (Statutory responsibility for Children)

Cabinet Member - Health and Social Care

Cabinet Member - Greener Kirklees

Deputy Leader and Cabinet Member for Regeneration

Cabinet Member - Housing and Democracy

Cabinet Member - Corporate

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

To receive apologies for absence of Members who are unable to attend this meeting.

2: Minutes of previous meeting

To approve the minutes of the meeting of Cabinet held on the 29 May 2019

3: Interests

1 - 2

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.

4: Admission of the Public

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.

5: Deputations/Petitions

The Cabinet will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

6: Public Question Time

The Cabinet will hear any questions from the general public.

7: Member Question Time

To receive questions from Councillors.

**8: Council Financial Outturn & Rollover Report 2018-19
incorporating General Fund Revenue, Housing Revenue
account, Capital and Treasury Management**

3 - 76

To receive information on the Council's 2018-19 financial outturn position for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, including proposals for revenue and capital rollover from 2018-19 to 2019-20. This report also includes an annual review of Council Treasury Management activity

Ward: Not Applicable

Portfolio: Corporate

Contact: James Anderson, Senior Finance Manager and Sarah Hill, Finance Manager, 01484 221000

9: Quarter (4) Corporate Performance Report

77 - 110

This report is to provide Members with an overview of the Council's corporate performance at the end of Quarter (4) 2018/19

Ward: Not applicable

Portfolio: Leader of the Council

Contact: Nick McMillan, Directorate Performance Lead Officer, Tel : 01484 221000

- 10: Kirklees Communities Partnership Plan** 111 - 176
- To provide Cabinet with an overview of the new Communities Partnership Plan for Kirklees and the key priorities to make Kirklees safer and more cohesive
- Ward:** All
- Portfolio:** Culture and Environment
- Contact:** Carol Gilchrist, Head of Communities, Tel: 01484 221000
-
- 11: Corporate Plan 2019 Refresh** 177 - 202
- To present Cabinet with an update on some of the activities which have helped contribute to achieving the outcomes we set in the two year Corporate Plan, approved July 2018
- Ward:** All
- Portfolio:** Leader of the Council
- Contact:** Christina Andrew, Partnership Officer and Kate McNicholas, Strategy and Policy Service Manager, Tel: 01484 221000
-
- 12: Huddersfield Business Improvement District (BID)** 203 - 260
- This report is to note:
- a) progress on the development of the BID project in the run up to the forthcoming July BID ballot, and the financial implications and consider potential waiver of any eligible admin costs incurred by the Council
- Ward:** Newsome
- Portfolio:** Regeneration
- Contact:** Carol Carr, Housing Growth Manager, Tel: 01484 221000
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13: Ashbrow Housing Site - Update

261 -
268

To update Cabinet on the current position with the Ashbrow Housing site

Ward: Ashbrow

Portfolio: Corporate and Housing and Democracy

Contact: Adele Buckley - Head of Housing Growth and Regeneration and Liz Jefferson - Strategic Partnership Lead – Housing Growth, Tel: 01484 221000

14: Exclusion of the Public

To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business, on the grounds that they involve the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

15. Ashbrow Housing Site - Update

269 -
274

Private appendix in relation to item 13

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
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: Cabinet

Date: 18th June 2019

Title of report: Council Financial Outturn & Rollover Report 2018-19 incorporating General Fund Revenue, Housing Revenue account, Capital and Treasury Management

Purpose of the Report

To receive information on the Council's 2018-19 financial outturn position for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, including proposals for revenue and capital rollover from 2018-19 to 2019-20. This report also includes an annual review of Council Treasury Management activity.

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?	Yes
Key decision - is it in the Council's Forward Plan (key decisions and private reports)?	Key decision - Yes
The Decision - Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Strategic Director & name	Rachel Spencer Henshall – 7 June 2019
Is it also signed off by the Service Director for Finance?	Eamonn Croston – 6 June 2019
Is it also signed off by the Service Director – Legal, Governance & Commissioning?	Julie Muscroft – 7 June 2019
Cabinet member portfolio - Corporate	Give name of Portfolio Holders Cllr Graham Turner

Electoral wards affected: None Ward
Councillors Consulted: None

Public or private: Public

GDPR: This report contains no information that falls within the scope of General Data Protection Regulations.

1. Summary

1.1 General Fund

1.1.1 The Council's General Fund Revised (net) revenue budget for 2018-19 was £275.2m. The budget included planned (net) revenue savings of £16.2m in 2018-19.

1.1.2 The revised budget is net of a number of planned transfers to reserves during the year, the most significant being the approved release of £8.5m Minimum Revenue Provision (MRP) overprovision from the Treasury Management budget in-year.

1.1.3 Council spend was £275.0m in 2018-19. This resulted in an underspend of £0.2m or 0.07% against the revised budget. The year-end financial position is the equivalent to the delivery of £16.4m overall savings broken down as follows:

- i) £13.1m savings achievement against the £16.2m target; equating to 81%
- ii) £3.3m net underspends elsewhere

1.1.4 The revenue outturn position is summarised at Appendix 1 and in Table 1 below.

Table 1 - Overview of 2018-19 general fund revenue outturn position

	Revised Budget	Outturn	Variance
	£000	£000	£000
Children & Families	76,256	83,129	6,873
Adults & Health	102,760	101,582	(1,178)
Economy & Infrastructure	35,266	37,685	2,419
Corporate Services	31,018	30,174	(844)
Central Budgets	29,927	22,468	(7,459)
Grand Total	275,227	275,038	(189)

1.1.5 The £189k underspend is net of a number of variances against budget. Headline variances are described in more detail in sections 1.2 to 1.6 below. A summary of all key variances can also be found at Appendix 4.

1.2 Children & Families

Learning – High Needs

1.2.1 There was a net £8m pressure on High Needs in excess of the annual funding allocation from Dedicated Schools Grant (High Needs Block). Unfunded spend pressures included £3.3m in respect of placements of Kirklees children in independent and other local authority specialist provisions; compared to a £2.7m overspend in 2017-18. The average annual number of active placements in independent specialist provision has significantly increased over the last few years moving from an average of 88 active placements in 2016-17 to a 2018-19 average of 121; an increase of 38%. An increase was also evident over the same period in the annual average number of children placed in other local authority specialist provision, moving from an average of 20 children in 2016-17 to an average of 25 in 2018-19.

children in 2018-19.

- 1.2.2 The balance of the High Needs pressure was made up of £1.7m for support funding payments for high needs students in the local further education sector (predominantly at Kirklees College), £2.6m additional funding commitments in the special schools sector and £1.6m in respect of top-up funding to support rising numbers of increasingly complex need children within the mainstream schools sector, and £0.1m other service pressures. Total spend pressures totalling £9.3m, were offset in part by £1.3m additional High Needs Funding (described in paragraphs 1.2.3-1.2.4 below); resulting in a net 2018-19 High Needs overspend of £8.0m.
- 1.2.3 The Government's new National Funding Formula (NFF) for High Needs acknowledges that Kirklees requires more funding to support high needs issues from birth through to age 25. The initial outcome of the new formula indicated a near 21% increase in funding is merited, however maximum annual increases are capped at 3%, which translates to around £0.3m in 2018-19, increasing to £1.0m per year thereafter for Kirklees over a seven year period.
- 1.2.4 The issue of high needs pupil pressures on Council budgets has been the subject of significantly increased recent national media coverage, and broader sectoral lobbying. The 2019-20 finance settlement included a supplementary national high needs funding allocation totalling £125m in both 2018-19 and 2019-20 to offset high needs pressures. The Council's share of this is £1.04m in each year.
- 1.2.5 The high needs issues highlighted above were anticipated early as part of Quarter 1 financial monitoring 2018-19. The report included Cabinet approval to apply £5.0m of the £13.5m Minimum Revenue Provision (MRP) 'over-provision- in-year to part mitigate unfunded high needs pressures in 2018-19.
- 1.2.6 Approved Council budget plans 2019-21 reflected a continuation of £8m high needs pressures from 2019-20 and the partial netting off from incremental Government High Needs Block Grant uplifts of £1m per annum. The additional £1.04m funding declared in the 2019-20 finance settlement, and referred to in paragraph 1.2.4 above, has also been added into budget plans from 2019-20 onwards.
- 1.2.7 Officers will continue to review and update in-year forecasts through early 2019-20 in light in particular of the 2018-19 final high needs position. This remains an area of significant pressure on Council budgets. It is anticipated that future year growth pressures may be mitigated at least in part through other measures included in the Kirklees-wide High needs Strategic review, with the Council currently working on the implementation of an action plan with key education partners across the district. Longer term, the approved capital budget plans 2019-24 include £25m to support increased District high needs specialist placement sufficiency.

Learning and Early Support

- 1.2.8 There was an underspend of £0.6m on Early Intervention and Targeted Support. This was primarily made up of £1m savings in the Early Support Team; £0.8m of which related to timing issues filling vacant posts and a further £0.2m from savings on transport, supplies and services and commissioned services; offset in part by ongoing pressures on school transport costs at £0.5m.

Child Protection and Family Support.

- 1.2.9 There was a pressure of £0.8m within Child Protection and Family Support relating to external residential placements. Reviews of each placement have taken place the service and a number of children have been successfully returned to placements

within Kirklees. It is intended that more children will be brought back into Kirklees when appropriate arrangements are in place. The service has also engaged with the Clinical Commissioning Group (CCG) to ensure that health contributions are at the appropriate level.

1.2.10 Work is underway to develop Early Intervention and Edge of Care processes which should impact on the future number of children and young people that need to be placed externally. However, this will be influenced by the availability of suitable in-house capacity and the wider development of a sufficiency strategy.

1.2.11 There was an offsetting underspend within Child Protection and Family Support of £1.4m. This relates to savings from staff vacancies and turnover.

1.3 Adults and Health

1.3.1 Lack of capacity in the Independent Sector Home Care market to meet assessed user needs resulted in increased spend on residential placements and short term packages above budget at £3.9m. This was partially offset by £3.1m home care budget underspend from market capacity issues. In addition, the in-house Residential (Older People) budget had an overspend of £0.4m.

1.3.2 Government confirmed a national in-year (2018-19) £240m package of social care funding to ease pressure on the NHS over the winter months as part of the Autumn Budget announcement on 29 October 2018. Kirklees' share of this additional in-year funding was £1.86m. The funding had to be spent on providing adult social care services, and be in addition to existing planned spending. The 2019-20 finance settlement confirmed the continuation of this funding in 2019-20.

1.3.3 As approved in the Quarter 2 2018-19 Monitoring Report to Cabinet, this additional £1.86m in-year funding was aligned to a number of key elements of the adult social care system. Examples include increased funding for placements in residential care, new short stay 'Choice and Recovery' beds, and supporting local domiciliary care providers to adopt new ways of working and to reduce demand for domiciliary care. As such, the funding has been applied in-year to offset the net pressures and areas of additional spend highlighted above.

1.3.4 The proposals above were developed alongside the previous plans approved by Cabinet for use of the Improved Better Care Fund, Adults Social Care Grants and Leeds Business Rate Pool and form a crucial part for the wider transformation programme across health and social care.

1.3.5 An additional £2.8m resource was set aside in reserves for Social Care Investment and Transformation; the funding made up of £1.6m additional income from the 2018-19 100% business rates pilot plus £1.2m additional Adult Social Care (ASC) grant from government, also in 2018-19. Specific resource allocation recommendations for this additional funding were approved at Cabinet on 18th August 2018 and the reserve is to be drawn down over a two year period to match actual spend. In 2018-19 £0.3m was drawn down from this reserve.

1.4 Economy and Infrastructure

1.4.1 There was an overspend on schools transport of £2m due to volume pressures and the delayed implementation of savings rolled forwards from 2017-18. These savings are currently under review in terms of deliverability and timing. Approved 2019-21 budget plans included £1.4m base budget uplift to reflect recurrent demand pressures on schools transport service; in particular impacted on by Special

Educational Needs and Disability demand pressures.

1.4.2 Commercial Regulatory and Operational Service pressures included £0.4m relating to the loss of the West Yorkshire Driver Training Contract, £0.4m under-collection on parking income and £0.3m overspend in Bereavement due to income shortfall relating to the Cremator Replacement project.

1.4.3 There was an underspend of £1m within Economy, Regeneration and Culture, largely relating to timing issues recruiting to a number of vacant posts; mainly in Economic Resilience.

1.5 Corporate Services

1.5.1 Within the Office of the Chief Executive, there was an underspend of £0.9m on Transformation budgets; mainly related to the application of capital receipts flexibilities to capitalise Council corporate transformation costs in-year; see also paragraph 1.6.4 below.

1.6 Central Budgets

1.6.1 As part of the 2019-20 provisional finance settlement, Government confirmed an unexpected “one off” business rates levy rebate to all Councils in 2018-19. The Council’s share of the national £180m re-distribution was £1.2m and this is reflected in the Central budget outturn position.

1.6.2 In addition to the above, overall Section 31 business rate relief grants received in-year was £1.5m higher than budgeted. This again has been reflected in Central budget outturn position for 2018-19. Local Authorities are paid section 31 grants throughout the year using the budgeted business rates position. This year end adjustment reflects the relative volatility in budgeting for the 12 distinct business rate relief offsets available to businesses in-year, and for which Government compensates Councils through a corresponding section 31 grant.

1.6.3 The MRP overprovision in 2018-19 was £13.5m. As noted in paragraph 1.2.5 earlier, £5m of the over-provision was applied in-year to part offset high needs service pressures. £4.4m has been transferred to Financial Resilience Reserves with the remaining £4.1m being allocated to reserves as outlined in section 1.7 below.

Flexible Capital Receipts

1.6.4 The Council’s flexible capital receipts strategy was applied in relation to £2.0m transformation related spend and £0.6m voluntary severance costs in 2018-19. These costs meet the criteria for qualifying expenditure of *funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation*, set out at paragraph 3i) of the Flexible Capital Receipts strategy which can be found at Appendix 8.

1.6.5 The strategy is based on current Government guidance which allows the capitalisation of certain types of qualifying revenue expenditure in-year, funded from the flexible use of ‘in-year’ generated capital receipts.

1.7 General Fund Reserves

1.7.1 General fund reserves and balances have increased through 2018-19 by £16.2m; from £88.8m at the start of the year to £105.0m as at 31 March 2019. A further £7.5m was added into Council reserves at the start of 2019-20, as per the 2019-21 budget

plans approved at Budget Council on 13 February 2019; increasing the overall level of reserves and balances to £112.5m as at 1st April 2019.

- 1.7.2 The year-end reserves position set out in Appendix 2 incorporates a number of new reserves approved as part of the overall Council budget plans at Budget Council on 13 February 2019. It also reflects subsequent reserves adjustments approved in the 2018-19 Early Closedown Review report to Cabinet on 29 May 2019.
- 1.7.3 The £112.5m general fund reserves and balances at 1st April 2019 includes £9.7m relating to statutory schools reserves (which cannot be re-directed for non- school uses), leaving £10.2m general balances and £92.6m usable reserves.
- 1.7.4 The most significant new reserve is £11m to support the development of the Council's waste management strategy, in light of the current Council Private Finance Initiative (PFI) Waste Contract ending in 2022-23, which has known financial implications.
- 1.7.5 Total usable reserves at 1st April 2019 is equivalent to 32.3% of the 2019-20 £287.1m (net) revenue budget. This represents a net increase of over 4% in this particular indicator, over the past 12 months, from 28%. For comparator purposes, the median percentage across the 26 metropolitan Councils on this particular indicator was 36% as at 31 March 2018.
- 1.7.6 The significance of this indicator is that it features as part of CIPFA's suite of 'financial resilience' performance indicators being developed to support officers, members and other stakeholders as an independent and objective suite of indicators that measure the relative financial sustainability and resilience of Councils, given extensive and ongoing national coverage and concern about financial sustainability across the local government sector.
- 1.7.7 Financial resilience reserves as at 1st April 2019 will remain at just over £37m, which was also the minimum financial reserves requirement recommendation by the Chief Financial Officer at least to the start of 2020-21, as set out in the original 2019-22 budget strategy update report to Council in October 2018. The financial resilience risk reserve is informed by the Council's corporate risk register; current version attached at Appendix 10 for information.

Revenue Rollover

- 1.7.8 The £189k underspend was transferred to general balances at year end. Included in this net position was £89k of deferred expenditure commitments within Economy and Infrastructure relating to the Textile Festival. It is proposed that this is rolled forward in full to 2019-20.
- 1.7.9 Kirklees Youth Alliance (KYA) on behalf of a partnership of over 60 local organisations and key stakeholders, is seeking to co-ordinate a Kirklees-wide Healthy Holidays (Integrated Activities & Food Programme) for Summer 2019, on behalf of the Council. It is proposed that 45-50 free open access holiday clubs will be established within the heart of disadvantaged communities within Kirklees; allowing the right children access to the provision. The clubs will provide healthy meals, nutritional education and exercise, with many also involving families and thereby improving outcomes for both parents and children.
- 1.7.10 The overall costs are anticipated to be in the region of £200k-£225k. It is recommended that the Council contributes £100k revenue rollover, and in conjunction with KYA, will seek sponsorship from other stakeholders to make up the balance of funding requirement. The Council will commit to underwrite the balance of funding

requirement from existing public health grant reserves to ensure its successful and timely delivery.

1.8 Collection Fund

- 1.8.1 The Collection Fund accounts separately for council tax and business rates income and payments. Table 2 below summarises the financial performance of the collection fund in 2018-19, including planned payments to and from the general fund in 2019-20.

Table 2 – Collection Fund Summary

Collection Fund forecast (Council Share)	Council Tax	Business Rates	Total
	£000	£000	£000
(Surplus)/Deficit at 1st April 2018	(2,321)	(4)	(2,325)
Re-payments to/(from) General Fund 18-19	3,462	-	3,462
In year Financial Performance	480	(8,696)	(8,216)
(Surplus)/Deficit at 31st March 2019	1,621	(8,700)	(7,079)
Re-payments to/(from) General Fund 19-20	(1,179)	6,923	5,744
Remaining (Surplus)/Deficit 19-20	442	(1,777)	(1,335)

- 1.8.2 In-year income performance on Council Tax reflects a deficit of £480k; equivalent to 0.3% against planned income of £173.4m. The deficit is mainly due to greater spend through the Council Tax Reduction scheme, impacted on by the 2018-19 Council Tax rise, together with increases in students exemptions and single person discounts.
- 1.8.3 The business rates surplus reflects a review of the Council's prudent bad debt provision for historical appeals valuations outstanding (largely relating to the 2010 rating list); set at £11.5m at 31st March 2018. This requirement was revised downwards in-year reflecting the impact of many long standing appeals being either withdrawn or settled.
- 1.8.4 This includes the withdrawal of a national appeal by Virgin Media which if successful would have cost the Council £2m in backdated rates adjustments to 2010. In addition, the number of appeals emerging with respect to the current year was not at the level anticipated, mainly due to the embedding of a more stringent appeals system, implemented from April 2017 onwards.
- 1.8.5 Taking into account the opening balance and repayments to the general fund in year, the above in-year performance resulted in an overall surplus for the collection fund of £7.1m at 31st March 2019. There are planned repayments of £5.7m to the general fund in 2019-20, leaving a £1.3m balance of surplus overall on the collection fund going forwards.

1.9 Housing Revenue Account

- 1.9.1 The Council's Housing Revenue Account (HRA) accounts for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account. The revenue outturn is a surplus of £1.4m against an annual turnover budget of £91.7m in 2018-19; equivalent to just 1.5%. The HRA also delivered £2.8m of savings against a £2.8m target; equating to 100%.

- 1.9.2 HRA reserves at 31 March 2019, net of set asides for business risks and

investment needs and a minimum working balance, is £54.2m. A summary of the HRA outturn and reserves position can be found at Appendix 3. Key variances are highlighted as part of Appendix 4.

1.10 Capital

- 1.10.1 The Council's capital budget for 2018-19 was £100.3m. The nature of capital programmes and funding means that with some schemes, there is greater potential for variations in-year; for example timing of external funding being secured, or the size and complexity of specific schemes meaning longer lead in times than originally profiled in capital budget plans.
- 1.10.2 The 2018-19 capital outturn was £68.4m, which is about £7m higher than equivalent capital spend in 2017-18. . Of the total actual spend, £15m relates to strategic priorities, the balance of £53.4m relates to baseline capital spend.

Table 3 – Capital Outturn 2018-19

By Category	Capital Budget £000	Outturn £000	Variance £000
Achievement	16,088	13,600	(2,488)
Children	448	586	138
Independent	2,442	977	(1,465)
Sustainable Economy	46,529	30,238	(16,291)
Well	2,340	1,832	(508)
Clean & Green	695	106	(589)
Efficiency & Effectiveness	3,900	3,480	(420)
General Fund	72,442	50,819	(21,623)
Strategic Priorities	9,348	4,083	(5,265)
Baseline	18,478	13,513	(4,965)
Housing Revenue Account	27,826	17,596	(10,230)
Total Capital Budget	100,268	68,415	(31,853)

- 1.10.3 A more detailed breakdown of the capital outturn position is provided at Appendix 5, along with key variances highlighted.
- 1.10.4 Capital expenditure was funded by the following sources of finance; borrowing £17.2 million, grants and contributions £29.8 million, capital receipts at £5.6 million, Major Repairs Reserve (HRA) at £15.8 million. This is shown in more detail at Appendix 7. Due to timing issues, borrowing costs incurred in-year largely impact on the following year's treasury management budget. Actual borrowing costs incurred 2018-19 are consistent with treasury management budget assumptions for 2019-20. Treasury Management budgetary assumptions are reviewed annually as part of the MTFP refresh, and will take account of any changes in the profiling and quantum of capital spend to be funded from borrowing over the periodically re-freshed 5 year capital plan.

Capital Rollover Proposals

- 1.10.5 The proposal is to effectively re-profile planned spend totalling £31.7m from 2018-19 to 2019-20); £21.5m general fund and £10.2m HRA. This largely reflects deferred spend against existing schemes rolled forward into future years. The remaining £0.2m underspend is identified as not required and is recommended to be removed from the Capital Plan.

1.10.6 The capital plan approved at Budget Council on 13th February 2019 has now been updated to take account of the capital rollover proposals totalling £31.7m. The revised capital plan set out in this report, including re-profiled planned spend, is £666.1m over the 2019-24 period.

Other

1.10.7 The updated capital plan includes e Public Realm Improvement Works totalling £1.2m approved by Cabinet 19th March 2019, to be funded from earmarked rollover reserves. A review of the approved works has determined that the works fall within the definition of capital expenditure, hence their subsequent inclusion in the updated capital plan.

1.10.8 To support projects and investment across Kirklees venues, £200k per annum has been included as a new baseline programme area 'One Venue Development Plan'. The continuous investment in facilities, aesthetics, infrastructure and equipment is directly linked to developing the commerciality, culture and vibrancy of Kirklees as well as having a positive economic impact for our communities and places.

1.10.9 As part of the current mobile and agile/digital and transformation programme, £500k is required to continue the purchase of devices/laptops in line with the new IT Strategy, ensuring a consistent model of device on the Councils protected network leading to efficient device management and support. The additional £50k for Occupational Health IT system is to replace a bespoke IT system, now at the end of life. The new system will have "portal" functionality, will enable the service to meet GDPR requirements and allow Employee Health Care Unit to make operational efficiencies.

1.10.10 The Corporate Landlord Asset Investment plan includes additional Bereavement works totalling £150k relating to footway works, concrete plinths, Public Burial Area for Infants and new roadways to provide vehicular and walking access, across a range of sites.

1.10.11 Also, in readiness for the early delivery and commencement of Internal Renovation Works, the audio-visual and webcasting equipment in Huddersfield Town Hall's Council Chamber has reached end of life and will be replaced by a modern, reliable and up to date system that both better supports Councillors and officers, and improves the quality of the Councils webcasts, thereby enhancing citizen engagement in decision making.

1.10.12 The old equipment will be decommissioned and there will be a degree of building work required to make good the Chamber following the installation of the new solution. Minor amendments to the press and officer galleries will be made to improve the experience of those observing meetings.

1.10.13 Following a recent corporate strategic review of the plan, opportunity has been taken to update the profiling of the capital plan across years, particularly for several strategic priorities i.e. West Yorkshire plus Transport Scheme, Site Development, the loan facility to develop a hotel as part of the HD One scheme, new pupil places, Dementia respite, and Pump priming and Commissioning Specialist Accommodation. In total £40.1m has been re-profiled from 2019-20 into later years of the 5 year plan. The draft capital plan 2019-24 is shown at Appendix 7 and summarised in Table 4 below:

Table 4 – Updated Capital Plan 2019-24

By Category *	2019-20	2020-21	2021-22	2022-23	2023-24	Total
	£m	£m	£m	£m	£m	£m
General Fund :						
Achievement	16.0	19.9	22.7	13.1	5.0	76.7
Children	0.2	1.3	3.6	4.2	0.8	10.1
Independent	2.6	5.1	5.1	3.5	11.4	27.7
Sustainable Economy	59.5	106.7	77.8	68.7	16.4	329.1
Well	4.0	15.0	9.3	2.2	0.9	31.4
Safe & Cohesive	0.2	0.0	0.0	0.0	0.0	0.2
Clean & Green	1.8	5.5	0.1	6.6	20.6	34.6
Efficiency & Effectiveness	4.3	3.7	3.7	3.7	3.7	19.1
General Fund	88.6	157.2	122.3	102.0	58.8	528.9
Strategic Priorities	6.8	9.8	9.0	7.3	8.9	41.8
Baseline	18.9	18.7	19.6	19.3	18.9	95.4
Housing Revenue Account	25.7	28.5	28.6	26.6	27.8	137.2
Overall Total	114.3	185.7	150.9	128.6	86.6	666.1

**categorisation here by primary outcome for illustrative purposes, acknowledging that in many instances capital investment delivers multiple outcomes.*

1.10.14 Officers will continue to review capital budget profiles in year, and any further re-profiling movements between years will be reported to Cabinet as part of the quarterly financial monitoring arrangements through 2019-20, in accordance with Financial Procedure Rules 3.10-3.15. This approach acknowledges the growing complexities and challenges over the next 5 years in delivering to this scale of ambition

1.10.15 , Future capital plan updates will also be presented periodically to Council as part of the annual budget strategy update and annual budget approval reports to Cabinet and Council as a matter of course as part of the annual planning cycle.

Prudential Indicators

1.10.16 Appendix 6 provides a schedule of the prudential indicators applicable to affordability and prudence which have been reported as part of capital monitoring in 2018-19. Indicators applicable to treasury management are reported in the Review of Treasury Management activity for 2018-19 which can be found at Appendix 9.

1.10.17 The proportion of the annual revenue budget set aside to repay debt and interest is a matter of local decision, informed by relevant CIPFA prudential guidance relating to prudence, affordability and sustainability.

2 Information required to take a decision

2.1 The Appendices accompanying this report provide a more detailed breakdown of the outturn financial monitoring position, as follows:

- i) Appendix 1 sets out by service area, the general fund revenue outturn position in 2018-19;
- ii) Appendix 2 summarises the general fund reserves and balances movements in-year,
- iii) Appendix 3 summarises the HRA financial position including movements in HRA

reserves in-year;

- iv) Appendix 4 highlights the more significant general fund and HRA variances across service areas;
 - v) Appendix 5 sets out by Outcome area the capital outturn position in 2018-19 and the reasons for the more significant forecast capital variances across strategic priority and baseline capital schemes.
 - vi) Appendix 6 provides a schedule of prudential indicators for 2018-19, applicable to affordability and prudence;
 - vii) Appendix 7 shows the draft capital plan 2019-24, taking into account rollover, grant changes and additions. A funding summary is also included.
 - viii) Appendix 8 details the flexible capital receipts strategy approved at Council, 13th Feb 2019.
 - ix) Appendix 9 is the Annual Report on treasury Management activity to Corporate Governance and Audit Committee, 17th May 2019.
 - x) Appendix 10 is the Corporate Risk Register, updated as at June 2019.
- 2.2 Annual revenue rollover proposals are informed by Council Financial Procedure Rules, which set out the following principles to annual revenue rollover considerations:
- i) total rollover proposals cannot exceed the overall net underspend position of the Council, and
 - ii) rollover proposals by Directorate should not exceed the net underspend position by Directorate
- 2.3 The Council has complied with its prudential indicators for 2018-19, which were approved as part of the Treasury Management Strategy. Details accompany the Treasury Management report at Appendix 9. Indicators relating to affordability and prudence can be found at Appendix 6.
- 2.4 The corporate risk register at Appendix 10 summarises the key strategic risks or barriers to achieving the corporate objectives. It also provides visibility about the management actions which are either in place or brought into action to mitigate the impact of these risks. Many of these are of a financial nature and provide contextual information when setting the council's budget. There isn't a direct link but they do help to inform the level of reserve held by the council.
- 2.5 Individual risks vary over time, and the need to set aside reserves changes depending on the underlying budget provisions. The risk assessment reflects the approved budget plans updated for emerging and changing medium and significant risk.

3 Implications for the Council

- 3.1 The report provides summary information on the overall financial performance against annual Council revenue and capital budgets, incorporating as well an overall updated capital plan for 2019-24. These budgets support the overall delivery of the following Council objectives and Priorities within available resources:

- i) Early Intervention and Prevention (EIP)

- ii) Economic Resilience (ER)
- iii) Improving Outcomes for Children
- iv) Reducing demand of services

3.2 Working with People

3.3 Working with Partners

3.4 Place Based working

3.5 Improving Outcomes for Children

3.6 Financial, Legal & Other Implications

3.6.1 The financial climate facing local government remains challenging; in particular with regard to Council's like Kirklees that have statutory education and social care responsibilities. The number of people who require support continues to increase and the complexity of services provided to vulnerable children and adults require higher levels of resourcing, while the cost of services continues to increase.

3.6.2 This challenge is exacerbated by the uncertainty surrounding the local government funding landscape post 2020. The political indecision created by the delay in the withdrawal of the UK from the European Union, is causing disruption to many decisions throughout Whitehall.

3.6.3 The Chancellor announced that the 2019 Spending Review would be revealed later in the Autumn and would cover the period 2020-21 to 2022-23, however Brexit delays could cut this to a single year. In turn, this could potentially impact the planned timeline for the business rates re-set and fair funding reviews, currently intended to be in place for 2020-21. In isolation, these reviews are already a source of great uncertainty for councils going forwards that, upon their conclusion, will result in a redistribution of funding between individual authorities.

3.6.4 Budget plans for 2019-22 include further target savings proposals of £10.9m in year one, with a further £6.2m planned savings over the 2020-22 period. However, given the uncertainties outlined above, there is significant volatility in the budget forecasts; in particular from 2020-21 onwards. Officers will continue to assess, review and update budget planning forecasts and implications through early 2019 informed by emerging national and local intelligence.

3.6.5 The Council's refreshed reserves strategy approved in the 2019-22 budget plans and since reaffirmed in the Early Closedown review to Cabinet in May 2019, are directed at strengthening organisational flexibility and financial resilience over the medium to longer term in account of the continued funding uncertainty for Councils post 2020. The financial resilience reserves level on 1st April 2019 of £37.1m meets the minimum recommended level as set out in the strategy.

3.6.6 It is intended that the forthcoming annual budget strategy report to Cabinet and Council in early autumn will incorporate a more detailed review, quantification and sensitivity analysis on a range of emerging budget and other risks to help inform the Council's financial planning framework and overall reserves requirement as part of the refreshed Medium Term financial Plan (MTFP).

4 Consultees and their opinions

with the Executive Team.

5 Next Steps

Subject to member approval, capital rollover proposals and the update of the 5 year capital plan will be incorporated into in year financial monitoring in 2019-20, and reported quarterly to Cabinet from Quarter 1 onwards.

6 Cabinet portfolio holders recommendations

The portfolio holder agrees with the recommendations set out in this report.

7 Officer recommendations and reasons

Having read this report and the accompanying Appendices, Cabinet are asked to:

General Fund

7.1 note the revenue outturn position for 2018-19;

7.2 note the year end position on corporate reserves and balances;

7.3 note the regular monitoring and review of corporate reserves in 2019-20 to be reported to Cabinet as part of the Quarterly financial monitoring cycle;

7.4 approve the revenue rollover recommendation set out in the report;

Collection Fund

7.5 note the year end position on the Collection Fund;

HRA

7.6 note the HRA revenue outturn and reserves position 2018-19;

Capital

7.7 note the Council capital outturn position for 2018-19

7.8 approve the £31.7m capital rollover from 2018-19 to 2019-20;

7.9 approve the revised capital plan for the period 2019-24 after taking into account rollover, the re-phasing of schemes and changes to grant assumptions;

Treasury Management

7.10 note the review of Treasury Management activity for 2018-19

8 Contact Officer

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Sarah Hill, Finance Manager

sarahm.hill@kirklees.gov.uk

9 Background papers and History of Decisions

Early Closedown Review 2019-20

Annual budget report 2019-22

Budget Strategy Update Report 2019-22

Annual budget report 2018-20

CIPFA's Code of Practice on Treasury Management in the Public Services.
CIPFA's Prudential Code for Capital Finance in Local Authorities.
Public Works Loan Board Website.
Local Authorities Property Fund & Factsheet

- 10 Service Director responsible**
Eamonn Croston, Service Director Finance.
eamonn.croston@kirklees.gov.uk

General Fund 2018-19 Outturn

Strategic Director portfolio responsibilities	Revised Budget	Actual	Variance
	£'000	£'000	£'000
Child Protection & Family Support	58,289	58,076	(213)
Learning & Early Support & Schools	17,967	25,053	7,086
Sub Total (Children & Families)	76,256	83,129	6,873
Adults Social Care Operation	40,096	39,052	(1,044)
Policy, Intelligence & Public Health	3,076	2,654	(422)
Commissioning, Quality and Performance	52,552	53,830	1,278
Service Integration	7,036	6,046	(990)
Sub Total (Adults & Health)	102,760	101,582	(1,178)
Economy, Regeneration & Culture	6,765	5,960	(805)
Commercial, Regulatory & Operational Services	28,501	31,725	3,224
Sub Total (Economy & Infrastructure)	35,266	37,685	2,419
Finance & Transactional Services	18,915	18,960	45
Governance & Commissioning	2,140	2,404	264
Corporate Services (OCE)	9,963	8,810	(1,153)
Sub Total (Corporate Services)	31,018	30,174	(844)
Central Budgets	29,927	22,468	(7,459)
General Fund Total	275,227	275,038	(189)

Corporate Reserves and balances

	1 st April 2018 (plus 2018/19 budget report approvals)	Drawdown/ contribution in- year	Early Closedown Review / MRP	Reserves Position as at 31st March 19	2019/20 Budget Report Approvals	Reserves Position as at 1st April 19
	£'000	£'000	£'000	£'000	£'000	£'000
Statutory (School Reserves)	(9,827)	82	-	(9,745)	-	(9,745)
<u>Earmarked</u>						
Financial Resilience Reserves	(37,146)	-	4,400	(32,746)	(4,400)	(37,146)
Rollover	(3,437)	1,276	-	(2,161)	-	(2,161)
Revenue Grants (various)	(9,912)	(5,101)	-	(15,013)	21	(14,992)
Stronger Families	(1,924)	107	-	(1,817)	-	(1,817)
Insurance	(1,900)	-	-	(1,900)	-	(1,900)
Ward Based Activity	(706)	(361)	-	(1,067)	(160)	(1,227)
Other	(2,905)	(1,007)	-	(3,912)	(120)	(4,032)
Social Care Reserve	-	(2,496)	-	(2,496)	-	(2,496)
Property and Other Loans	(3,000)	-	-	(3,000)	-	(3,000)
Adverse Weather	(4,000)	-	-	(4,000)	1,000	(3,000)
Strategic Investment Support	(4,000)	-	(1,400)	(5,400)	-	(5,400)
Waste Management	-	-	(11,000)	(11,000)	-	(11,000)
One venue Development Plan	-	-	(500)	(500)	-	(500)
Mental Health	-	-	-	-	(1,400)	(1,400)
Business Rates	-	-	-	-	(2,000)	(2,000)
Elections	-	-	-	-	(500)	(500)
Total Earmarked	(68,930)	(7,582)	(8,500)	(85,012)	(7,559)	(92,571)
Total Earmarked + Schools	(78,757)	(7,500)	(8,500)	(94,757)	(7,559)	(102,316)
General Balances	(10,026)	(189)	-	(10,215)	-	(10,215)
Grand Total	(88,783)	(7,689)	(8,500)	(104,972)	(7,559)	(112,531)

GLOSSARY OF RESERVES

RESERVE	DESCRIPTION
School Reserves	Statutory reserves relating to both individual schools balances/deficits carried forwards, and Dedicated Schools Grant (ring-fenced for schools related expenditure)
Financial Resilience	Covers a range of potential costs highlighted in the Council's corporate risk assessment, including budget risks as set out in the sensitivity analysis within this report.
Rollover	To fund deferred spend commitments against approved rollover
Revenue Grants	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been occurred.
Stronger Families	Represents deferred expenditure commitments supporting a range of Stronger Families activity.
Insurance	Mitigates against risk from increased liabilities and insurance claims.
Ward Based Activity	To fund deferred ward based activity commitments
Social Care	Set aside to cover a range of social care expenditure commitments as agreed at Cabinet, August 2018.
Property and Other Loans	Set aside against the potential risk of future loan default. Arising from the introduction of a new local government accounting code intended to strengthen balance sheet transparency.
Adverse Weather	Mitigates against budget risk arising from severe weather events in the District.
Strategic Investment Support	To address the likely scale of one off costs required to support the scale of regeneration capital investment over the 2018-24 period.
Waste Management	To support the development of the Council's waste management strategy in light of the known financial implications of the current PFI Waste contract ending in 2022-23.
One Venue Development Plan	To support extending the One Venue Development Plan in future years, to help drive investment in public and community buildings to boost commercialism and to generate income.
Mental Health	To support a number of local area based mental health initiatives over 2019-21.
Business Rates	Set aside against potential backdated payment with respect to national ATM business rates appeal and also to resource the Council's approved business start-up and retention policy.
Elections	Set aside to accommodate potential local and national elections costs in excess of current base budget.
Other	A range of smaller reserves earmarked for specific purposes, each less than £0.6m.
General Balances	General reserve available for Council use, excluding Housing Revenue Account purposes. Minimum level proposed to be £10m going forwards.

HOUSING REVENUE ACCOUNT 2018/19 - OUTTURN

	Annual		
	Revised Budget	Actuals	Variance
	£'000	£'000	£'000
Repairs & Maintenance	22,800	22,800	0
Housing Management	34,344	33,683	(661)
Other Expenditure	28,289	26,393	(1,896)
Total Expenditure	85,433	82,876	(2,557)
Rent & Other Income	(91,747)	(91,084)	663
Revenue Contribution to Capital Funding	6,314	6,784	470
Planned transfer to HRA Reserves	0	0	0
Total	0	(1,424)	(1,424)

HRA RESERVES

	Balance at 31 March 2018	Approved Movement in Reserves	Balance at 31 March 2019
	£'000	£'000	£'000
Set aside for business risks	(4,000)		(4,000)
In Year Surplus/Deficit		(1,424)	(1,424)
Set aside to meet investment needs (as per HRA Business Plan)	(54,858)	7,538	(47,320)
Working balance	(1,500)		(1,500)
Total	(60,358)	6,114	(54,244)

Child Protection & Family Support

Activity Level	Progress against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
External Residential Placements	% of Children placed outside Kirklees	6,134	812	Overspending on volume led External Residential placements. Under review as part of wider Sufficiency strategy.
Various	Accelerated Progression/Turnover Savings	18,044	(1,351)	Slippage savings to date on substantive vacant posts /Turnover.

Learning & Early Support & Schools

Activity Level	Progress against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
High Needs	Independent Schools Fees	2,513	3,292	Service pressure on placement costs
	Further Education High Needs	805	1,734	Payments to Kirklees College
	Schools High Needs Top-Up funding	20,600	1,600	Top up funding to Schools
	Special Schools		2,600	Additional Funding Commitments in the Special Schools sector.
	Additional High Needs DSG Funding		(1,300)	Additional DSG income
Early Intervention Targeted Support		12,375	(647)	Mainly £1m early support team savings offset by £0.5m school transport pressures.

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Self-Directed Support - OP	Reduced spend on independent sector home care & Apply proportional spend on direct payments & Review taskforce.	2,598	(918)	Lack of capacity in the independent Sector Home Care market is resulting in lower spend, but offset by alternate spend on placements/short term packages and direct payments.
Self-Directed Support - PD	Reduced spend on independent sector home care & Apply proportional spend on direct payments	7,813	(1,052)	Lack of capacity in the Independent Sector Home Care market is resulting in lower spend.

Commissioning, Quality & Performance

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Supporting People		2,880	511	Mental health housing related support - £500k pressure funded from 2019/20.
Self-Directed Support - LD	Apply proportional spend on direct payments	14,277	(1,367)	Lower activity and costs on LD Direct Payments than anticipated.
Independent Sector Residential. & Nursing- LD	Reduction of LD Placements	15,941	1,541	Higher residential activity and higher nursing costs than anticipated.
Independent Sector Residential. & Nursing- MH	Reduction of MH Placements	4,054	795	Higher residential costs than anticipated.

Commercial, Regulatory & Operational Services

Appendix 4 (continued)

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Schools Transport	Combined Authority working	2,662	1,974	Insufficient budget for current volumes - new policy on going.
Driver Training		(502)	376	Kirklees no longer have the contract to deliver the driver training courses on behalf of West Yorkshire Police.
Car Parking		(2,967)	363	None of new proposals actioned + historic shortfall in income
Bereavement Services		(1,682)	252	Cremator Replacement Project – income shortfall
Seasonal Weather		1,220	388	Delayed implementation of seasonal weather savings.

Economy, Regeneration & Culture

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Economic Resilience		2,384	(1,039)	Staff Vacancies & delayed start to schemes.

Corporate Services

Appendix 4 (continued)

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Transformation			(880)	£0.5m transformation fund set aside for investment, no longer required plus £0.4m expenditure capitalised.

Central Budgets

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Treasury Management	Minimum Revenue Provision (MRP) planned over-provision		(5,000)	MRP overprovision released to offset High Needs pressure. Remaining £8.5m to reserves.
General Contingencies			(1,248)	National redistribution of surplus in 18/19 Business Rates Levy account.
General Contingencies			(1,500)	Additional £1.5m income from section 31 business rates grants at year end

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Housing Management	34,344	(661)	Strategic priorities (£498k), KNH Fee (£181k), Communal lighting and sheltered heating (£135k)
Other Expenditure	28,290	(1,896)	Rents, Rates and Taxes £318k, Corporate and Democratic Core SLA £19k, Bad debt provision (£1823k), Depreciation (£411k)
Rent and Other income	(91,747)	662	Leaseholders (minimal Major Repairs) and Garage income, Furniture packs service charges, Rechargeable Repairs

	Revised Budget £'000	Outturn £'000	Variance £'000	Variance %
<u>General Fund</u>				
Achievement	16,088	13,600	(2,488)	(15)
Children	448	586	138	31
Independent	2,442	977	(1,465)	(60)
Sustainable Economy	46,529	30,238	(16,291)	(35)
Well	2,340	1,832	(508)	(22)
Clean and Green	695	106	(589)	(85)
Efficiency & Effectiveness	3,900	3,480	(420)	(11)
GENERAL FUND TOTAL	72,442	50,819	(21,623)	(30)
<u>Housing Revenue Account</u>				
Strategic Priorities	9,348	4,083	(5,265)	(56)
Baseline	18,478	13,513	(4,965)	(27)
HOUSING REVENUE TOTAL	27,826	17,596	(10,230)	(37)
CAPITAL PLAN TOTAL	100,268	68,415	(31,853)	(32)

Achievement

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Strategic Priorities			
New Pupil Places	7,062	(950)	Majority of underspend is ring-fenced grants to fund the New Pupils Places Strategy. Largest Variances £446k Moor End Academy due to slippage on build programme and - £317k Birkby Junior Expansion due to a competitive tender reducing the cost of the scheme.
Baseline			
Capital Maintenance	4,607	(587)	The majority of funds are contractually committed as part of the 2018-19 Capital Maintenance programme, since monies from the construction value is held as retention on the majority of schemes. Funding is to be rolled over into the next financial year.
One-Off Projects	862	(693)	Mainly due to underspend on the Healthy Pupils Capital Fund (£358k) to improve children's and young people's physical and mental health.

Independent

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
One Off Projects			
Information Technology (Digital)	942	(942)	Commitments deferred following Corporate review exercise undertaken with Deloitte and Modern Organisation Board to re-align Digital programme with Council priority outcomes areas.

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Strategic Priorities			
Town Centre Action Plans	1,755	(1,405)	Works delayed in part due to timing of prior infrastructure works to be undertaken by City Fibre.
Loans – Development Finance	1,100	(927)	103 New Street development underspend (£827k) ; feasibility work undertaken to date ; balance of expenditure commitments re-profiled into 2020/21.
Baseline			
Housing Private Sector	3,678	(536)	Mainly relates to deferred expenditure commitments against Disabled Facilities Grant related works (£408k) which will roll into 2019-20.
Highways	14,784	(3,058)	In November 2018 a “one-off” £2.7m Government Capital grant was allocated to Councils for pothole repairs/road -resurfacing and other repair work; Kirklees share was £2.7m. The underspend largely reflects the unanticipated grant being applied in-year against eligible planned activity ; thereby releasing equivalent resources to roll forward into 2019-20 plans
Corporate Landlord Asset Investment	4,811	(2,806)	Mainly reflects slippage on a number of schemes, including crematoria replacement schemes which have been managed around service needs and contractual complexities, and the fire safety programme which has been managed around access to sleeping risk buildings. Majority of schemes are contractually committed (£2.6m) and unspent resources will roll forward into 2019-20
Transport	2,377	(1,256)	The underspend reflects those vehicles that have been ordered but have long lead in times for delivery and will be delivered in 2019-20.
One Off Projects			
Economic Resilience	1,896	(1,106)	£473k underspend for the Dewsbury Townscape Heritage Initiative - the programme has been extended and there are two outstanding commitments for work at 28-30 Northgate and The Black Bull. The Energy Efficiency in Riddings scheme underspent by £462k, since some of the work covered HRA properties.
Leeds City Region Revolving Fund	1,632	(1,211)	The revolving fund is administered by Leeds City region and totals about £20m via contributions from member authorities. It is intended to provide development finance across a range of regeneration projects region wide. The underspend reflects slippage on schemes

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
HRA Strategic Priorities			
Misc Schemes	3,028	(2,054)	Underspends of £990k on Ashbrow since spend is anticipated next financial year, and £1m on Garage Site Development, to be transferred to the Housing Growth programme as part of the capital plan refresh.
Remodelling/High Rise	2,000	(2,000)	Underspend reflects scheme deferral pending commission of wider option appraisal of current high rise accommodation across current HRA stock.
Housing Growth	4,320	(1,211)	Underspend reflects 38 properties bought back/completed with the lower average value of £80k against a target of 44 properties with an expected purchase price of £100,000.
HRA Baseline			
Housing Capital Plan	10,889	(1,415)	Detailed assessment of fire safety measures to 6 storey blocks identified significant additional improvement work. The delays caused a knock on effect to the remainder of the programme.
Environmental	1,988	(1,811)	Delays due to introduction of a new process, establishment of a new design relationship with Council Landscapes team combined with a lengthy consultation process undertaken with tenants and elected members. Specifications and scope of works inherently vary on each scheme so overall design timescales have taken longer than expected.
Compliance	2,200	(1,915)	Fire doors, the ongoing changes to MHCLG guidance prevented the ability to purchase a fully compliant flat door with the relevant 3rd party accreditation hence impacting on the programme of 1500 replacement doors. The latest guidance was issued in March 2019. Also, sprinklers to Buxton and Berry Brow were pending Kirklees Council approval, Portfolio lead approval received in Feb 2019.

**Breakdown of Capital Budget Changes
(Since quarter 3 capital monitoring)**

Appendix 5 c)

	£'000	£'000
QUARTER 3 CAPITAL BUDGET		98,672
Increase in Grants/Contributions		
Strategic Priorities:		
West Yorkshire + Transport Fund	616	
Baseline:		
Learning – Devolved Formula Capital	531	
Housing Private Sector - contributions	79	
Economic Resilience - Dewsbury THI addition of grant	128	
Corporate Landlord Asset Investment - Parks & Open Spaces (S106 monies and contributions)	227	
Asset Utilisation – General Contribution for Data Centre	9	
Catering - Addition of healthy eating contribution	6	
Total Additions/Reductions		1,596
REVISED OUTTURN BUDGET		100,268

Capital Expenditure, Capital Financing Requirement and External Debt

The table below draws together the main elements of Capital Plan expenditure and financing arrangements. The table also shows the Capital Financing Requirement (CFR), which is the Council's underlying external indebtedness for a capital purpose, compared with the expected borrowing position.

	2017/18	2018/19	
	Actual	Strategy Estimate*	Actual
	£000s	£000s	£000s
Capital Expenditure			
General Fund	48,555	71,790	50,820
HRA	13,248	30,717	17,595
Sub-total (excl. PFI)	61,803	102,507	68,415
General Fund - PFI	1,849	1,849	1,554
HRA – PFI	266	266	300
Total	63,918	104,622	70,269
Financed by -			
Borrowing	15,465	36,822	17,229
PFI	2,115	2,115	1,854
Other	46,338	65,685	51,186
Total	63,918	104,622	70,269
CFR as at 31 March			
General Fund excl PFI	420,331	458,903	436,600
General Fund PFI	52,271	49,300	49,300
HRA excl PFI	182,843	175,289	175,300
HRA PFI	54,897	52,900	52,900
Total CFR	710,342	736,392	714,100
External debt as at 31 March			
Borrowing (excl interest accrued)	413,167	493,722	395,870
Other LT Liabilities	111,289	106,070	106,266
Total debt	524,456	599,792	502,136

*The PI estimates include an allowance for anticipated slippage of capital expenditure during the year.

The difference between the CFR and total debt reflects the amount of internal balances that are being “borrowed” to finance capital indebtedness.

Limits to Borrowing Activity

The first key control over the Council's borrowing activity is a Prudential Indicator to ensure that over the medium term, net borrowing will only be for a capital purpose. Net external borrowing should not, except in the short-term, exceed the total CFR. This allows some flexibility for limited early borrowing for future years. As can be seen from the table above, the Council kept its total debt within the CFR and this has also been the case in previous years.

A further two Prudential Indicators control overall level of borrowing. These are the Authorised Limit and the Operational Boundary. The Authorised Limit represents the limit beyond which borrowing is prohibited. It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3(1) of the Local Government Act 2003.

The Operational Boundary is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during this year.

	2017/18	2018/19	
	Actual (max)	Limits/ Boundary	Actual (max)
	£m	£m	£m
<u>Authorised limit for external debt</u>			
Borrowing	438.2	585.0	395.9
Other Long Term Liabilities	116.6	110.0	106.3
Total	554.8	695.0	502.2
<u>Operational boundary for external debt</u>			
Borrowing	438.2	495.0	395.9
Other Long Term Liabilities	116.6	106.1	106.3
Total	554.8	601.1	502.2

The Council was well within its Authorised limit and Operational Boundary for the year.

There is also a limit on HRA indebtedness set by the Department for Communities and Local Government under the recent HRA self-financing reform. The limit is set at £247.6 million for the HRA CFR, excluding PFI liabilities. The actual HRA CFR excluding PFI liabilities as at 31 March 2019 is £175.3 million which is well within the limit.

Affordability Prudential Indicators

Ratio of financing costs to net revenue stream

This indicator identifies the cost of capital (borrowing costs net of investment income) against the net revenue stream. The net revenue stream for General Fund is defined as the amount to be met from un-ringfenced government grants and local taxpayers, and for HRA it refers to the total HRA income (rent, other income and grant).

	2017/18	2018/19	
	Actual	Estimate	Actual
<u>Ratio of financing costs to net revenue stream</u>			
General Fund	7.31%	7.19%	5.93%
General Fund excl PFI	4.88%	5.00%	3.69%
HRA	31.32%	31.38%	29.63%
HRA excl PFI	29.28%	29.50%	31.53%

The actual for General Fund for 2018/19 was less than estimated largely due to the Council's decision to change its policy for the repayment of debt (MRP) and to increase the un-winding of the over-provision for 2018-19, thus resulting in a much lower charge for 2018/19. The PIs have marginally increased for HRA due to changes in depreciation charged to Council dwellings and income levels in year.

Capital Plan Expenditure Summary

Appendix 7 a)

	Outturn	Revised Capital Plan Budget					
2019/20 – 2023/24 Capital Plan Expenditure Summary	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
General Fund:							
Achievement	13,600	16,030	19,930	22,763	13,030	5,045	76,798
Children	586	200	1,250	3,600	4,200	750	10,000
Independent	977	2,673	5,100	5,050	3,450	11,400	27,673
Sustainable Economy	30,238	59,497	106,668	77,776	68,746	16,455	329,142
Well	1,832	4,029	14,968	9,260	2,249	867	31,373
Safe & Cohesive	0	180	20	0	0	0	200
Clean & Green	106	1,789	5,475	125	6,600	20,600	34,589
Efficiency & Effectiveness	3,480	4,256	3,737	3,700	3,700	3,700	19,093
General Fund Capital Plan	50,819	88,654	157,148	122,274	101,975	58,817	528,868
Housing Revenue Account:							
Independent - Strategic Priorities	4,083	6,790	9,825	9,014	7,364	8,864	41,857
Independent - Baseline	13,513	18,892	18,696	19,591	19,278	18,923	95,380
HRA Capital Plan	17,596	25,682	28,521	28,605	26,642	27,787	137,237
TOTAL EXPENDITURE	68,415	114,336	185,669	150,879	128,617	86,604	666,105

	Outturn	Revised Capital Plan					
Funding Summary	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<i>Direct / Earmarked Contributions to Schemes</i>							
Capital Grants / Contributions applied	29,804	28,751	78,643	67,025	47,919	15,005	237,343
Earmarked Capital Receipts	5,612	4,973	4,499	4,499	4,499	4,499	22,969
Revenue Contributions (HRA)	6,785	11,979	14,088	12,894	8,588	13,701	61,250
Reserves (HRA)	8,985	11,917	11,493	13,579	16,500	12,532	66,021
Revenue Contributions (General Fund)	0	1,279	0	0	0	0	1,279
<i>Pooled Resources</i>							
Non Earmarked Capital Receipts	0	700	700	700	700	700	3,500
Corporate Prudential Borrowing	17,229	54,737	76,246	52,182	50,411	40,167	273,743
FUNDING	68,415	114,336	185,669	150,879	128,617	86,604	666,105

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
ACHIEVEMENT									
Strategic Priorities									
	Alternative Provision School	B	1	499	5,000	4,250	250	0	9,999
	Special School - SEMHD	B	0	500	1,000	5,500	7,500	500	15,000
	<i>District Sufficiency - SEND</i>		1	999	6,000	9,750	7,750	500	24,999
	New Pupil Places in Primary/Secondary Schools		6,111	2,978	4,680	6,063	780	545	15,046
	Delivery of an Autistic Spectrum Disorder (ASD) School to mitigate expenditure on out of area ASD placements	B	0	500	2,150	350	0	0	3,000
	Dewsbury Learning Quarter	B	1,590	2,086	0	0	0	0	2,086
	Libraries & Public Buildings	B	0	700	1,950	2,100	250	0	5,000
	Strategic Priorities Total		7,702	7,263	14,780	18,263	8,780	1,045	50,131
Baseline									
	Basic Need	G	253	577	500	500	500	500	2,577
	Capital Maintenance	G/B	4,021	4,408	3,400	3,200	3,000	2,800	16,808
	Devolved Formula Capital	G	1,455	1,500	850	800	750	700	4,600
	Baseline Total		5,729	6,485	4,750	4,500	4,250	4,000	23,985
One Off Projects									
	SEND Provision	G	34	1,360	400	0	0	0	1,760
	Healthy Pupils	G	0	358	0	0	0	0	358
	Completed Schemes	B	20	29	0	0	0	0	29
	Commissioning option appraisals to facilitate the delivery of the outcomes of the SEN High Level review of future needs	B	115	535	0	0	0	0	535
	One Off Projects Total		169	2,282	400	0	0	0	2,682
ACHIEVEMENT TOTAL			13,600	16,030	19,930	22,763	13,030	5,045	76,798

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
CHILDREN									
Strategic Priorities									
Specialist Accommodation/Youth Services		B/G		200	1,250	3,600	4,200	750	10,000
Strategic Priorities Total			0	200	1,250	3,600	4,200	750	10,000
One Off Projects Total (Childrens IT System)		R/B	586	0	0	0	0	0	0
CHILDREN TOTAL			586	200	1,250	3,600	4,200	750	10,000
INDEPENDENT									
Strategic Priorities									
Pump Prime & Commissioning Specialist Accommodation		B	0	250	750	750	250	0	2,000
Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy		B	40	310	250	150	0	0	710
Day Services Support for Vulnerable Adults		B	1	699	2,800	3,500	2,600	11,400	20,999
Strategic Priorities Total			41	1,259	3,800	4,400	2,850	11,400	23,709
One Off Projects									
Adults Social Care Operation		G/R	286	164	700	50	0	0	914
Information Technology (Digital)		B/R	0	600	600	600	600	0	2,400
Information Technology (*Laptops/GDPR)		B/R	650	600	0	0	0	0	600
Occupational Health Care (IT)		B	0	50	0	0	0	0	50
One Off Projects Total			936	1,414	1,300	650	600	0	3,964
INDEPENDENT TOTAL			977	2,673	5,100	5,050	3,450	11,400	27,673

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
SUSTAINABLE ECONOMY									
Strategic Priorities									
A62 & A644 Corridors & Cooper Bridge		G	256	560	23,040	22,405	22,405	0	68,410
Corridor Improvement Programme – A62 Smart Corridor		G	326	338	3,042	3,920	176	0	7,476
Corridor Improvement Programme - Holmfirth Town Centre Access Plan		G	78	72	646	3,906	0	0	4,624
Huddersfield Southern Gateways		G	144	300	2,700	4,000	842	0	7,842
A653 Leeds to Dewsbury Corridor (M2D2L)		G	52	410	3,687	4,097	4,097	0	12,291
A629 Ainley Top to Huddersfield (Phase 5)		G	826	317	2,850	3,781	3,909	0	10,857
Huddersfield Station Gateway Phase 1		G	9	0	5,000	0	0	0	5,000
Huddersfield Station gateway Phase 2		G	2	0	5,000	0	0	0	5,000
Highways – Others Non-Core		G	275	0	0	0	0	0	0
WYTF Land Acquisition		B	250	591	0	0	0	0	591
<i>West Yorkshire plus Transport Schemes</i>			2,218	2,588	45,965	42,109	31,429	0	122,091
Aspirational Regeneration of Major Town Centres - Feasibility		B	19	331	150	0	0	0	481
Regeneration of Strategic Town Centres - Dewsbury		B	40	2,250	5,310	4,144	3,256	0	14,960
Regeneration of Strategic Town Centres - Huddersfield		B	291	1,644	8,640	7,000	12,406	0	29,690
<i>Town Centre Action Plans</i>			350	4,225	14,100	11,144	15,662	0	45,131
KSDL (HD One)		B	0	0	4,100	4,900	4,000	0	13,000
Property Investment Fund		B**	173	13,327	11,500	0	0	0	24,827
Bridge Homes (Joint Venture)		B	0	0	1,250	1,250	0	0	2,500
<i>Loans - Development Finance</i>			173	13,327	16,850	6,150	4,000	0	40,327
Local Growth Fund		B	97	153	0	0	0	0	153
Site Development		G	0	0	6,000	0	0	0	6000
Public Realm Improvements		RR	0	1,245	0	0	0	0	1245
Strategic Priorities Total			2,838	21,538	82,915	59,403	51,091	0	214,947

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
SUSTAINABLE ECONOMY									
	Baseline								
	Housing (Private)	G	3,142	3,600	4,650	3,350	3,350	3,350	18,300
	Highways	G/B	10,342	15,186	10,346	9,873	9,155	9,155	53,715
	Corporate Landlord Asset Investment	B	2,005	6,074	1,300	1,300	1,300	1,300	11,274
	Corporate Landlord Asset Investment	B	0	1,000	1,000	1,000	1,000	1,000	5,000
	Vehicle Replacement Programme	B	1,121	2,505	1,250	1,250	1,250	1,250	7,505
	School Catering	B	162	271	200	200	200	200	1,071
*	One Venue Development	B	0	200	200	200	200	200	1,000
	Baseline Total		16,772	28,836	18,946	17,173	16,455	16,455	97,865
	One-Off Projects								
	Housing (Private)	G/R	66	467	432	0	0	0	899
	Economic Resilience	G/B	540	533	0	0	0	0	533
	Strategic Asset Utilisation	B	1,779	947	150	0	0	0	1,097
	Leeds City Region Revolving Fund	B	421	1,211	0	0	0	0	1,211
	Highways	B/B*/ S278	6,627	4,155	3,000	1,000	1,000	0	9,155
	Corporate Landlord Compliance	B	906	1,294	1,000	0	0	0	2,294
*	Bereavement	B	0	125	25	0	0	0	150
	School Catering - Compliance Essential Works	B*	120	280	200	200	200	0	880
	Ward Based Activity	B	169	111	0	0	0	0	111
	One-Off Projects Total		10,628	9,123	4,807	1,200	1,200	0	16,330
	SUSTAINABLE ECONOMY TOTAL		30,238	59,497	106,668	77,776	68,746	16,455	329,142

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
WELL									
Strategic Priorities									
	Spenborough Valley Leisure Centre	B	566	1,434	8,000	3,500	232	0	13,166
	Spenborough Valley Leisure Centre - KAL Contribution	B*	0	0	0	750	0	0	750
	Huddersfield Leisure Centre	B	14	220	0	0	0	0	220
	Dewsbury Sports Centre Priorities	B	0	300	250	300	1,400	250	2,500
	Strategic Priorities Total		580	1,954	8,250	4,550	1,632	250	16,636
Baseline									
	KAL Self Finance Programme	B*	1,252	362	2,959	617	617	617	5,172
	Play Strategy	B/G	0	1,713	3,759	4,093	0	0	9,565
	Baseline Total		1,252	2,075	6,718	4,710	617	617	14,737
	WELL TOTAL		1,832	4,029	14,968	9,260	2,249	867	31,373
SAFE AND COHESIVE									
Strategic Priorities									
	Youth Offending Team	B	0	180	20	0	0	0	200
	Strategic Priorities Total		0	180	20	0	0	0	200
	SAFE AND COHESIVE TOTAL		0	180	20	0	0	0	200
CLEAN AND GREEN									
Strategic Priorities									
	Depot Works	B	0	100	375	25	0	0	500
	Waste Management Plant/Infrastructure	B/B*	0	1,000	5,000	0	6,500	20,500	33,000
	Strategic Priorities Total		0	1,100	5,375	25	6,500	20,500	33,500

		Outturn	Revised Capital Plan						
GENERAL FUND CAPITAL PLAN		Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	5 Yr Total £'000
	Environment & Strategic Waste	B	104	144	100	100	100	100	544
	Baseline Total		104	144	100	100	100	100	544
	One Off Projects								
	Electric Vehicle Charge Points	G	2	545	0	0	0	0	545
	One Off Projects Total		2	545	0	0	0	0	545
	CLEAN AND GREEN TOTAL		106	1,789	5,475	125	6,600	20,600	34,589
	EFFICIENCY AND EFFECTIVENESS								
	Baseline								
	Information Technology	B*	895	905	900	900	900	900	4,505
	Flexible Capital Receipts Strategy	R	2,573	2,800	2,800	2,800	2,800	2,800	14,000
	Baseline Total		3,468	3,705	3,700	3,700	3,700	3,700	18,505
	One Off Projects								
	Internal Renovation works	B	12	551	37	0	0	0	588
	One Off Projects Total		12	551	37	0	0	0	588
	EFFICIENCY AND EFFECTIVENESS TOTAL		3,480	4,256	3,737	3,700	3,700	3,700	19,093
	GENERAL FUND CAPITAL PLAN TOTAL		50,819	88,654	157,148	122,274	101,975	58,817	528,868

FUNDING KEY:

B = Borrowing

B* = Service funded Borrowing - Work is ongoing to remove this category and have one system of prudential borrowing.

G = Grant

R = Capital receipts

RR = Revenue Rollover

*Addition

HOUSING REVENUE ACCOUNT CAPITAL PLAN	Funding	Outturn	Revised Capital Plan					
		2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	5 Yr Total £'000
Strategic Priorities								
Housing Growth	H / R	4,083	4,800	4,364	4,364	4,364	4,363	22,255
New Build Phase 1 - Ashbrow Extra Care	H / R/ G	0	990	3,961	1,650	0	0	6,601
Remodelling / High Rise	H / R	0	500	1,000	3,000	3,000	4,500	12,000
IT System (Universal Housing Replacement)	H / R	0	500	500	0	0	0	1,000
Strategic Priorities Total		4,083	6,790	9,825	9,014	7,364	8,863	41,856
Baseline								
Housing Capital Plan	H	9,474	11,006	10,522	11,346	10,960	10,605	54,439
Estate Improvements (Neighbourhood Investment)	H	177	1,093	1,108	1,122	1,137	1,138	5,598
Compliance	H	285	1,000	1,479	1,479	1,479	1,478	6,915
Compliance – Fire Doors	H		3,000	1,913	1,913	1,912	1,912	10,650
Fuel poverty	H / G	982	0	826	826	826	825	3,303
Adaptations	H	2,595	2,793	2,849	2,906	2,964	2,964	14,476
Baseline Total		13,513	18,892	18,697	19,592	19,278	18,922	95,381
TOTAL HRA CAPITAL PLAN		17,596	25,682	28,522	28,606	26,642	27,785	137,237

FUNDING KEY:

H = HRA revenue contribution/major repairs reserve

R = Capital receipts

G = Grant

1. Government guidance allows the capitalisation of certain types of qualifying revenue expenditure in-year, funded from the flexible use of 'in-year' generated capital receipts. It covers in-year capital receipts generated in-year, from 2016-17 to 2021-22 inclusive.
2. In-year generated capital receipts includes general fund receipts from the sale of general fund land and buildings. It also includes 'right to buy' (RTB) receipts from the sale of Council houses. These are remaining receipts that are also available to the Council, after taking account of the Council's other obligations in relation to RTB receipts generated in-year.
3. It is proposed that consideration be given to applying 'in-year' capital receipts generated, to fund the following qualifying capitalised revenue expenditure, in line with original DCLG guidance issued in March 2016, as follows :
 - i) *funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;*

Qualifying expenditure in 2018-19

£2.0m transformation spend – used to support the programme Management Office and the Council's external business partner in providing governance, monitoring, review and delivery of transformation and change.

£0.6m voluntary severance costs – will deliver future ongoing efficiency savings to the council through a rationalised workforce.

- ii) *driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;*
4. The time period relating to the above qualifying expenditure covers 2018-19 and the following 3 years. The original DCLG guidance covered the 2016-19 period, but this was subsequently extended by a further 3 years, to 2021-22, following the Autumn Statement announcement on November 17th, 2017.
5. The extent to which capital receipts will actually be applied in-year will take into account the following factors:
 - i) the amount of capital receipts actually generated in-year;
 - ii) the amount of qualifying capitalisable revenue expenditure in-year;
6. The affordability of borrowing to fund the capital plan in-year, where current funding assumptions include use of in-year capital receipts to part fund the Councils annual general fund capital plan.
7. The proposals set out in 3. above are 'in principle', and allow officers the 'flexibility' to consider a range of funding options in-year that meet the intended objectives set out in the Council's budget strategy update.

It is intended that officers will update members as part of the annual budget report to full Council each February, and finalised proposals for the flexible use of capital receipts to be incorporated into an annual early closedown review report for Cabinet consideration early April.



Name of meeting: Corporate Governance and Audit Committee **17 May 2019**

Title of report: Annual Report on Treasury Management 2018-19

Purpose of report

Financial Procedure Rules require that the Council receives an annual report on Treasury Management activities for the previous financial year. The report reviews borrowing and investment performance.

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)?	Yes
The Decision - Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Service Director & name	Eamonn Croston
Is it also signed off by the Service Director for Finance, IT and Transactional Services?	As above
Is it also signed off by the Service Director for Governance and Commissioning Support?	Julie Muscroft
Cabinet member portfolio	Cllr Graham Turner

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: **Public**

GDPR: This report contains no information that falls within the scope of General Data Protection Regulations

1. Summary

- 1.1 The Council's treasury management operation for the year has followed the strategy approved by Council on 14 February 2018. Investments averaged £45.2 million, were largely deposited in instant access accounts and earned an average interest rate of 0.67%. Total external

borrowing decreased for the year by £17.3 million to £395.9 million. (£413.2m 31st March 2018) The decrease is due to a variety of reasons including; repayment of existing debt, slippage in the capital plan and higher internal borrowing due to increases in overall reserves levels from budgeted. There were no new temporary borrowing in the year, the average long term borrowing rate for 2018-19 was 4.62%.

- 1.2 In 2017-18 the Council approved a revision to its Minimum Revenue Provision (MRP) policy, which relates to the amount of revenue resources set aside each year to provide for its outstanding debt repayments over the longer term. This was done by updating its approach to Supported Borrowing from 2007-08 onwards, moving from a 4% reducing balance to an annuity basis in its repayment of debt.
- 1.3 In updating the approach the Council effectively over-provided in previous years the re-payment of debt to the sum of £91.1m. Within the Treasury Management Strategy 2018-19 the Council set out its approach to unwind this over-provision at £9.1m each year over the next 10 years, starting from 2017-18 onwards.
- 1.4 Following approval within the 2019-20 Treasury Management Strategy there is a further increase in the un-winding for 2018-19 and 2019-20. The maximum amount of un-wind in any one year cannot be more than the overall annual MRP calculation, as otherwise the Council would end up in a negative MRP position, which is not allowable under accounting rules. The maximum unwind allowable in 2018-19 is £13.5m. In the 2018-19 accounts this has resulted in the budgeted over-provision element of £13.4m being transferred to revenue reserves in order to strengthen the Council's overall financial resilience as per the Council's approved reserves strategy.
- 1.5 Treasury management costs incurred in the year include £10.1 million on net interest payments and £0.1 million on providing for the repayment of debt (MRP). The Council complied with its treasury management prudential indicators in the year.
- 1.6 This report also notes a number of early 2019-20 treasury management issues for consideration. These include options for re-financing a current Lender Option-Borrower Option loan of £10m, and also considers potential Council investment in a property fund investment fund, CCLA, specifically set up for not-for profit investors, including local authorities.

2. Information required to take a decision

2.1 Background

- 2.1.1 The Council has adopted the CIPFA Code of Practice on Treasury Management and operates its treasury management service in compliance with this Code and various statutory requirements. These require that the prime objective of the activity is to secure the effective management of risk, and that borrowing is undertaken on a prudent, affordable and sustainable basis.

2.1.2 Council Financial Procedure Rules require that the Council receives an annual report on Treasury Management activities for the year. Cabinet is responsible for the implementation and monitoring of the treasury management policies. Corporate Governance and Audit Committee undertake a scrutiny role with regard to treasury management.

2.1.3 In reviewing 2018-19 performance, reference will be made to the Treasury Management Strategy Report approved by Council on 14 February 2018.

2.2 Borrowing and Investment Strategy 2018-19

2.2.1 The Councils overall Treasury Management Strategy prioritises security, liquidity and risk management which was adhered to in 2018-19. The Council aims to invest externally balances of £30 million, largely for the purpose of managing day-to-day cash flow requirements, with any remaining balances invested “internally”, offsetting borrowing requirements. The investment strategy is designed to minimise risk, investments being made primarily in instant access accounts or short-term deposits, with the major British owned banks and building societies, or Money Market Funds.

2.3 The economy and interest rates

Below paragraphs 2.3.1-2.3.2 are a commentary from our external treasury management advisors, Arlingclose

2.3.1 UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year on year, just above the consensus forecast but broadly in line with the Bank of England’s February Inflation Report. The most recent labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.4%.

2.3.2 After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England’s decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since.

2.4 Investment activity

2.4.1 The Council’s treasury management investments totalled £39.1 million as at 31 March 2019 (£36.1 million 31 March 2018). The Council invested an average balance of £45.2 million externally during the year (£37.9 million 2017-18). Income of £313k was generated through these investments (£196k 2017-18). Appendix 1 shows where investments were held at the beginning of April, the end of September and the end of March, by counterparty, by sector and by country. The Council’s

average lending rate for the year was 0.67% (0.26% 2017-18). The increase in interest rates between the years reflects the Base Rate in 17-18 being 0.5% and in the current year there was an increase in August of 0.25% to 0.75%, but there is also an element of lag in institutions passing on the benefit of higher interest rates.

2.4.2 The majority of investments were placed in instant access bank deposit accounts/Money Market Funds (MMFs). MMFs offer greater diversification of counterparties and thus lower risk, as well instant access and relatively good returns.

2.5 Borrowing requirement and debt management

2.5.1 In terms of borrowing, long-term loans at the end of the year totalled £389.1 million and short-term loans (excluding interest accrued) £6.8 million (£392.5 million and £20.7 million 31 March 2018), an overall decrease of £17.3 million. There was no new long term borrowing in 2018-19. Appendix 2 details repayments of long-term loans during the year and short-term loans outstanding as at 31 March 2019.

2.5.2 Fixed rate loans account for 81.25% of total long-term debt (see also Appendix 5) giving the Council stability in its interest costs. The maturity profile for all long-term loans is shown in Appendix 3 and shows that no more than 9% of all debt is due to be repaid in any one year. This is good practice as it reduces the Council's exposure to a substantial borrowing requirement in any one particular future year, when interest rates might be at a relatively high level.

2.5.3 The primary source of the Council's borrowing is from the Government ie Public Works Loan Board (PWLB).

2.5.4 The table below sets out the estimated external borrowing requirement against actual requirements;

2.7 Risk and Compliance Issues

- 2.7.1 The Council has complied with its prudential indicators for 2018-19, which were approved as part of the Treasury Management Strategy. Details can be found in Appendix 5. Indicators relating to affordability and prudence are highlighted in this appendix.
- 2.7.2 When the Council has received unexpected monies late in the day, officers have no alternative but to put the monies into the Barclays Business Reserve Account overnight. The account is maintained so that usually, daily balances are under £100k. The maximum daily amount deposited in this account overnight as a result of unexpected late payments was £1.100m. Whilst this is not an ideal situation, the Council is still within investment limits as per the Treasury Management Strategy which is set at £10m per counterparty.
- 2.7.3 In line with Council treasury management strategy, the Council has not placed any direct investments in companies as defined by the Carbon Underground 200.
- 2.7.4 The Council is aware of the risks of passive management of the treasury portfolio and, with the support of the Council's consultants (Arlingclose), has proactively managed the debt and investments over the year.
- 2.7.5 The CIPFA Code of Practice requires that treasury management performance be subject to regular member scrutiny. The Corporate Governance and Audit Committee performs this role and members have received reports on strategy, half yearly monitoring and now the outturn for the year 2018-19. Training was provided to Members on the 16th November 2018.

Looking ahead – Treasury Management developments in 2019-20

2.8 Re-financing/re-payment of current Long Term Borrowing

- 2.8.1 As outlined within the Council approved Treasury Management Strategy 2019-20, the Council will continue to look to repay existing long term debt when the opportunity arises where it becomes beneficial for the Council to do so.
- 2.8.2 Within the next 12 months there may be Lenders Option Borrowers Option (LOBO) loans which present us with an option to convert or re-finance and these as detailed further below.
- 2.8.3 The Council currently has a £10.0m Range LOBO with Barclays. The Range LOBO has an annual rate of interest of 3.4% when the 6 month London Interbank Offered Rate (LIBOR) Rate is between 4%-6%, and a

rate of 4.1% when it falls outside of this. Currently the LIBOR Rate is 0.83% and hasn't been as high as 4% since November 2008. The current interest rate is therefore 4.1%.

- 2.8.4 Barclays have approached the Council to convert the LOBO loan to a fixed rate interest loan. The rate is currently subject to discussion between both parties, and would remain until maturity of the loan on 15th January 2067. This could generate immediate savings per annum. By way of illustration, a mid-point fixed rate of 3.75% would equate to immediate £35k annual savings to the Council for the remainder of the loan.
- 2.8.5 On LOBO loans the Lender has the option to exercise their right to change the interest rate. At which point the borrower can then choose to accept the new interest rate or choose to re-pay at no additional cost.
- 2.8.6 It is intended that Council officers liaise with the Council's external Treasury Management advisors, Arlingclose, to review lender options, and proceed if they are considered to be in the longer term best interests of the Council.

2.9 Loan Funding Sources

- 2.9.1 The Council may be presented with additional sources of long-term funding at certain points in time, beyond those currently listed in the Council's current treasury management strategy. These may be at preferential rates of interest and therefore the Chief Financial Officer (s151 officer) will look to maximise the use of source funds when it is preferential to do so.
- 2.9.2 One such opportunity is with SALIX Finance Ltd. SALIX Finance Ltd provides interest free Government funding to the public sector to improve their energy efficiency, reduce carbon emissions and lower energy bills. The Council to date has taken the opportunity to secure £5.9m interest free loan to part fund the £11m approved street lighting replacement scheme in the Council's approved capital plan.

2.10 Investment Opportunities

- 2.10.1 The Service Director Finance, supports the approach that the borrowing and investment strategy for 2019-20 continues to place emphasis on the security of the Council's balances. Although credit conditions have been steadily improving, the global recovery is still fragile and regulation changes have increased local authority exposure in the event of a possible default of any financial institutions

- 2.10.2 Average current Council cashflow balances remain consistent at about £45m, and officers consider that an investment of up to £10m will still enable sufficient remaining headroom to accommodate the £30m day-to-day cashflow requirement as noted in the Treasury Management Strategy.
- 2.10.3 In order to increase investment returns, alternative investment options were considered. There was member approval to add the Local Authorities Pooled Investment Fund (LAPF) as an approved Council Investment in the 2019-20 Treasury Management Strategy approved as part of the budget on 13 February 2019.
- 2.10.4 The Local Authorities Property Fund was established in 1972 and is managed by CCLA Fund Managers. Any Local Authority in the United Kingdom can invest in the Fund and the minimum investment is £25k. As at December 2018 there are assets under management of £1,104m. The Fund aims to provide investors with a high level of income and long-term capital appreciation, and it is an actively managed, diversified portfolio of UK commercial property. It principally invests in UK assets, but may invest in other assets. There is an accompanying prospectus and factsheet appended to this report, for information.
- 2.10.5 Such funds tend to generate a higher rate of return. For example, 2017-18 returned a 4.2% dividend yield on the Local Authority Property Fund compared with the Council's average rate of return on investments of 0.67% in 2018-19.
- 2.10.6 Clearly there are increased risks associated with higher yield investment opportunities, and any potential investment would need to be considered very much as a much longer term investment strategy, pro-actively managed by CCLA, to manage those risks over time. Indeed 10 year returns for CCLA show an annualised total return of 8.7%.
- 2.10.7 Given the nature of the underlying investment (UK based diversified property portfolio) and the potential for domestic economic volatility in the run up to UK's expected withdrawal from the EU, advice has been sought from the Council's external treasury advisors, as well as detailed officer discussions with the LAPF's Fund Manager, CCLA. Approved Council budget plans factored in a potential investment of up to £10m part way through 2019-20, with an assumed net income yield of £150k in 2019-20, increasing to £300k from 2020-21 onwards.
- 2.10.8 It is intended that the Council will make an initial Investment in LAPF of £5m, with a view to consideration for a further investment tranche later in the year. Splitting the total investment in to two batches would potentially reduce the timing risk of the investment. It should also be

noted that there is an 8% 'spread' on this particular investment. This is made up of a purchase charges of 6.5% and selling charges of 1.5%.

2.10.9 The nature of this type of investment is such that it has to be seen as a much longer term investment to mitigate against any short-term market volatility or risk. Any initial net yield gains would be offset to some extent by these transaction costs. There are also annual management charges that are payable to reflect the fact that the fund is actively managed. These costs are 0.65% and are deducted from dividend payments.

3. Implications for the Council

3.1 Working with People – no impact

3.2 Working with Partners – no impact

3.3 Place Based Working – no impact

3.4 Improving outcomes for children - no impact

3.5 Other (e.g. Legal/Financial or Human Resources) – Any changes in assumed borrowing and investment requirements, balances and interest rates will be reflected in revenue budget monitoring reports during the year.

4. Consultees and their opinions

None.

5. Next steps and timelines

Comments and feedback from CGAC will be incorporated into this report which will be subsequently considered at Cabinet in June and Council in July 2019 as part of the overall financial outturn and rollover report 2018-19.

6. Officer recommendations and reasons

CGAC are asked to consider the following for Cabinet and Council approval;

6.1 note treasury management performance in 2018-19 as set out in this report;

6.2 agree officer proposals to review any LOBO loan re-financing options in conjunction with Arlingclose, and to proceed if considered beneficial to the Council;

6.3 note officer intention to undertake an investment in the Local Authorities Property Fund through 2019/20.

7. Cabinet portfolio holder's recommendations

To follow

8. Contact officer

James Anderson Senior Finance Manager
Rachel Firth Finance Manager

9. Background Papers and History of Decisions

CIPFA's Code of Practice on Treasury Management in the Public Services.

CIPFA's Prudential Code for Capital Finance in Local Authorities.

Public Works Loan Board Website.

Treasury Management Strategy Report approved by Council on 14 February 2018.

Local Authorities Property Fund & Factsheet

10. Service Director responsible

Eamonn Croston

01484 221000

APPENDIX 1

Kirklees Council Investments 2018/19											
Counterparty	Credit Rating Mar 2019*	1 April 2018			30 September 2018			31 March 2019			
		£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment	
Specified Investments											
Barclays	Bank	F1+/A1			0.8	0.05%	Instant Access				
Lloyds	Bank	F1+/A1			6.0	0.75%	32 Day Notice				
Santander	Bank	F1+/A1			7.0	0.85%	35 Day Notice	2.0	0.85%	35 Day Notice	
Svenka Handelsbanken	Bank	F1+/AA					Instant Access				
Svenka Handelsbanken	Bank	F1+/AA			6.6	0.77%	35 Day Notice				
Aberdeen Standard	MMF**	AAAmf	9.9	0.46%	Instant Access	9.9	0.67%	Instant Access	9.8	0.79%	Instant Access
Aviva	MMF**	Aaa-mf	10.0	0.42%	Instant Access	10.0	0.66%	Instant Access	10.1	0.65%	Instant Access
Deutsche	MMF**	AAAmf	9.0	0.37%	Instant Access	0.9	0.64%	Instant Access			
Goldman Sachs	MMF**	AAAmf	7.2	0.37%	Instant Access	9.9	0.64%	Instant Access	7.2	0.72%	Instant Access
Thurrock Council	Local Auth'y							5.0	0.94%	Local Authority	
Suffolk County Council	Local Auth'y							5.0	0.95%	Local Authority	
			36.1		51.1			39.1			
Sector analysis											
			£m	%age	£m	%age		£m	%age		
Bank					20.4	40%		2.0	5%		
Building Society											
MMF**			36.1	100%	30.7	60%		37.1	95%		
Local Authorities/Cent Govt											
			36.1	100%	51.1	100%		39.1	100%		
Country analysis											
			£m	%age	£m	%age		£m	%age		
UK					13.8	27%		2.0	5%		
Sweden					6.6	13%					
MMF**			36.1	100%	30.7	60%		37.1	95%		
			36.1	100%	51.1	100%		39.1	100%		

*Fitch short/long term ratings, except Aviva MMF (highest Moody rating). See next page for key. ** MMF – Money Market Fund. These funds are domiciled in Ireland for tax reasons, but the funds are made up of numerous diverse investments with highly rated banks and other institutions. The credit risk is therefore spread over numerous countries, including the UK. The exception to this is the Aviva Government Liquidity Fund which invests directly in UK government securities and in short-term deposits secured on those securities.

Key – Fitch’s credit ratings:

		Long	Short	
Investment Grade	Extremely Strong	AAA	F1+	
		AA+		
	Very Strong	AA		
		AA-		
		A+		
	Strong	A		F1
		A-		F2
		BBB+		
	Adequate	BBB		F3
BBB-				
Speculative Grade		Speculative	BB+	B
	BB			
	BB-			
	Very Speculative	B+		
		B		
		B-		
	Vulnerable	CCC+	C	
		CCC		
		CCC-		
CC				
C				
Defaulting	D	D		

Appendix 2

Long-term loans repaid and short-term loans outstanding 31 March 2019

Long-term loans repaid during 2018/19

	Amount £000s	Rate %	Date repaid
Repayments on maturity			
PWLB (498254)	2,768	4.24	24 Dec 18
PWLB (498438)	4,612	4.10	17 Sep 18
Repayments on annuity loans			
PWLB (496956)*	337	4.58	01 Oct 18
PWLB (496956)*	345	4.58	29 Mar 19
Total	8,062		

* represents loan extended to Kirklees College, for which the College is making similar repayments to the Council

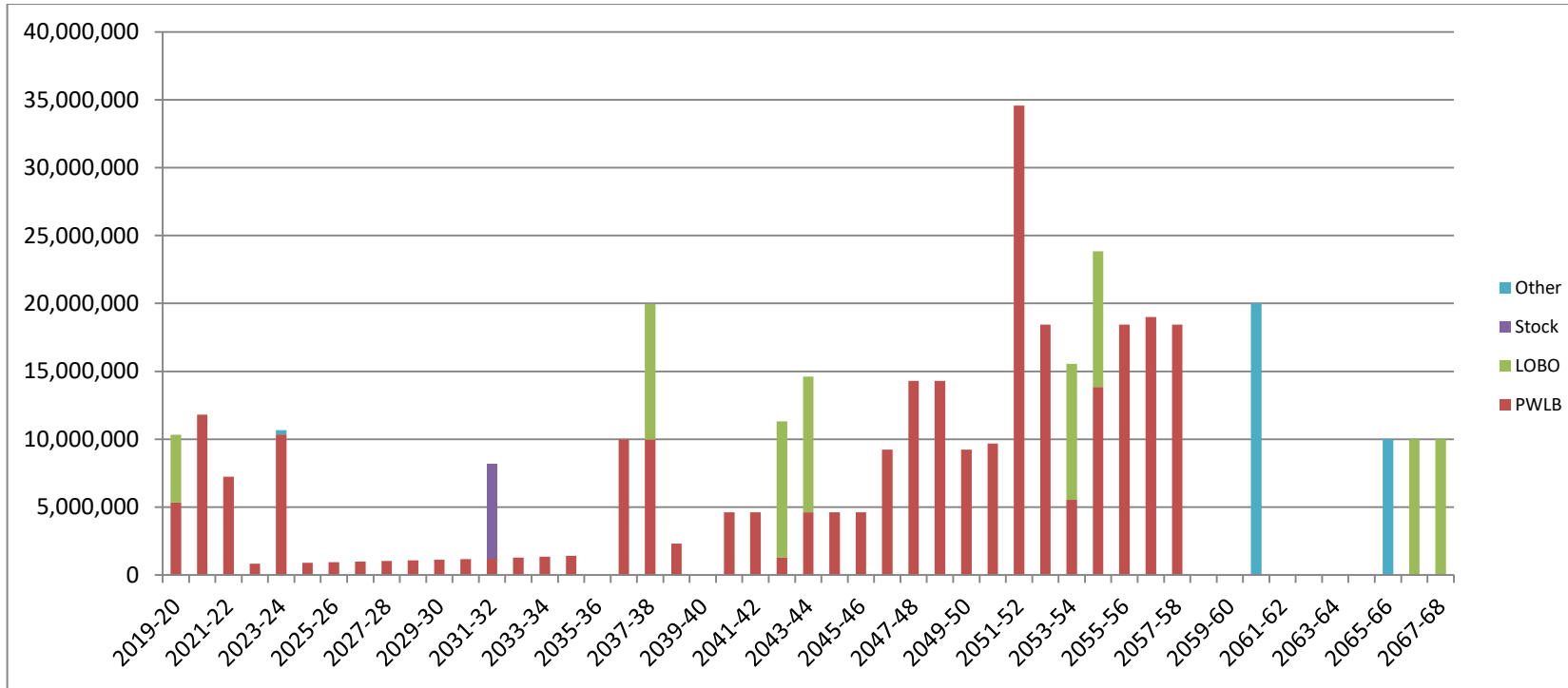
Short-term loans outstanding 31 March 2019

	Amount £000s	Rate %	Length (days)
Temporary borrowing from the Money Market			
None			
Local lenders/Trust Funds	1,389		
Long-term loans due to mature in the next twelve months	5,366		
Total*	6,755		

* excludes interest accrued

Kirklees Council Loan Maturity Profile (All Debt)

Appendix 3



Kirklees Council - Borrowing and Investment Trends

At 31 March	2019	2018	2017	2016	2015
Investments	(39.1m)	(36.1m)	(31.3m)	(38.3m)	(38.7m)
ST Borrowing (excl interest accrued)	6.8m	20.8m	37.7m	16.0m	21.1m
LT Borrowing	389.1m	392.4m	400.5m	408.4m	422.6m
Total Borrowing	395.9m	413.2m	438.2m	424.4m	443.7m
Deferred liabilities (non PFI)	3.9m	4.1m	4.1m	4.3m	4.4m
Net debt position	360.7m	381.2m	411.0m	390.4m	409.4m
Capital Financing Requirement (excl PFI)					
General Fund	436.6m	420.3m	412.8m	411.3m	422.2m
HRA	175.3m	182.8m	186.2m	192.4m	196.6m
Total CFR	611.9m	603.2m	599.0m	603.7m	618.8m
Balances "internally invested"	214.2m	185.9m	156.7m	175.0m	170.7m
Ave Kirklees' investment rate for financial year	0.7%	0.3%	0.4%	0.5%	0.4%
Ave Base rate (Bank of England)	0.7%	0.3%	0.3%	0.5%	0.5%
Ave LT Borrowing rate (1)	2.6%	2.5%	2.5%	3.2%	3.7%

(1) Based on average PWLB rate throughout the year on a 20 year loan repayable on maturity.

APPENDIX 5

Treasury Management Prudential Indicators

Interest Rate Exposures

While fixed rate borrowing can contribute significantly to reducing the uncertainty surrounding future interest rate scenarios, the pursuit of optimum performance justifies retaining a degree of flexibility through the use of variable interest rates on at least part of the treasury management portfolio. The Prudential Code requires the setting of upper limits for both variable rate and fixed interest rate exposure:

	Limit Set 2018-19	Actual 2018-19
Interest at fixed rates as a percentage of net interest payments	60% - 100%	81%
Interest at variable rates as a percentage of net interest payments	0% - 40%	19%

The interest payments were within the limits set.

Maturity Structure of Borrowing

This indicator is designed to prevent the Council having large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

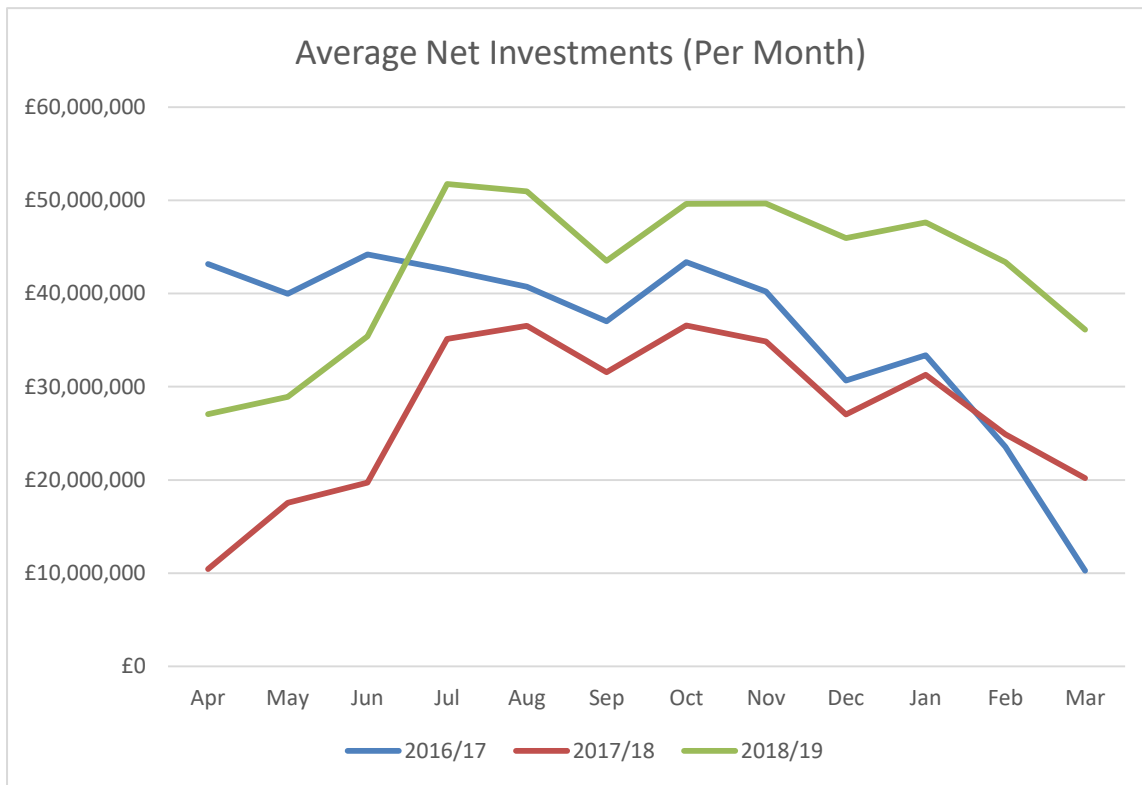
Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate	Limit Set 2018-19	Actual Levels 2018-19
Under 12 months	0% - 20%	2%
12 months to 2 years	0% - 20%	4%
2 years to 5 years	0% - 60%	6%
5 years to 10 years	0% - 80%	1%
More than 10 years	20% - 100%	87%

The limits on the proportion of fixed rate debt were adhered to.

Total principal sums invested for periods longer than 364 days

The Council has not invested any sums longer than 364 days.

APPENDIX 6



The Local Authorities' Property Fund

Fund Fact Sheet – 31 December 2018

Investment objective

The Fund aims to provide investors with a high level of income and long-term capital appreciation.

Investment policy

The Fund is an actively managed, diversified portfolio of UK commercial property. It will principally invest in UK commercial properties, but may invest in other assets.

Suitability

The Fund is suitable for the long-term funds of any local authority seeking exposure to UK commercial property.

Independent Governance

The trustee is the Local Authorities' Mutual Investment Trust (LAMIT) a body controlled by members and officers appointed by the Local Government Association, the Convention of Scottish Local Authorities, the Northern Ireland Local Government Officers' Superannuation Committee and investors in the Fund.

Who can invest?

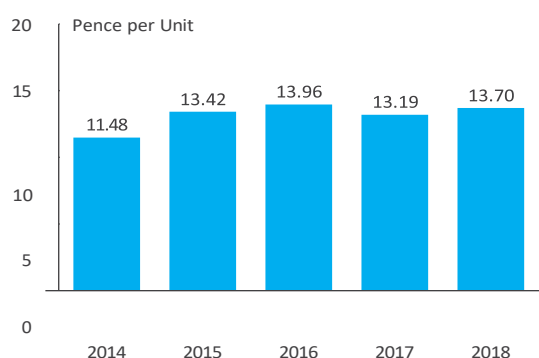
Any local authority in England, Wales, Scotland and Northern Ireland.

Income

Gross dividend yield	4.21%*
MSCI/AREF UK Other Balanced Quarterly Property Fund Index yield	3.52%
Official Bank Rate	0.75%

* Based upon the net asset value and historic gross annual dividend of 12.9794p. Distribution for the most recent quarter has been estimated.

Rolling 12 month distributions to 31st March:



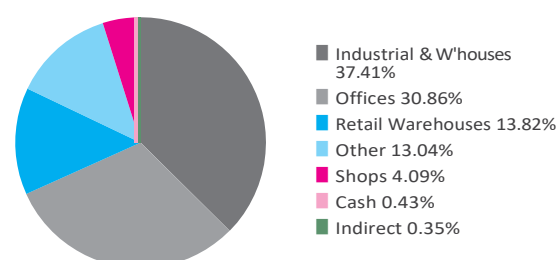
Fund update

The prime focus of our strategy is on asset selection and management. We try to identify assets which, through active management, can make a significant contribution to both capital and income returns. This is supported by an active approach to sub-sector weightings which are biased to reflect our view of long-term prospects. At present, this means a relatively high weighting to industrial and office assets and a low exposure to retail. Recent activity has resulted in an increase of holdings in the 'other' sector, a grouping which includes hotels and car showrooms.

Cash flows into the Fund continued with just over £36m received during the period. Three assets were acquired, the largest a warehouse in Northampton at a cost of around £19.4m. The other two buys, a Glasgow office and an industrial asset in Aberdeen, augmented existing holdings. They are attractive in their own right, but provide the potential for added value from development. Lease management activity continued at a high level, the key lettings were of the Blythswood Square office in Glasgow and at Kingsway in London. As a result of these changes, the void rate fell to around 7% from 8.9% at the end of September.

The Fund is not materially affected by the spate of store closures and CVA issuance in the retail sector. Similarly, exposure to standard retail units is low and there are no holdings in shopping centres.

Asset allocation at 31 December 2018



The Fund has credit facilities which, at quarter end, were not utilised.

Discrete year total return performance (net)

12 months to 31 December	2018	2017	2016	2015	2014
The Local Authorities' Property Fund	+7.60%	+9.68%	+2.12%	+14.09%	+19.50%
Benchmark	+7.43%	+10.58%	+3.66%	+12.97%	+17.34%

Annualised total return performance (net)

Performance to 31 December 2018	1 year	3 years	5 years
The Local Authorities' Property Fund	+7.60%	+6.42%	+10.44%
Benchmark	+7.43%	+7.18%	+10.30%

Benchmark – MSCI/AREF UK Other Balanced Quarterly Property Fund Index. Net performance shown after management fees and other expenses. Past performance is no guarantee of future returns. Source: CCLA

Top ten property holdings at 31 December 18 – total 34.97%

London, Kingsway	Leeds, Park Row
London, Beckton Retail Park	Bracknell, The Arena
London, Goodman's Yard	Coventry, Torrington Avenue
London, Stockley Park, Longwalk	Bristol, Gallagher Retail Park
Elstree, Centennial Park	Brighton, West Street

Key facts

Total fund size	£1099m
Current borrowing	£0m
Number of holdings	73
Income units	
Offer (buying) price	329.35p (xd)
Net asset value	308.53p (xd)
Bid (selling) price	303.75p (xd)
Launch date	18 April 1972
Unit types	Income
Minimum initial investment	£25,000
Minimum subsequent investment	£10,000
Dealing day	Month end valuation day*
Sedol & ISIN numbers	0521664, GB0005216642
Dividend payment dates	End January, April, July &
October Annual management charge (taken 100% from income)	0.65%

* Instructions for the issue or redemption of units must be received by CCLA no later than 5pm on the business day prior to the Valuation Date. If the valuation day is a bank holiday, the dealing day will be the previous working day. Units are only realisable on each monthly dealing date and redemptions may not be readily realisable; a period of notice not exceeding six months may be imposed for the

Tax reclaims should be addressed to: Glynis Free, Specialist Repayment Team 7 South, Ty - Glas, Cardiff, CF14 8HR. Telephone 03000 580618, 9.30am - 1pm.

redemption of units.

Risk Warning

This document is a financial promotion and is issued for information purposes only. It does not constitute the provision of financial, investment or other professional advice. CCLA have not considered the suitability of this investment against your individual needs and risk tolerance. To ensure you understand whether our product is suitable, please read the Fund Factsheet document and the Scheme Particulars. We strongly recommend you seek independent professional advice prior to investing. Investors should consider the following risk factors identified as specific to the Fund before investing: Counterparty/Tenant/Credit Risk (financial institution/tenants may not pay), Market Risk (investment value affected by market conditions), Operational Risk (general operational risks), Expiry/Maturity Profile (timing of maturity of tenancies), Liquidity Risk (investment in non-readily realisable assets), Interest Rate risk (changes to interest rate affecting income), Concentration Risk (need for diversification and suitability of investment), Business Risk (possibility of lower than anticipated profits). Please see the Fund Scheme Particulars for further details.

Disclosure

Investment in the Fund is for Eligible Local Authorities only. Past performance is not an indicator of future performance. The value of investments and the income derived from them may fall as well as rise. Investors may not get back the amount originally invested and may lose money. Any forward-looking statements are based upon our current opinions, expectations and projections. We undertake no obligations to update or revise these. Actual results could differ materially from those anticipated. Investments in the Fund and the Fund itself are not covered by the Financial Services Compensation Scheme (FSCS). However, the Manager may pay fair

compensation on eligible claims arising from its negligence or error in the management and administration of the Fund. The Fund is an Alternative Investment Fund and an Unregulated Collective Investment Scheme established under a Scheme approved by H M Treasury under Section 11 of the Trustee Investments Act 1961 and is subject to provisions of a Trust Deed dated 6 April 1972 and a supplemental Trust Deed dated 13 September 1978. The Fund operates as an open-ended Fund under Part IV of the schedule to the Financial Services and Markets Act 2000 (Exemption) Order 2001. CCLA Fund Managers Limited (registered in England No. 8735639 at the office below) is authorised and regulated by the Financial Conduct Authority and is the manager of the Local Authorities Property Fund. For information about how we obtain and use your personal data, please see our Privacy Notice at <https://www.ccla.co.uk/our-policies/data-protection-privacy-notice>.

Senator House | 85 Queen Victoria Street | London | EC4V 4ET | Freephone: 0800 022 3505 | www.ccla.co.uk FMPYLF2018

The Local Authorities' Property Fund

Fund Profile – 31 December 2018

A unique, specialist Property Fund available only to Local Authority Investors

Price at 31.12.18

Income units
Gross dividend yield

Net asset value

308.53p (xd)
4.21%*

* Based upon the net asset value and historic gross annual dividend of 12.9794p. Distribution for the most recent quarter has been estimated.

Strong governance

The trustee is the Local Authorities' Mutual Investment Trust (LAMIT). LAMIT is controlled by members and officers appointed by the Local Government Association, the Convention of Scottish Local Authorities, the Northern Ireland Local Government Officers' Superannuation Committee and investors in the Fund to represent unitholders. As fully independent trustee, LAMIT approves the investment strategy and the risk profile of the portfolio and reviews performance.

Meeting your needs

Suitable for Local Authorities, the Fund aims to provide investors with a high level of income and long-term capital appreciation.

The Property Fund is designed to achieve long term capital growth and a rising income from investments in the UK commercial property sector.

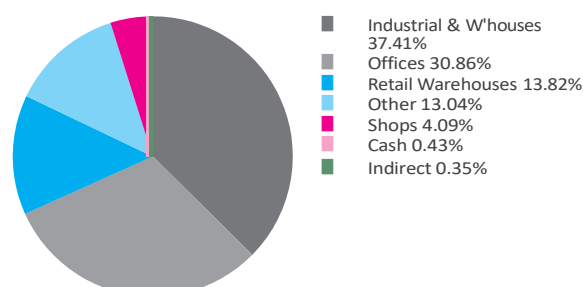
The portfolio is actively managed with a focus on asset selection. The intention is to boost returns by lease and tenant management and property improvement.

The Fund has a broad sector spread, with prudent diversification to keep risks under control.

Sector strategy

The portfolio favours industrial assets and well placed offices. The allocation to hotels has been increased. Traditional shop exposures are low, there are no holdings of shopping centres.

Asset allocation at 31 December 2018



The Fund has credit facilities which, at quarter end, were not utilised

Fund size: £1,099 million

Property portfolio details

Top 5 properties = 21.2 % of the portfolio

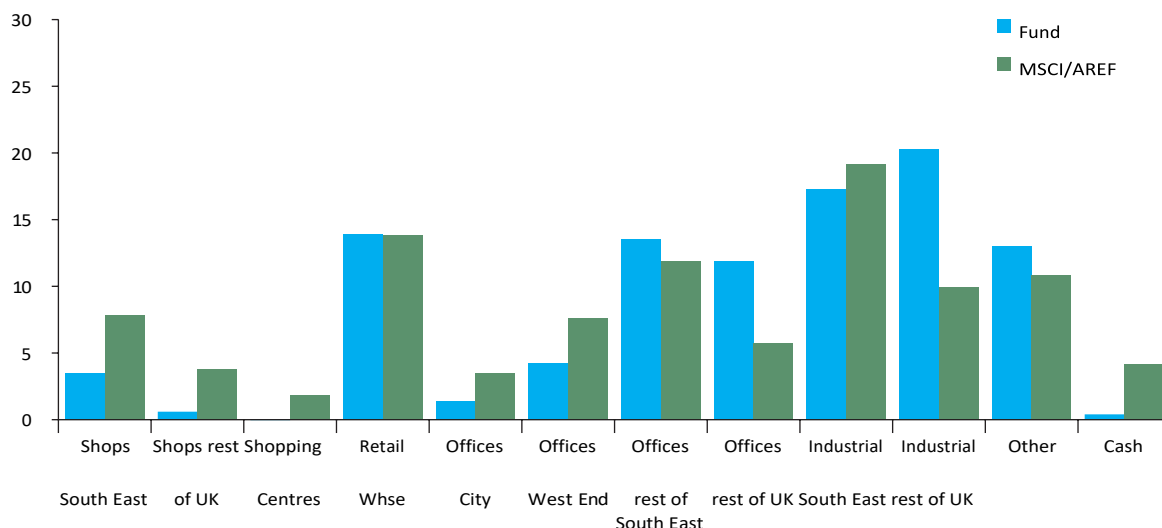
Top 5 tenants = 18.1% of rental income

Weighted unexpired lease term years 7.0 yrs

Void rate excluding developments in progress 3.9%

Void rate including developments in progress 6.6%

Asset allocation by region and category 31 December 2018



Fund Data and MSCI/AREF UK Other Balanced Quarterly Property Fund Index data as at 31 December 2018. Source: CCLA & MSCI/AREF

Top ten property holdings – total 34.97%

London, Kingsway	Leeds, Park row
London, Beckton Retail Park	Bracknell, The Arena
London, Goodman's Yard	Coventry, Torrington Avenue
London, Stockley Park, Longwalk	Bristol, Gallagher Retail Park
Elstree, Centennial Park	Brighton, West Street

Market update

The prime focus of our strategy is on asset selection and management. We try to identify assets which, through active management, can make a significant contribution to both capital and income returns. This is supported by an active approach to sub-sector weightings which are biased to reflect our view of long-term prospects. At present, this means a relatively high weighting to industrial and office assets and a low exposure to retail. Recent activity has resulted in an increase of holdings in the 'other' sector, a grouping which includes hotels and car showrooms.

Fund activity

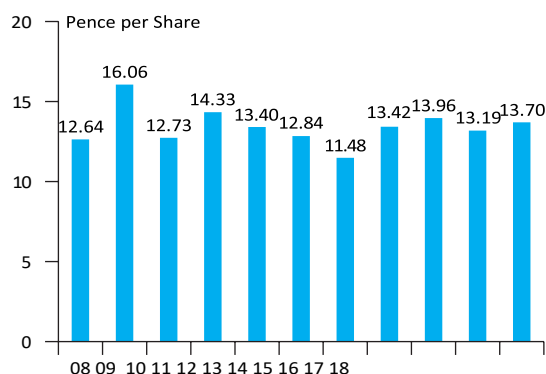
Cash flows into the Fund continued with just over £36m received during the period. Three assets were acquired, the largest a warehouse in Northampton at a cost of around £19.4m. The other two buys, a Glasgow office and an industrial asset in Aberdeen, augmented existing holdings. They are attractive in their own right, but provide the potential for added value from development. Lease management activity continued at a high level, the key lettings were of the Blythswood Square office in Glasgow and at Kingsway in London. As a result of these changes, the void rate fell to around 7% from 8.9% at the end of September. The Fund is not materially affected by the spate of store closures and CVA issuance in the retail sector. Similarly, exposure to standard retail units is low and there are no holdings in shopping centres.

Outlook

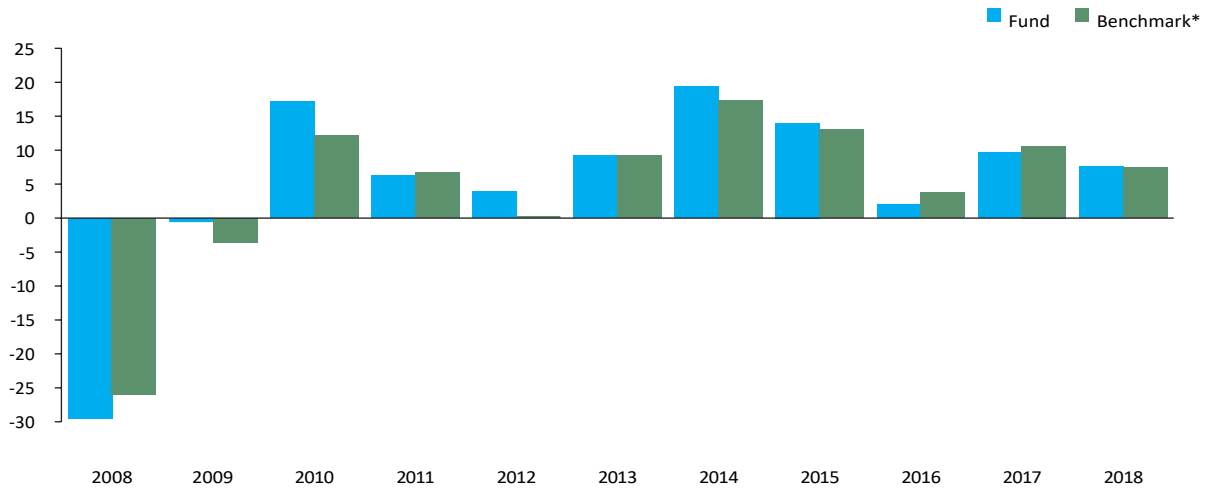
In the near term Brexit uncertainties will continue to depress transaction volumes. Underlying this, the sub-sector trends evident in 2018 are likely to continue; sources of secure income such as industrial assets and others, including hotels will remain in favour, conventional retail will stay under pressure. Overall capital values are expected to decline, but we expect total returns to stay positive reflecting the sector's high yield.

Dividend history of The Local Authorities' Property Fund

Years to 31 March



Calendar performance versus the benchmark (net)



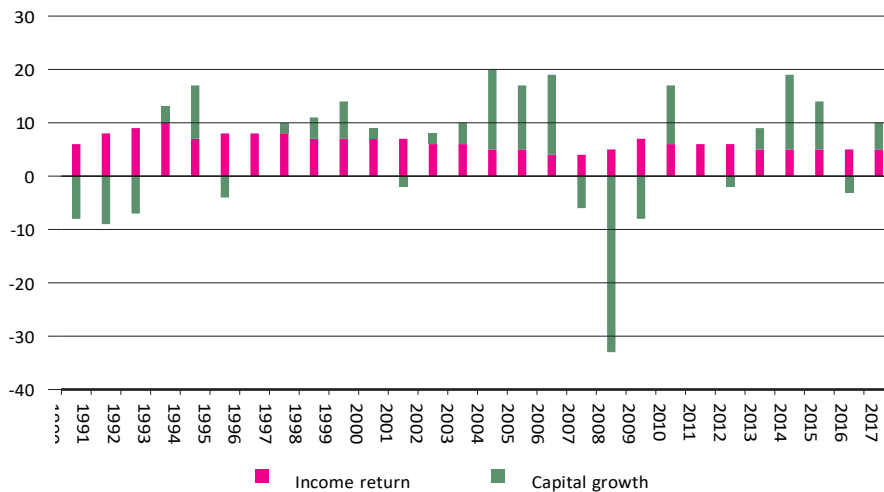
* The benchmark is the MSCI/AREF UK Other Balanced Quarterly Property Fund Index.

Performance shown after management fees and other expenses. Past performance is not a guide to future performance and future returns are not guaranteed.

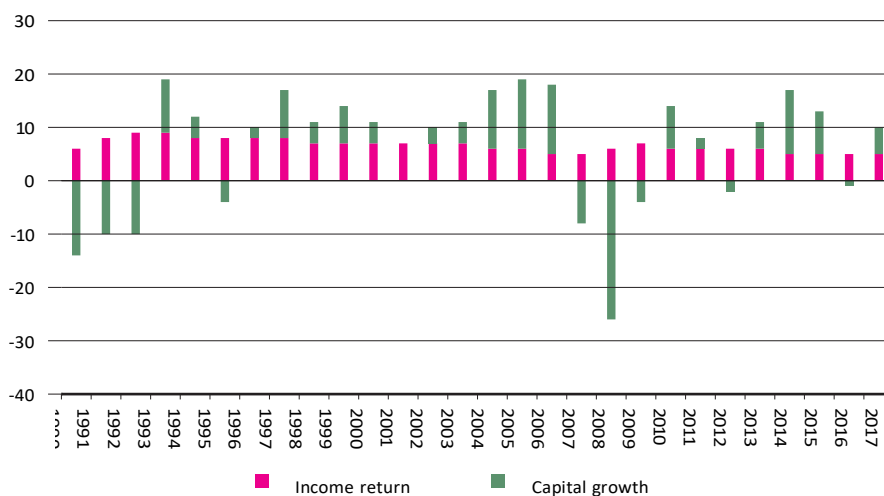
Source: CCLA & MSCI/AREF

Note: Fund calendar performance refers to total return whereas investment returns (shown below) splits the total return between income and capital. A small difference arises as a result of the compounding on the income and capital components.

The Local Authorities' Property Fund investment returns (after expenses)



MSCI/AREF UK Annual Property Digest returns (before expenses)



Source: CCLA & MSCI/AREF

Income from Property and the Fund has been consistent even in downturns, a reflection of its contractual basis.

Long-term performance

Total return performance (net) 12 months to 31 December

	2018	2017	2016	2015	2014
The Local Authorities' Property Fund	+7.60%	+9.68%	+2.12%	+14.09%	+19.50%
Benchmark	+7.43%	+10.58%	+3.66%	+12.97%	+17.34%

The benchmark is the MSCI/AREF UK Other Balanced Quarterly Property Fund Index.

Performance shown after management fees and other expenses. Past performance is not a guide to future performance and future returns are not guaranteed.

Source: CCLA & MSCI/AREF

Costs and charges

Our policy is always to keep costs and charges low - we believe that high costs and charges have a very damaging cumulative effect on investor returns. We negotiate to keep expenses low and monitor dealing costs closely. We have no entry or exit fees, the only income taken by the investment manager is the annual charge of 0.65%.

Key facts

Dealing day	Month end valuation day*
Minimum initial investment	£25,000
Minimum subsequent investment	£10,000
Dividend payment dates	End January, April, July & October
Annual management charge	0.65% (deducted from income)
Unit types available	Income
Sedol number	0521664
ISIN number	GB0005216642

Income payments are now made gross of tax.
Any outstanding historic tax reclaims should be addressed to:

Glynis Free
Specialist
Repayment Team 7
South
Ty - Glas
Cardiff CF14 8HR
Telephone 03000 580618 9.30am - 1pm



* Instructions for the issue or redemption of units must be received by CCLA no later than 5pm on the business day prior to the Valuation Date. If the valuation day is a Bank Holiday the dealing day will be the previous working day. Units are only realisable on each monthly dealing date and redemptions may not be readily realisable; a period of notice not exceeding six months may be imposed for the redemption of units.





Risk Warning



This document is a financial promotion and is issued for information purposes only. It does not constitute the provision of financial, investment or other professional advice. CCLA have not considered the suitability of this investment against your individual needs and risk tolerance. To ensure you understand whether our product is suitable, please read the Fund Factsheet document and the Scheme Particulars. We strongly recommend you seek independent professional advice prior to investing. Investors should consider the following risk factors identified as specific to the Fund before investing: Counterparty/Tenant/Credit Risk (financial institution/tenants may not pay), Market Risk (investment value affected by market conditions), Operational Risk (general operational risks), Expiry/ Maturity Profile (timing of maturity of tenancies), Liquidity Risk (investment in non-readily realisable assets), Interest Rate risk (changes to interest rate affecting income), Concentration Risk (need for diversification and suitability of investment), Business Risk (possibility of lower than anticipated profits). Please see the Fund Scheme Particulars for further details.




Disclosures


Investment in the Fund is for Eligible Local Authorities only. Past performance is not an indicator of future performance. The value of investments and the income derived from them may fall as well as rise. Investors may not get back the amount originally invested and may lose money. Any forward-looking statements are based upon our current opinions, expectations and projections. We undertake no obligations to update or revise these. Actual results could differ materially from those anticipated. Investments in the Fund and the Fund itself are not covered by the Financial Services Compensation Scheme (FSCS). However, the Manager may pay fair compensation on eligible claims arising from its negligence or error in the management and administration of the Fund. The Fund is an Alternative Investment Fund and an Unregulated Collective Investment Scheme established under a Scheme approved by H M Treasury under Section 11 of the Trustee Investments Act 1961 and is subject to provisions of a Trust Deed dated 6 April 1972 and a supplemental Trust Deed dated 13 September 1978. The Fund operates as an open-ended Fund under Part IV of the schedule to the Financial Services and Markets Act 2000 (Exemption) Order 2001. CCLA Fund Managers Limited (registered in England No. 8735639 at the office below) is authorised and regulated by the Financial Conduct Authority and is the manager of the Local Authorities Property Fund. For information about how we obtain and use your personal data please see our Privacy Notice at <https://www.ccla.co.uk/our-policies/data-protection-privacy-notice>.


Risk No	Risk – Description of the risk	Management actions already in place to mitigate the risk	Control Opptnty	Trend
	The finances of the Council			
1	A failure to achieve the Councils savings plan impacts more generally on the councils finances with the necessity for unintended savings (from elsewhere) to ensure financial stability	<ul style="list-style-type: none"> Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level Escalation processes are in place and working effectively. Alignment of service, transformation and financial monitoring. Tracker developed which allows all change plans to be in view and monitored on a monthly basis Programme management office established and resourced Monthly (and quarterly) financial reporting <p><i>Responsible for this risk - E Croston & ET (owner J Anderson)</i></p>	H	 4x5=20
2	Failure to control expenditure and income within the overall annual council approved budget leads to the necessity for unintended savings (from elsewhere)). The most significant of these risks are related to volumes (in excess of budget) of; <ul style="list-style-type: none"> Complex Adult Care services Childrens Care Services Educational high needs & Rent Collection impact of Universal Credit rollout (H R A) And in the longer term, the costs of waste disposal.	<ul style="list-style-type: none"> Significant service pressures recognised as part of resource allocation in 2018/19 and 2019/20 Responsibility for budgetary control aligned to Strategic and Service Directors. Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs Utilise supplementary resources to cushion impact of cuts and invest to save. Continue to lobby, through appropriate mechanisms, for additional resources Proactive monitoring as Universal Credit is introduced <p><i>Responsible for this risk - E Croston & ET(owner J Anderson)</i></p>	H	 3x5=15

3	Above inflation cost increases, particularly in the care sector, impact on the ability of providers to deliver activities of the specified quality, and or impacting on the prices charged and impacting on the budgets of the Council.	<ul style="list-style-type: none"> • Monitor quality and performance of contracts. • Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices • Renegotiate or retender contracts as appropriate. • Ensure that budgets anticipate likely cost impacts • Seek additional funding as a consequence of government imposed costs <p><i>Responsible for this risk - E Croston & R Parry (owner several)</i></p>	M	 4x4=16
4	Making inappropriate choices in relation to lending or and borrowing decisions, leads to financial losses.	<ul style="list-style-type: none"> • Effective due diligence prior to granting loans and careful monitoring of investment decisions. • Effective challenge to treasury management proposals by both officers and members (Corporate Governance & Audit Committee) taking account of external advice <p><i>Responsible for this risk - E Croston (owner R Firth)</i></p>	MH	 2x5=10
5	Exposure to uninsured losses or significant unforeseen costs, leads to the necessity for unintended savings to balance the councils finances	<ul style="list-style-type: none"> • Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. • Consider risks and most cost effective appropriate approach to responding to these (internal or external insurance provision) <p><i>Responsible for this risk - E Croston & J Muscroft(owner K Turner)</i></p>	H	 4x4=16
6	A future financial regime set by government causes a further loss of resources or increased and under-funded obligations (e.g. in relation to social care), with impact on the strategic plans.	<ul style="list-style-type: none"> • Monitor government proposals and legislation, and their impact on council and partner services. • Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA) • Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources • Ensure that budgets anticipate likely impacts • Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. <p><i>Responsible for this risk - E Croston & ET (owner J Anderson)</i></p>	L	



	Community Impacts & Risks			
7	The council does not adequately safeguard children and vulnerable adults, as a result of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.	<ul style="list-style-type: none"> • Disclosure & Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated. • Effective management of social work (and related services); rapid response to any issues identified and from any serious case review work. • Active management of cases reaching serious case review stage, and any media interest • Review of current practices following the child sexual exploitation in Rotherham and the emerging requirements. • Ensure that workloads are balanced to resources. • Staff and skill development to minimise dependence on key individuals. • Use of agency staff and or contractors when necessary • Ideal manager training • Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally. • Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes • Ensure routine internal quality assessment • Take effective action after Serious Case Reviews • Effective listening to messages about threats from other parts of the council and partner agencies • Proactive recognition of Members role as “corporate parent” • Childrens Improvement Board to assist governance and quality improvement <p><i>Responsible for this risk – R Parry and M Meggs (owners several)</i></p>	H	 4x5=20
8	Legacy issues of historical childcare management practices, and particularly, the heightened national attention to Child Sexual Exploitation and historical abuse cases leads to reputational issues, and resource demands to address consequential matters.	<ul style="list-style-type: none"> • Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required. • Risk matrix and risk management approach implemented with the police and partners. • Understand relationship with the Prevent strategy, and issues linked to counter terrorism • Take steps per risk 7 to seek to avoid ongoing issues <p><i>Responsible for this risk –M Meggs</i></p>	LM	 4x4=16




9	Failure to address matters of violent extremism and related safer stronger community factors create significant community tension, (and with the potential of safeguarding consequences for vulnerable individuals).	<ul style="list-style-type: none"> • Prevent Partnership Action Plan. • Community cohesion work programme • Local intelligence sharing and networks. • New status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding. • Counter terrorism local profile. • Home Office funded Counter Extremism Community Co-ordinator role <p><i>Responsible for this risk – R Parry and M Meggs(owners C Gilchrist)</i></p>	M	 4x5=20
10	Significant environmental events such as severe weather impact on the Council’s ability to continue to deliver services.	<ul style="list-style-type: none"> • Effective business continuity and emergency planning (including mutual aid) investment in flood management, gritting deployment plans. • Winter maintenance budgets are supported by a bad weather contingency. • Operational plans and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding.) <p><i>Responsible for this risk – K Battersby (owners L Haywood, W Acornley)</i></p>	M	 3x5=15
11	The policy presumption of communities taking more responsibility for service provision does not deliver the hoped for outcomes, with the consequence that some community services will no longer be sustainable from the resources available, with reputational and policy risks.	<ul style="list-style-type: none"> • Reduced demand for statutory services • If the reduction is not realised at the pace set out, (in change plans) then those services that are directly impacted will need to identify this early, and to help in doing so, ensure that appropriate demand management and monitoring is put in place to record the levels of service take up. Remedial action should also be identified by those services. • Successful implementation of new service models • Impact assessments for those services directly affected should be carried out to reflect the impact on citizens of losing a service as a consequence of the pace and scale of new service models not meeting demand. <p><i>Responsible for this risk – all strategic directors (owner C Gilchrist)</i></p>	M	 5x4=20


<p>12</p>	<p>The UK exiting the EU</p> <p>The process of the UK exiting the EU lead to the following consequences and impact:</p> <ul style="list-style-type: none"> • Economic uncertainty impact on business rates and housing growth, with knock-ons to council tax, new homes bonus and business rate income. • The potential for increased cuts in core government funding (as a result of economic pressures) in the context of ongoing increases in demand for council services. • Rising inflation could lead to increased costs. Interest rate volatility impacting on the cost of financing the council’s debt. • The general uncertainty affecting the financial markets could lead to another recession. • An uncertain economic outlook potentially impacting on levels of trade and investment. • Uncertainty about migration impacting on labour markets, particularly in key sectors like health and social care • Potential impact on community cohesion, with increased 	<p>These risks are largely addressed elsewhere in the Matrix</p> <ul style="list-style-type: none"> • Monitor government proposals and legislation, and their impact on council and partner services. • Working with the WY Combined Authority, and other WY local authorities and partners • Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA) • Be aware of underlying issues through effective communication with partners, service providers and suppliers about likely impact on prices and resources. • Ensure that budgets anticipate likely cost impacts • Utilise supplementary resources to cushion impact of any cuts and invest to save. • Ensure adequacy of financial revenue reserves to protect the council financial exposure and that they are managed effectively not to impact on the council essential services • Local intelligence sharing and networks. • Prevent partnership action plan. • Community cohesion work programme • Service and financial strategies kept under review to keep track of developments related to the UK exiting the EU. • Working Group established to consider and monitor implications. <p><i>Responsible for this risk –all ET (owner D Bundy)</i></p>	<p>LM</p>	<p></p> <p>4x4=16</p>
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	community tensions and reported hate crimes			
	Other Resource & Partnership Risks			
13	<p>Council supplier and market relationships, including contractor failure leads to;</p> <ul style="list-style-type: none"> • loss of service, • poor quality service • an inability to attract new suppliers (affecting competition, and to replace any incumbent contractors who have failed) • complexities and difficulties in making arrangements in respect of significant and long running major outsource contracts, and their extension and renewal. 	<ul style="list-style-type: none"> • Avoid, where possible, over dependence on single suppliers; • More thorough financial assessment when a potential supplier failure could have a wide impact on the council's operations but take a more open approach where risks are few or have only limited impact. • Recognise that supplier failure is always a potential risk; those firms that derive large proportions of their business from the public sector are a particular risk. • Need to balance between only using suppliers who are financially sound but may be expensive and enabling lower cost or new entrants to the supplier market. • Consideration of social value, local markets and funds recirculating within the borough • Understanding supply chains and how this might impact on the availability of goods and services • Be realistic about expectation about what the market can deliver, taking into account matter such as national living wage, recruitment and retention issues etc. • Develop and publish in place market position statement and undertake regular dialogue with market. • Effective consultation with suppliers about proposals to deal with significant major external changes • Early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements • Realign budgets to reflect real costs • Commission effectively • Ensuring adequate cash flow for smaller contractors <p style="text-align: center;"><i>Responsible for this risk – J Muscroft (owner J Lockwood)</i></p>	MH	

4x4=16

14	<p>Management of information from loss or inappropriate destruction or retention and the risk of failure to comply with the Council's obligations in relation to Data Protection, Freedom of Information legislation and the General Data Protection Regulations (GDPR) leading to reputational damage, rectification costs and fines. Cyber related threats affecting data integrity and system functionality</p>	<ul style="list-style-type: none"> • Thorough, understandable information security policies and practices that are clearly communicated to workforce. • Effective management of data, retention and recording. • Raised awareness and staff training • Compliance with IT security policy. • Compliance with retention schedules. • Compliance with information governance policy. • Business continuity procedures. • Comply with new legislation around staff access to sensitive data. • Council has a Senior Information Risk Owner ("SIRO") officer and a Data Protection Officer (DPO) who are supported by an Information Governance Board • Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate • Increased awareness of officers and members as to their obligations • Proactive management of cyber issues, including additional web controls <p><i>Responsible for this risk – J Muscroft (owner K Deacon) & A Simcox (owner T Hudson)</i></p>	<p>H (INFO) M (CYBER)</p>	<p style="text-align: center;"></p> <p style="text-align: right;">4x5=20</p>
15	<p>Health and safety measures are inadequate leading to harm to employees or customers and possible litigious action from them personally and/or the Health and Safety Executive.(and the potential of prosecution and corporate /personal liability)(and in particular issues of fire safety,)</p>	<ul style="list-style-type: none"> • New Fire Safety Policy approved and being implemented with improved monitoring of fire risk • Prioritised programme of remedial works to buildings to tackle fire safety and other issues • Review work practices to address H&S risks • Monitor safety equipment • Improved employee training as to their responsibilities, as employees and (where appropriate) as supervisors • Approval of additional resources to improve corporate monitoring regime. <p><i>Responsible for this risk – R Spencer Henshall (owner S Westerby)</i></p>	<p>H</p>	<p style="text-align: center;"></p> <p style="text-align: right;">3x5=15</p>

16	Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, with reputational and financial implications.	<ul style="list-style-type: none"> • Routine servicing and cleansing regimes • Work practices to address risks from noxious substances • Property disposal strategy linked to service and budget strategy • Review of fire risks Develop management actions, categorised over the short to medium term and resource accordingly. • Prioritisation of funding to support reduction of backlog maintenance • Clarity on roles and responsibilities particularly where property management is outsourced. <p style="text-align: center;"><i>Responsible for this risk – K Battersby (owner D Martin)</i></p>	H	 4x4=16
17	A funding shortfall in partner agencies) leads to increased pressure on community services with unforeseen costs.	<ul style="list-style-type: none"> • Engagement in winter resilience discussions with NHS partners • Secure funding as appropriate • Consider extension of pooled funds • Accept that this may lead to an increase in waiting times • Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced. <p style="text-align: center;"><i>Responsible for this risk – R Parry & all ET (owner Various)</i></p>	L	 4x4=16
18	The risk of retaining a sustainable, diverse, workforce, including <ul style="list-style-type: none"> • aging and age profile • encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks) • encouraging entrants to professional roles where pay is often below market levels. • and ensuring that the workforce are broadly content, 	<ul style="list-style-type: none"> • Effective Workforce Planning (including recruitment and retention issues) • Modernise Human Resources policies and processes • Increased accessibility to online training managers/ employees. • Selective use of interim managers and others to ensure continuity of progress regarding complex issues • Ensure robust change processes including Equality Impact Assessments (EIA's) and consultation.. • Understand market pay challenges • Promote the advantages of LG employment • Emphasise the satisfaction factors from service employment • Engage and encourage younger people through targeted apprenticeships, training, and career development 	H	

	without whom the council is unable to deliver its service obligations.	<i>Responsible for this risk – R Spencer Henshall (owner D Lucas)</i>		4x4=16
19	National legislative or policy changes have unforeseen consequences with the consequence of affecting resource utilisation or budgets.	<ul style="list-style-type: none"> • Reprioritise activities • Deploy additional resources • Use of agency staff or contractors where necessary • Development of horizon scanning service <p><i>Responsible for this risk – all ET (owner Various)</i></p>	L	 5x4=20

All risks shown on this corporate matrix are considered to have a potentially high probability, or impact, which may be in the short or medium horizon
20190604




Risk Factor

Probability; Likelihood, where 5 is very likely and 1 is very unlikely

Impact; The consequence in financial or reputational terms

Risk ; Probability x Impact

TREND ARROWS

Worsening	
Broadly unchanged	
Improving	

CONTROL OPPORTUNITIES

H	This risk is substantially in the control of the council
M	This risk has features that are controllable, although there are external influences
L	This risk is largely uncontrollable by the council

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Name of meeting: Cabinet & Council

Date: 18th June 2019

Title of report: Quarter (4) Corporate Performance Report

Purpose of report

This report is to provide Members with an overview of the Council's corporate performance at the end of Quarter (4) 2018/19.

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?	No
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?	Yes
Date signed off by Strategic Director & name	Rachel Spencer-Henshall – 7 June 2019
Is it also signed off by the Service Director (Finance)?	Eamonn Croston – 7 June 2019
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft – 7 June 2019
Cabinet member portfolio	Cllr Shabir Pandor, Leader of the Council

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

Have you considered GDPR?

This report contains only aggregated and/or anonymised data and therefore contains no personal data that identifies a living individual, no sensitive personal data such as health, religion, sexuality and ethnicity and no information about members of staff, users of services, details of Kirklees' citizens.

1. **Summary**

Corporate performance for 18/19 aims to provide Executive Team and Cabinet with a quarterly overview of impact, improvement and risk against each of the seven Kirklees Outcomes, within the context of what is set out in the newly formatted Corporate Plan. There are several key aspects to this revised approach. This approach is in development. The major part of this development process took place in the first half of 2018/19, and is being finessed during the second half of the year. From Quarter (2) and onwards, we assigned an intelligence and performance lead for each of the Outcomes to drive the development of focused and meaningful corporate performance content.

2. **Information required to take a decision**
The Executive Summary of the report sets out both highlights and issues/risks from the main body of the report. Cabinet is invited to consider this overview of organisation performance in contribution to each of the seven Kirklees Outcomes and the Council's aspiration to be effective and efficient in the delivery of its services.
3. **Implications for the Council**
The attached reports show progress in relation to the seven shared outcomes as expressed in the Corporate Plan for 2018/19. In that the Quarter (4) Corporate Performance Report provides a high level overview of performance across all council activity, it sets out activity and impact in all five of the following sub-headings
 - 3.1 **Working with People**
 - 3.2 **Working with Partners**
 - 3.3 **Place Based Working**
 - 3.4 **Improving outcomes for children**
 - 3.5 **Other (eg Legal/Financial or Human Resources)**
4. **Consultees and their opinions**
The attached reports show progress in relation to the Seven Kirklees Outcomes and the Council's aspirations for each, as expressed in the Corporate Plan for 2018/19.
5. **Next steps and timelines**
The reports may be considered by Overview and Scrutiny Management Committee
6. **Officer recommendations and reasons**
It is recommended that the report is noted.
7. **Cabinet portfolio holder's recommendations**
Not applicable
8. **Contact officer**
Directorate Performance Lead Officer, Nick McMillan
9. **Background Papers and History of Decisions**
Not applicable
10. **Service Director responsible**
Rachel Spencer-Henshall, Strategic Director for Corporate Services

Corporate Intelligence & Performance Analysis

Quarter (4)
January to March 2019



Executive Summary

This report aims to provide an overview of impact, improvement and risk against each of the seven Kirklees Outcomes, within the context of aspirations in the Council's Corporate Plan. This Executive Summary seeks to highlight clear areas of impact and risk by Cabinet Priorities, rather than summarising the activity presented in the main body of the report.

High quality children's services



The number of children in care is **stabilising** and is now at **626** looked after children.



Waiting times for CAMHS remains **high, but...**

Kirklees is now one of the **National Trailblazers** for **mental health teams in schools**



And...



has been launched. This provides an anonymous online counselling service with no waiting times for secondary school children. **156 registrations** in April 2019.



Male Healthy Life Expectancy (HLE) in Kirklees continues to **rise** (62.7 years) and is now just below the England figure (63.4 years).

Female HLE continues its recent **downward trend** and is now 58.7 years (5.1 years below the England figure of 63.8 years).

Happy healthy lives

389 new individual introductions in Q4 through **communityplus** with a year's total of **1325**. Clear measures of impact will be introduced in 2019/20.



97% of PALS clients said they have become more active as a result of PALS.

High quality health services

Kirklees is rated **6th** out of 150 councils by iMPower (endorsed by the LGC) for achieving **best value** and **positive outcomes** for people receiving Adult Social Care services



Referrals to Adult Social Care services from the community have reduced by 42% since this time last year due to more effective management and signposting of requests.

Kirklees is continuing to deal with a higher rate of Deprivation of Liberty (DoL) applications than the national average – 599 per 10,000 people in Kirklees compared to 520 nationally. DoL volumes are a significant risk, listed in the corporate risk register.



Improved school attainment



Take up of early education by two year olds was 74% (Spring 2018), above the national average of 72%. There is **wide variation** across the district.

2,759 families are accessing **30 hours of free childcare**, an **increase of 7.6%** since last year. This is a significant contributor to children achieving a good level of development. However some wards are **reaching capacity** and will be under pressure if demand



(5) 62% of Kirklees children achieved at least the expected standard at **Key Stage 2** in 2018 (compared to 64% nationally and 62% across Yorkshire and Humber).

The **attainment** score across Kirklees at **Key Stage 4** for all pupils is 45.2. This is similar to Yorkshire and Humber (45.1) and national (44.5) averages. **29.1%** of children in Kirklees with **SEN** support reach the expected standard at **Key Stage 4** compared with 32.2% nationally and 29.8% across Yorkshire/Humber.



The **Kirklees Economic Strategy 2019-25** has been adopted by the Council, an innovative plan to bring together all local organisations and businesses to create more local success and wealth.

Economically successful and vibrant

495 out of 4,300 people supported (9%) have moved into work and apprenticeships as a result of Council Employment & Skills Provision compared with 115 out of 885 people (8%) in the previous year.



Since the Leeds City Regional Growth programmes commenced, Kirklees has been offered 996 grants (18% of all grant allocations across the Leeds City Region) resulting in **£7.3m grants paid to local businesses**, generating £25.2m in private sector match funding which will result in 1,312 new jobs being created.

Safe and green places and spaces

96.6% of the population is serviced by **Superfast** (up to 30 Mbps). Take up of superfast is approximately 40% (in line with the UK average) and has increased from 37% this time last year.



Since the 2005/06 baseline was set, the council has **reduced** its own **carbon emissions** by **32%** (at March 2018 measured a year lagging)



Council apprenticeship recruitment has taken place much earlier this year and the outreach approach coupled with the increase in apprentice pay has meant that the response in applications has **doubled** from the previous year.

Making the most of resources

The level of sickness absence continues to **reduce** and for March 2019 stands at 10.9 days per FTE, the lowest rate since January 2017.



(8) Agency spend continues to **fall**. At £1.58m in Q4 this is the lowest spend in quarter in 2018/19.

Cabinet Priorities

This report aims to provide an overview of impact, improvement and risk against each of the seven Kirklees Outcomes, within the context of aspirations in the Council's Corporate Plan. It also highlights where progress has been made towards achieving the Cabinet Priorities. The alignment between outcomes and priorities is outlined below.

Cabinet Priority	Achieved by:	Contributes to shared outcomes:
High quality Children's Services	<ul style="list-style-type: none"> Reducing the need for children to come into care Improvement of the Ofsted rating in Children's Services 	Best Start
Happy and healthy lives for people of Kirklees	<ul style="list-style-type: none"> Improving nutrition in Kirklees and attitudes towards healthy eating Improving mental health and emotional resilience, especially in children, through behaviour change Improved attitudes and increased awareness of STIs 	Well Aspire and achieve
High quality health services for Kirklees residents	<ul style="list-style-type: none"> Influence the transformation of Acute Health Provision Development of relationship with the health sector on a regional level Development of joined up health and social care in local communities through working with partners 	Well
Suitable homes in attractive places throughout people's lives	<ul style="list-style-type: none"> Continued development of housing that allows enables people to be as independent as possible 	Independent
Improved attainment of all children at school	<ul style="list-style-type: none"> Early years development to support school readiness. Addressing the needs of all children, including SEN and BME 	Best start Aspire and achieve
Economically successful and vibrant centres in Kirklees	<ul style="list-style-type: none"> Investment in Huddersfield and Dewsbury Development of a skills strategy Delivery of the Local Plan 	Sustainable Economy Aspire and achieve
To provide safe and green streets, places and natural spaces	<ul style="list-style-type: none"> Efficient and well maintained highway network Improved recycling rates Safe and cohesive communities 	Safe and Cohesive Clean and Green
Making the most of Kirklees' resources for our communities	<ul style="list-style-type: none"> Developing the cultural offer/identify for the district Delivering a budget that achieves the best for Kirklees people Delivery of the access to services strategy; including a modern library service 	Efficient and effective Independent



Best start



Improved school attainment

The Bigger Picture

At the end of Reception (Early Years Foundation Stage) 69.4% of children in Kirklees reached a good level of development, an increase on the previous year (68.1%). This remains lower than the England average (71.5%). However, the percentages for 'all pupils', 'girls' and 'boys' achieving good level of development in 2018 have all increased at a rate faster than the national average. And all three have caught up with the average for the Yorkshire and Humber region. For the second consecutive year Kirklees has seen the gap between boys and girls narrow, but it should be noted that girl's outcomes were not as positive as in previous years. The gap between Kirklees girls and girls nationally is currently 2.2%. Kirklees boys have slowly been closing the gap with boys nationally - the gap is the smallest it has been since 2015, at 2.1% behind the national result.

Healthy weight is a key indicator for health in children and adults. Obesity is recognised as one of the most important public health concerns, with a cost to the UK economy second only to smoking. Being overweight or obese during childhood is associated with an increased risk of being overweight or obese into adulthood, and childhood obesity is significantly associated with more school absenteeism, emotional/behavioural problems, physical morbidity in adulthood and premature mortality. Latest figures from the National Child Measurement Programme (2017/18) show that more than one in five 4-5 year olds and more than one in three 10-11 year olds in Kirklees are overweight or obese. However, both figures show an improvement on the previous year, and the figure for 4-5 year olds is now significantly lower than national and regional averages. Kirklees Public Health are leading on a whole systems approach to tackling obesity, including developing the Kirklees Healthy Weight Declaration (approved by Cabinet, launched March). Signing the Declaration, the Council and partners made a formal, public commitment to support employees, residents and communities by making healthy choices easier.

(1) High quality early education and childcare

Across Kirklees as a whole there is sufficiency of places for 30 hours free childcare. However, a number of Wards are reaching capacity and will be under pressure if demand increases – Holme Valley North, Batley East and Birkenshaw/Birstall. We know that the number of children accessing 30 hours this spring term has increased by 7.6% compared with last spring. However this increase is less than the 9.6% increase that was realised in autumn. With limited history to draw upon, there are still risks associated with the accuracy of forecasting. Forecasts will therefore be reviewed termly as history builds.

Take up of early education by two year olds in this spring term was 74%, which is the same as for the previous spring term. Kirklees remains above the national average benchmark of 72%. This was last measured in the spring term 2018. The figures for 2019 have yet to be published. Kirklees average take-up level is masked by significant variations at a local level. This is particularly evident for Batley East Ward which has been one of the areas with the lowest take-up for some time, other Wards with high numbers of children not taking up a place are Dewsbury West and Ashbrow. An Action Plan to increase take-up in these areas is currently being developed. 98% of children are now accessing free early education in 'Good or above' settings.

Improved school attainment

High quality children's services

Sessional providers are continuing to struggle due to a fall in numbers of children. The Council has a proactive approach to identifying settings that might be struggling by maintaining a register of risk indicators. Providers and schools with the highest risk scores are contacted by phone and those with medium scores are contacted by email asking if they need any support/advice.

High quality
children's
services

(2) Local support for families and children

The Early Support Launch was attended by over 200 partners. The Early Support Strategy, Decision Making Framework and the new Early Support Assessment approach were launched at the event. The Multi Systemic Therapy Team is now up and running and has been inundated with referrals. The Family Support Service has now aligned Team Managers, Team Leaders, Consultants and Family Support Workers with the Community Hubs. The commissioned services previously contracted to Action for Children and HumanKind will transfer to the Early Support Service from 1st April 2019.

Outputs & Impacts

A team of 9 Community Hub Coordinators have been appointed and aligned to groupings of Hubs, based upon an agreed and equitable model of distributing resource in reference to population and levels of deprivation. These Coordinators will strengthen relationships between the Hubs, partners and communities. A team of 16 Consultants working to "whole family" principles has also been aligned to Community Hubs. These consultants will assist schools and partners with early support efforts for children and families, helping to reduce demand for specialised services.

(3) The Kirklees Integrated Healthy Child Programme (KIHCP)

Happy
healthy
lives

High quality health
services

Good progress has been made on the Year (2) transformational milestones for the KIHCP contract. Public Health capacity continues to be dedicated to supporting overall system wide transformation as well as specific topic based areas such as obesity. The Thriving Kirklees Board have a clear strategy and will finalise Year (3) transformational milestones with commissioners by the end of May. The Nurturing Parent strategic group is now established and has good representation from across the wider partnership, moving forward this strategic group will be known as 'The Best Start Partnership'. The partnership will consider the pending recommendations of the current Early Support consultation in relation to strengthening shared outcomes and priorities for children and young people, their families and any relevant parent programmes.

Scoping papers have been submitted by Thriving Kirklees on the following:

- Preparing for Parenthood expansion, options for a 'Seed Fund' - to fund activity from Third Sector partners focused on improving emotional health and wellbeing of children and young people,
- A 'waiting times' plan to improve face to face waiting times for mild to moderate mental health conditions
- The implementation of Breast Feeding Peer Mentoring Programme including an offer of support to all mothers who initiate breastfeeding.

Commissioners are currently reviewing these, a meeting is planned for early May with providers to conclude achievement in those areas for Year (2) and agree progress milestones for those areas in Year (3).

In overview, successes for Year (2) of the Programme include the following;

- Development of a new 24/7 single point of contact (SPOC) for all services within Thriving Kirklees, with telephone and web based access - expansion of this via CHAT Health, a text-based service for parents, carers and children & young people to access advice and support from Thriving Kirklees.
- Expansion of the 'Preparing for Parenthood' education programme through testing new ways of delivery.
- Embedding of the nine new skill mixed 0 - 19s teams which has included significant workforce development.
- Public Health Intelligence Leads becoming part of the wider Community Hub teams, supporting the hubs to identify key place-based outcomes and solutions.
- Launch of Kooth, an anonymous online counselling service with no waiting times for secondary school children.

- Success in becoming one of the National Trailblazers for mental health teams in schools
- Launch of the Thriving Kirklees website

Outputs & Impacts

- 1,401 young people are at various stages of children and adolescent mental health services (CAMHS) support (from assessment through to awaiting face-to-face interventions); this is a slight increase on Q3, with positive strides continuing to be made. Key transformation milestones have been agreed for 2019/20, and Q1 will report on these.
- 85% of children and young people accessing CAMHS have had two significant contact within two weeks.
- Of note, there are two key risks. First, the need for CAMHS continues to be high but a clear waiting times plan is now in place with additional funding attached. Second, Safeguarding capacity is an ongoing issue. Discussions have begun with Early Support colleagues to look at closer partnership work.
- During April, 156 new children and young people registered with Kooth, 16.46% identified as BME. There were 666 log-ins.
- During March Chat Health received 160 messages, a promising start given the very recent launch.

Stories

Year 9 boy – age 13

“I was suffering from panic attacks and wasn’t going to school every day. I saw the nurse in school who helped me realise I had anxiety. I was being bullied and was worried about my weight. I am asthmatic but wasn’t taking my inhaler. The nurse spoke to the anti-bullying coordinator for me and the bullying stopped. I am waiting for an appointment with a CHEWS worker. CHEWS spoke to my parents and school. The nurse helped me with my anxiety and spoke to my mum and my doctor about my asthma to help me use my inhaler. The nurse helped me with my diet and exercise. I’ve now got a KAL card and I’ve joined the teen gym at our sports centre. I am in a much better place and I’ve been to school 100% for the last 7 weeks. I love going to the gym.”

Yorkshire Children’s Centre, Partner in Thriving Kirklees Safety Rangers Scheme Emotional Wellbeing: *Safety Rangers is about helping Year 5 primary school children understand how to keep themselves safe and make the right choices as they are becoming more independent. Working together Thriving Kirklees partners explored the option of including a session to raise awareness of emotional health and wellbeing, building resilience and knowing how to get help. The pilot involved 207 children and the children learning relaxation techniques and coping strategies, as well as where to seek help for their emotional and mental health. As part of the scenario the children learned to relax like a cat, which captured their imagination so much that it is already called the ‘cat scenario’ by everyone.*



Well

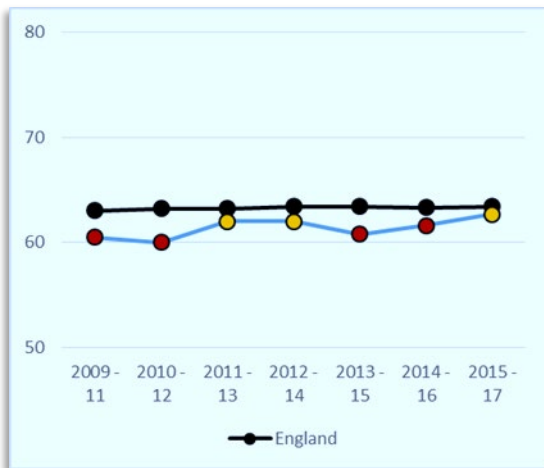


Happy
healthy
lives

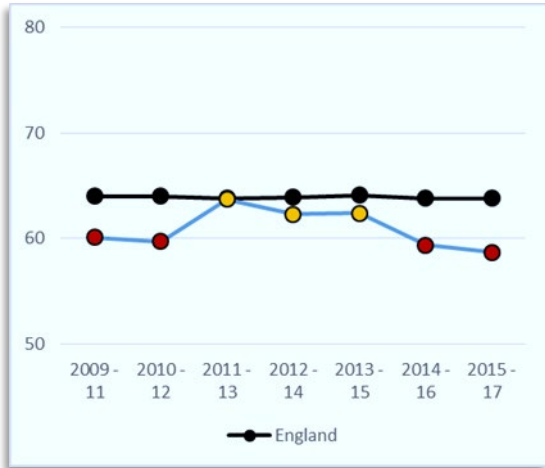
The bigger picture

Healthy life expectancy (HLE) is the number of years a baby born today is likely to live in 'good' health. HLE figures for Kirklees were reported to 2014-16 in Q2, and can now be updated for 2015-17 (see charts below). Male HLE continues to rise and is now just below the England figure (62.7 years for Kirklees males; 63.4 years for England), whereas female HLE continues its recent downward trend and now stands at 5.1 years below the England figure (58.7 years for Kirklees females; 63.8 years for England). Overall life expectancy at birth remains higher for Kirklees females than Kirklees males (82.5 years versus 78.6 years, 2015-17), which suggests that although females in Kirklees are living longer, they are living longer in poor health.

Healthy life expectancy at birth (male)

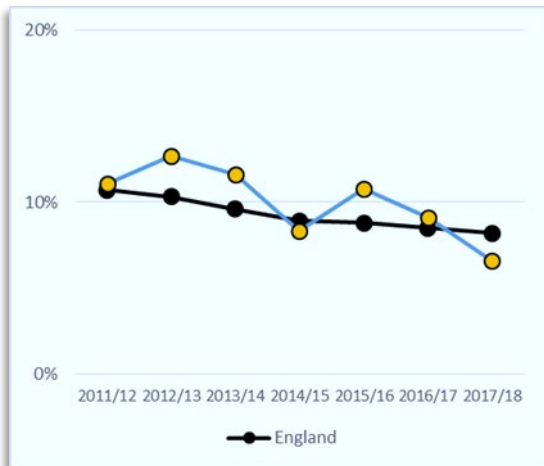


Healthy life expectancy at birth (female)

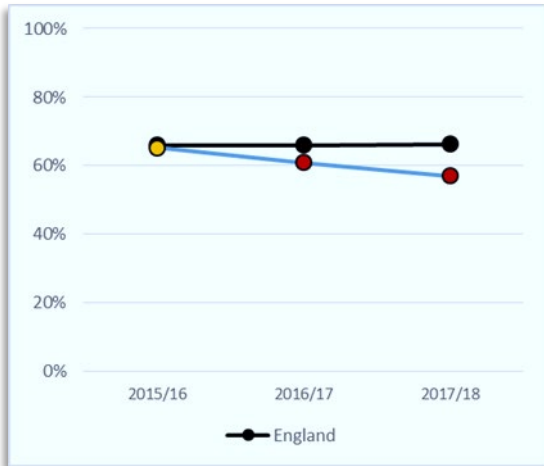


The proportion of people with high self-reported wellbeing (high happiness score) is no longer updated on Public Health England's Fingertips web site, but latest figures show that a lower proportion of people in Kirklees are now reporting low wellbeing (low happiness score, see chart below left). The percentage of physically active adults continues to decline, and is significantly below regional and national values (see chart below right).

Self-reported wellbeing - people with a low happiness score



Percentage of physically active adults



(1) Community Plus programme

This targets adults at risk of social isolation and/or developing health and social care needs, together with the local groups and networks that support them.

Outputs & Impacts

- 389 new individual introductions in Q4 (similar to Q3), bringing total for 2018/19 to 1,325.
- Partnership working with Kirklees Neighbourhood Housing (KNH) and West Yorkshire Fire and Rescue Service has led to increased introductions via these routes (although numbers remain relatively low). Partnership work development around Primary Care Networks has increased introductions from GPs.
- Q4 saw an increase in self-referrals from drop-ins in Dewsbury and Mirfield.
- Introductions from Adult Social Care have risen in all areas.
- Introductions from Children's Services remains low, but those from 'other' sources has increased in most areas.
- Additional monitoring criteria around Job Centre introductions have been put in place in response to increases in this referral route.
- For all four quarters of 2018/19, the top three reasons for introductions have been to improve health, meet new people and for social activity.
- The number of introductions involving another agency has been consistently high across the year in Rural, but is significantly lower in Batley and Spenningsdale than the rest of Kirklees (although Batley and Spenningsdale did see an increase in Q4).
- There was a significant increase in the numbers of individuals having brief conversations in Q4, due in part to changes in service practice which have resulted in more individuals being supported through brief conversations rather than a full introduction. In addition, changes to the reporting process mean that the number of individuals having brief conversations are now recorded rather than just the number of conversations.
- **Loneliness and isolation:** work involved contacting 104 people receiving a service from Adult Social Care and identified as having low quality of life, lonely and socially isolated. This led to positive outcomes from introductions and follow-up community connecting work. In addition, a draft vision on loneliness and isolation has been created, informed by partners and those with lived experience, to be shared with the Health and Wellbeing Board next quarter.
- **Poverty:** A partnership paper was presented to Executive Team, with the strategy and action plan proposal mandated. Universal Credit training has been scheduled for next quarter. Partnership links have been developed with Salvation Army and Christian Fellowships, and a joint initiative with the Community Services Consortium and the University is being planned to pilot a community-based approach to child protection.
- **Primary Care Networks:** A social prescribing link worker is due to commence July 2019 and drop-in provision has been developed in all areas. Strong partnerships with the Primary Care Networks will reduce duplication and maximise resource.
- **'Do something now' community investment fund:** 27 out of 45 applications received investment. Common themes were reducing loneliness and isolation, mental health support and support for people with disabilities. A final report will be available next quarter.
- **Local Area Coordinators:** The fourth member of the team started March 2019, currently undergoing induction. The three active coordinators have 21 cases and have undertaken 60 brief interventions to date.
- The production of Community Plus impact films have been critical in developing partners' understanding, especially in supporting the emerging Primary Care Networks in realising the value of community assets in supporting patients health and wellbeing.

Of note, Community Plus doesn't currently have rigorous data to analyse gender, ethnicity or other protected characteristics. Upcoming changes to the type of information captured by Community Plus workers should enable this to be recorded in a more robust manner. New performance and impact measures are being developed as part of this overhaul, to be introduced before Q2. The Intelligence and Performance team has supported the development of improved spreadsheets, but there remains an urgent need for an IT-enabled self-serve solution

(2) The Kirklees Integrated Wellness Service

Targeting adults needing support to improve their health behaviours and wellbeing.

High quality health
services

Happy
healthy
lives

Outputs & Impacts

- The service redesign process is complete, and the two teams (Practice Activity and Leisure Scheme and Health Trainers) transitioned into the first phase of service development in April. The teams are busy transitioning existing caseload into the new wellness service offer, working alongside colleagues and partners on the development of this new offer.
- As teams transition during this phase there will be no formal reporting against the existing performance management framework.
- A first phase of the Integrated Wellness Service will launch in September 2019; between April and September there will be no changes to PALS, Active for Life, Steps for Life and Health Trainers.
- The Expert Patient Programme, Looking After Me and Carer Journey Sessions will no longer be provided, replaced in the interim by an offer of self-care and carer courses, followed by an improved Wellness Service offer from September.
- Weight management services will still be provided by Weightwatchers up to the end of September 2019.
- Changes to provision of Health Checks and smoking cessation services will be considered over the longer term (6-12 months) and will be coproduced with partners.
- Of note, Data collection methods need to be IT-enabled and appropriate for gathering quantitative and qualitative data for performance monitoring and evaluation.

Happy
healthy
lives

(3) Supporting people to remain physically active

This includes Practice Active Leisure Scheme (PALS), Active for Life and Steps for Life schemes which focus on people with a variety of long term conditions/health issues where physical activity can help in management and/or recovery. It also includes strategic work to ensure council assets enable individuals and communities to participate in sports and physical activity provision and work to support the voluntary and community sector to enable people to become more physically active

Outputs & Impacts

Practice Active Leisure Scheme (PALS)

- 569 first appointments providing information, advice, motivation, support to encourage active lifestyles.
- 896 people were supported to remain active through review appointments
- 29 weekly specialist classes were provided, with 6,141 attendances
- Nutrition based 1:1 sessions are now also being trialled at Dewsbury as well as the Stadium – 29 this quarter.
- 14 PALS/Physical Activity presentations were undertaken, largely as a joint venture with referring agents in education sessions
- 65 active Physical Activity Motivators (volunteers) provided 2,340 volunteer hours
- Positive health outcomes recorded, e.g. increased physical activity, improvements in physical health, increased mobility, reduced pain, blood pressure and weight. Other health improvements: enhanced confidence, self-esteem and social wellbeing
- 97% of clients said they have become more active as a result of PALS, 99% rated support/motivation from their PALS Officer as good/very good

Active for Life (AfL) and Steps for Life (SfL)

- 1,032 hours of physical activity interventions were delivered to people experiencing severe and enduring mental illness or dementia (including one to one interventions, group activity sessions and awareness raising/information sessions)
- 227 different individuals received support, 61% through individualised activity prescription
- Participants reported that increasing their levels of physical activity had led to gains in seven key areas including confidence to exercise, enjoyment of exercise, physical health, mental and emotional health, self-esteem, healthy lifestyle and improvements in social support

Strategic/ physical assets activities

- The 'Everybody Active' Festival has been deferred until a later date (likely to be June 2020) to allow the 'Whole Systems Approach to Physical Activity' work to be carried out. The latter has been formally agreed by the EA board; planning has commenced
- The refresh of the Playing Pitch Strategy is at an advanced stage, as are plans for the strategic provision of 3G pitches under the 'Parklife' scheme
- Further public engagement has been carried out regarding the plans for the new Spen Valley Leisure Centre ahead of a formal planning application to be submitted in Q1 of 2019/20

High quality health services

Work to support the voluntary and community sector

- Kirklees Youth Alliance is pulling youth organisations together to support activity during the summer that aims to provide food and physical activity to young people on free school meals.
- Work has been carried out to improve Goodgym (a community of runners that combines getting fit with doing good), including increasing the uptake by runners through promotion by the Communications team and a Parkrun takeover at Greenhead Park. As a result of recent activity:
 - 'Group' runs (helping community projects) have grown in interest, even through the winter.
 - Community Plus is now supporting referrals to older people under the 'Coach' runs (visiting isolated older people).
 - 'Mission' runs (helping older people with one-off practical tasks) are also encouraged through Community Plus referrals. KNH have agreed to become a partner for referrals to Mission runs, which will increase the scope of the programme.
- Figures from the Walk Leader Training and Volunteer Scheme show there is a continuing need for health walks, and they are well supported:
 - 49 new walk leaders trained, with 17 new volunteers.
 - Additional schemes developed at Birstall Library and Cleckheaton.
 - Walking for Health courses will continue to be delivered for another 18 months.
 - 38 groups are now delivering 54 sessions per week with 2,410 attendances (including 11 new participants).
 - 10 Nordic Walking sessions across Kirklees with 577 attendances (7 new participants).
- Moving More Often (MMO) sessions are inclusive physical activity opportunities particularly for older people, those who are less mobile and people experiencing memory problems. The programme consists of 3 FREE modules; Core, MAGIC (Movement and Games in Chairs) and Movement and Dance in Chairs.
 - 8 Community MAGIC classes are now running, led by trained volunteers and supported by the Council.
 - Two residents at Roberttown Grange attended MAGIC training and have started their own class.
 - Staff at Alwoodleigh Care Home intend to start a MAGIC class to tackle the sedentary behaviour of residents.
- Over 30 people attended the first chair-based dance and movement community class at the Stadium. Many of the participants came from local care homes. The event provided a safe and social environment for older people to be more active

(4) Integrated Health and Social Care

Focussed on health and social care commissioners/providers across Kirklees

High quality health services

Outputs & Impacts

- The Integrated Provider Board has developed its high level delivery priorities, based on the Kirklees Health and Wellbeing Plan. The deliverables include: Primary Care Networks (PCNs); End of Life; Frailty; Care Home Support; Intermediate Care and Re-ablement Services; Mental Health Alliance; Learning Disability; Maternity and first 1000 days; children's health and care priorities to be identified through the children and young people's plan. These will be supported by a range of enablers, including workforce, digital, estates, population health management, communications and organisational development. A detailed delivery plan is being developed for each of these areas.
- Ongoing work is supporting the data and intelligence needs of PCNs to inform their priorities. External consultants (Attain) have been commissioned to create data packs for the PCNs and to map out a route for

progression to a Population Health Management (PHM) approach. This will include a focus on supporting PCNs to identify and utilise risk stratification and segmentation tools to enable targeted prevention and early intervention work. This is a 12-week project, to be completed by mid-June, with involvement from the Council, Clinical Commissioning Groups, PCNs and other partner organisations and data holders.



The Bigger Picture

9% of adults need help or support to continue to live at home, as reported in the 2016 Current Living in Kirklees survey. This proportion is highest among those not in work because they are sick or disabled, those aged 75+, social tenants, people with an annual household income below £10,000 and those of a mixed ethnic background. Half of these are dependent on others for daily activities such as bathing/toilet, dressing and/or eating. In the previous survey, undertaken in 2012, 11% of adults reported the need for help or support to continue to live at home.

High quality health services

Kirklees rated 6th best council for adult social care performance against outcomes

In February iMPower published a report rating Kirklees Council 6th out of 150 Councils for achieving best value alongside positive outcomes for people receiving adult social care services. The approach measured performance against outcomes, per pound invested using the latest published national data. Performance was examined using 25 indicators across three categories: older adults, all age disability, and the health and social care interface, including longer term care needs for older people met by admission to residential/nursing care, percentage of younger adults with a disability living in a care home, hospitalisation for ambulatory care conditions.

All Age Disability

Work is under way to do some detailed care pathway work following high level scoping. We are also developing a detailed transition pathway that will feed into the All Age Disability Board. A Transition board is also being scoped across adults, children, health and education to look at transitions across all relevant partners and to agree key priorities and work to be undertaken to streamline processes and align services to the broader All Age Disability principles.

High quality health services

(1) Reshaping access and advice to make informed decisions

The Adults' Front Door Transformation Project is focused on delivering better outcomes for customers, trialling different ways of working and enabling customers to do more things for themselves. It seeks to improve the customer experience, resolve more enquiries at the adults' front door and provide an effective and responsive service. The project is also working closely with the Council's digital team to identify further opportunities for technology. From working in this new way the successes already include high call answering rates, high rates of call resolution, reduced hand offs and referrals to other teams, and resolution of more calls closer to the point of contact.

The development and transformation work is contributing positively to managing demand for adult social care from the community, through more effective screening of requests for care and support. This has been achieved through two approaches in particular:

- Undertaking strengths based conversations at the front door to identify the person's needs and whether they can be met without referral to a social work community 'hub' team. Some needs are now met by provision of items by the Adults' Front Door Team, without a referral to a hub or the Accessible Homes Team, together with signposting to Community Plus, Care Navigation and other teams or providers.
- Mini Financial Assessments are also being carried out with callers who may be self-funders, so the caller knows the level of payment they are likely to make and can decide whether to self-serve, with Care Navigation support or to continue to referral.

Outputs & Impacts

- A 42% year on year reduction in the overall number of referrals from the community, approximately 5,100, compared with 8,715 during the same period in 2017-18.
- Year on year there has also been a 16% reduction in the number of subsequent referrals from Gateway to Care to the social worker Hubs for assessment, 1,208 in 2018-19 compared to 1,444 in 17-18.
- In 2018-19 approximately 23% of requests for support resulted in a referral to assessment, compared to 16% in 2017-18, an increase which needs to be viewed alongside the significant reduction in volumes.

The Intelligence and Performance Service is developing further analysis and insight into the impact further down the customer journey, providing baseline data to inform the business process mapping work, part of the Adults Transformation Care Pathway project.

High quality health
services

(2) The challenges and future of the adult social care provider market

Kirklees faces significant challenges both nationally and locally in the Adult Social Care provider market. There has been a shift, over recent years, away from a local authority dominated sector to one where many organisations are offering a myriad of care and support to the people of Kirklees. The following partnership work is taking place on a wide range of issues to improve market conditions and make the market more sustainable:

- The implementation of Electronic Call Monitoring (ECM). Welcomed by contracted domiciliary care organisations, this is seen as a forerunner to the development and implementation of personalised/outcome based commissioning in 2019
- Developing a co-production approach, working very closely with people receiving services and providers to find solutions to market issues and to develop a more flexible, personalised and outcomes based commissioning approach.
- A successful Innovation Lab recently took place, a three day outwards looking workshop focusing on Personalised Commissioning with key internal stakeholders. Adopting a design sprint approach and learning from other areas, including best practice presentation from Tameside Council who are currently 18 months into a three year pilot with all lead homecare providers. The main benefits identified for people receiving longer term domiciliary care services include speedier changes to support packages, reduced waiting times and improved staff consistency. Intended outcomes are more personal choice, control and flexibility and increased possibility of community involvement and support outside the home. A number of pilots are now being scoped out following the event.

Outputs & Impacts

- Development of an integrated team for a quality care offer to care homes and further development of the Care Home Early Support and Prevention Group that gives a clear multi-agency oversight and support to the market, using a preventative approach to quality improvement.
 - In Kirklees, 57% of nursing homes are currently rated Good/Outstanding, compared to the IPF comparator average (similar councils) of 70.8%.
 - For residential care, 78% are rated Good/Outstanding, compared with our IPF comparator average 80.8%. 74% of domiciliary care providers in Kirklees are rated Good/Outstanding, compared to the IPF comparator average of 85.2%.
- Improvements are beginning to be observed in the quality ratings of care homes as a result of the quality care offer work, to be covered in more detail next quarter. Work with providers to assist them with recruitment and retention, to highlight and disseminate good practice and arrange regular forums, events and training.
- One of the key issues affecting the adult social care provide market is recruitment and retention of staff. Council colleagues have been working hard to identify possible applicants using social media and job fare interventions to give organisations a wider pool of possible staff to recruit from.
 - Using the brand 'In2Care', the service has to date supported approximately 400 individuals into local social care jobs (40% residential care, 33% domiciliary care, 15% specialist framework, 9% PA's, 3% extra care).
 - We are exploring a range of activities and incentives to encourage those who want to work into the market e.g. staff discount schemes, tax and business rate exemptions etc.

(3) Improve experience/outcomes of people transferring across care settings

Partnership work continues in the implementation of a whole health and care system improvement programme of work, jointly with Calderdale and Wakefield Councils and NHS Clinical Commissioning Groups. There is a commitment from the council and partners in recognising that this work will have significant system benefits locally, discussed and agreed at the Integrated Commissioning Board. This collaboration between the three councils is focusing on learning what each area does well and sharing our respective challenges. Identifying key areas of strength / improvement, together with co-ordinating transformation and improvement plans within the health and care economy, is providing key lines of enquiry for discussions ahead of a three-way peer review event planned for September 2019.

Q4 activities included the initial development of a SOIR (System Overview Information Request), drawing on lessons learned from Leeds and providing a summary of the effectiveness of our local health and care system.

(4) Short term support to maximise independence

The Kirklees Independent Living Team (KILT) project continues to move forward with 13 partnership work streams reduced to 6. The governance of the project has been mapped with the work streams reporting through to a KILT leads board and KILT Joint Management Group. The enhanced re-ablement service is up and running and has successfully delivered short term support for people transferring between hospital and home. Next phases for this service include starting to look at moving people out of intermediate care beds earlier and consideration towards re-ablement therapists assessing those in sit and wait beds, for their suitability for intermediate care, either bed based or at home. Further work is planned to develop the KILT model. Kirklees reported outcomes in this area are relatively poor when compared with other areas and work is ongoing to bring added prominence to these measures in senior leadership team meetings.

Outputs & Impacts

- In 2018-19 approximately 1,060 people completed a community based re-ablement support service to maximise independence, of which 62% left with no ongoing support or a lower level of support.
- Quarterly benchmarking data available via ADASS, and annually via NHS Digital differs in definition and work is planned to better align our local data reported, via a KILT metrics work stream.

(5) Expanding and developing assistive technology to promote independence

A diagnostic report published by Red Quadrant contained 50 recommendations for opportunities across all ages, both children and adults, for using assistive technology, innovation and creativity. Work has commenced on an outline action plan in response to these recommendations and a business case has been drafted with a proposal that we should purchase the ADL Smartcare Life Curve app as part of work to promote healthy ageing & delay the need for care services.

Preparation has started for development of an online portal for assistive technology and partnership work is continuing to develop our wider use of the Brain in Hand app across a range of care groups. The Answerlink platform went live on 31st January and a tender evaluation commenced to identify areas of functionality still to be implemented.

(6) Adult Social Care Capital Programme

A Delivery and Oversight Board and dedicated team is now in place to deliver this work. The board will also provide governance for libraries capital. Outline timescales for the various schemes have yet to be agreed but colleagues from PRP service and finance have profiled these into the Capital Plan.

The key schemes profiled for 2019-20 are

- Learning disability respite care in South Kirklees – improvements to Cherry Trees scheduled for Q4
- Dementia day service in North Kirklees (Knowl Park House) and Centre of Excellence - design of new buildings currently taking place with a view to demolish and new construction starting in 2020/21
- Relocated Almondbury Library being refurbished and due to open in Q2 2019/20

Suitable
homes

(6) Meeting the housing needs of people in the most vulnerable groups

A Government (MHCLG) funded 'Rogue Landlord Enforcement' pilot project was undertaken involving an initial visual inspection of some accommodation above shops within the Fartown/Birkby area and Dewsbury West area. A prioritisation exercise is now underway, including plans to undertake internal inspections of higher risk properties to ascertain property standards and management practices.

Outputs & Impacts

- A MHCLG bid to commission 'Tenant Finder Plus' service through Fusion Housing, to provide a suitable and affordable private rented tenancy quickly for 200 single people with no/low support needs, was successful and will operate over two years from April 2019.
- Additionally, 10 additional Council properties have been added to the temporary accommodation portfolio to minimise the impact on the use of bed and breakfasts.
- A number of proposed schemes, including the Tenant Finder Plus scheme, will increase the range of wider options for single people, with both a direct and indirect positive impact on the use of temporary accommodation and Bed & Breakfasts

Now in the fourth quarter of implementing the Homelessness Reduction Act, the numbers where the council has accepted a full housing duty in Q4 are lower than the previous quarter whilst the service has seen a slight increase in the number of households approaching saying they are threatened with homelessness. It needs to be noted that these numbers are still significantly less than under the old legislation, one of the intentions of the Act. This indicates that the work to prevent or relieve homelessness is being effective. All Local Authorities have had difficulties throughout the year on the new reporting and the changes that have been made, so there has been an impact on data quality nationally. Now the council has its own data for a year it will become easier to track the trends in performance.

In Q4 there were fewer cases where homelessness has been prevented, slightly down on the last quarter, but as explained above there are no current national statistics and so it is difficult to gauge if this is good performance in comparison with other Local Authorities. The council does share performance data with West Yorkshire colleagues and performance is good in comparison.

In terms of the number of cases where homelessness has been relieved Q4 performance is down on the previous quarter. At this point it is not clear what the reasons may be but we will monitor to and respond to any emerging gaps. There has been a successful bid to MHCLG to help rough sleepers off the streets, whilst this may not assist large numbers it is another tool that should help us improve outcomes.



Aspire and achieve

Improved school attainment

Economically successful and vibrant

The Bigger Picture

The Kirklees Annual Post-16 Education and Training Outcomes Report 2017-18 has just been released, consisting of analysis and evaluation of a range of Key Stage 5 outcomes in Post-16 education and training in Kirklees.

Current performance in the Post-16 education system in Kirklees is strong when compared with regional and national benchmarks. This positive performance in the Post-16 education and training system is crucial to the future of Kirklees young people and to the district as a whole. Good performance in the Kirklees Post-16 education system is also key to Kirklees' future economic prosperity. The analysis demonstrates that the current provision system in Kirklees is providing excellent education and training outcomes for a wide range of learners on academic, vocational, mixed and apprenticeship routes. Analysis of 2017 to 2018 performance demonstrates continued improvements in most areas and top quartile performance in the vast majority of areas.

Kirklees is in the top quartile for 14 out of the 25 headline, in comparison with all local authorities, and is second quartile in another four.

Areas requiring future action include:

- Special Educational Need (SEN) Not in Education Employment or Training (NEET): fourth quartile, rising trend, an opposite pattern to their non-SEN peers
- SEN Employment/Training, year 12 and 13: third quartile
- Care leaver NEET: fourth quartile – 10 times the rate of their non-care leaver peers
- Care leaver EET: falling performance, 5 times the rate of non-care leaver peers
- General Further Education (GFE) English and Maths rest performance: within national GFE averages, but below that of Sixth Form environments
- Vocational performance: some dips in GFE and a lack of data in Sixth Form environments nationally, making evaluation less objective

(1) Securing high quality learning places

Improved school attainment

Agreement has been reached with six secondary school in North Kirklees to introduce 102 additional places to meet the expected Year (7) population spike in September 2019. Also, the annual school place planning document providing the 2018 evidence base has been published.

(2) Ambitious educational attainment

Improved school attainment

Note: Validated results are now available for both Key Stage (2) and Key Stage (4), with a number of adjustments since invalidated data was initially reported in the previous Quarter.

Outputs & Impacts

School Inspections

- 80.1% of schools are rated good or outstanding, compared to 84.9% nationally and 79.5% across Yorkshire and Humber. There have been 12 inspections since Q3. This includes 6 short inspections where the grading remained the same (Good or Outstanding). In the two day inspections, one school was found to be Outstanding (previously Good). One school remained Outstanding. Two schools moved from Good to Outstanding.

Improvement to Good, one school moved from Outstanding to Requires Improvement whilst another dropped from Requires Improvement into Special Measures. One school had its first inspection following academy conversion and was judged to Require Improvement.

Key Stage (2) Results

- 62% of Kirklees children achieved at least the expected standard at Key Stage 2 (KS2) in 2018 - compared to 64% nationally and 62% across Yorkshire and Humber. The gap between Kirklees and national average has reduced in all area except maths. All measures except maths have moved up the national ranking system since the new standards were introduced. This year, whilst still in quartile D, a significant improvement has been seen in reading (up 11 positions) and Reading Writing and Maths (up 4 positions). Writing is the lowest ranked subject area at the expected level. Kirklees has dropped 6 positions in the national ranking at the expected level for grammar, punctuation and spelling.
- 42% of Kirklees children eligible for free school meals (FSM) achieved at least the expected standard at Key Stage 2 (KS2) compared with 46% nationally and 43% across Yorkshire and Humber. Despite the national gap of 4%, Kirklees dropped 9 places on the national rank to 104 out of 152 (Band C). It is worth noting that the gap reduced to 1% below the National (68%) for Kirklees non FSM children (67%), moving 12 places up the national rank by 87 (Band C). A lower proportion of FSM children in Kirklees (42%) achieved the combined measure than national FSM children (46%).

Key Stage (4) Results

- The attainment score across Kirklees at Key Stage 4 for all pupils is 45.2. This compares nationally with 44.5 and 45.1 across Yorkshire and Humber. In comparison to 2017, the average Attainment 8 score per pupil increased by 0.1 points to 45.4. National attainment 8 decreased by 0.1 points to 44.5. Girls continue to outperform boys by 6.9 points – almost 1 grade per subject. Kirklees has moved 1 position up the national ranking system to 90 out of 152 maintaining its position in Band C.
- Permanent exclusions remains a current concern as figures show a continued rise. There have been 59 secondary and 20 primary permanent exclusions so far this academic year. In context, there were a total of 91 exclusions across all schools in the previous academic year.

(3) Special education needs and disability (SEND)

Outputs & Impacts

Improved school attainment

SEN at Key Stage (2)

- 18% of children in Kirklees with SEN support reach the expected standard at KS2 compared with 24% nationally and 22% across Yorkshire and Humber. A year on year increase has been seen in the Reading Writing and Maths combined measure since 2016, for both Kirklees SEN support and SEN EHC / statement pupils. Despite moving up the national ranking from 142 to 139 (band D) in 2018, the rate of improvement seen over the last 3 years for SEN support children has been slower than that of national and regional comparators.
- Children in receipt of an Education Health Care Plan or a statement at Key Stage 2 have improved at a faster than national and regional pace over the past 3 years and the percentage of these children in Kirklees attaining the combined measure at the expected standard is 2 % higher than that seen nationally. As a result, Kirklees has moved 23 positions up the national ranking to 37 in band B.

SEN at Key Stage (4)

- 29.1% of children in Kirklees with SEN support reach the expected standard at Key Stage 4 compared with 32.2% nationally and 29.8% across Yorkshire and Humber. Overall, Kirklees ranks 123 out of 152 (band D).
- Children with an Education Health Care Plan at Key Stage 4 continue to improve and now achieve an attainment 8 score above national average. This group have moved up 47 positions on the LA ranking to rank 66 Band B. Both girls and boys with SEN support are now below the average score for group nationally and as such have move down the ranking to band D rank 123. Children with no SEN needs are slowly rising in ranking and are now rank 98 Band C.

Of concern, the application made to the Department for Education to host an Alternative Provision Free School to help meet the growing demand for children with Social, Emotional and Mental Health Difficulties (SEMH) was not successful. Alternative options are being explored.

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vibrant**

(4) A joined up skills system for employment and higher income

The Employment and Skills Plan consultation is complete and priority work areas have been identified for the forthcoming year.

Works Better 15- 25 has been received well by local stakeholders. This is tailored support for young people focussing on improving self-confidence and addressing complex barriers to return to or remain in education, employment or training. Work with the College is taking place to support the maximisation of the Adult Education Budget allocation for the District this will support Works Better delivery and align to Adult Learning provision.

A bid has been submitted for the successor to Works Better. This is in appraisal and it is hoped will progress to contracting throughout the summer. Job Centre Plus funding has been progressed and will start on 1st May. This will help the most disadvantaged residents to help stabilise chaotic lives with a view to them being better placed to develop skills or seek employment. 3 further European Social Fund calls are out and are currently being considered.

Work to support the digital skills agenda is in place, working with City Fibre to help increase digital inclusivity through the delivery of digital roadshows.

(5) Support into employment

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Outputs & Impacts

- 2.5% of all Year 12/13 young people are not in employment, education, training (NEET). This figure represents strong performance. The combined NEET/not known performance across Kirklees of 3.3% puts Kirklees in the top quintile nationally and is down from a combined 4.2% in 2018.
- The Council's employment support programmes have presented strong data throughout the year. At year end, 4,374 people have been supported through council employment and skills provision, with contract targets being met or exceeded across a wide range of skills and employment provision including English for Speakers of Other Languages (ESOL), Adult Community Learning and employment support.
- Over the course of 2018/19, 495 people have moved into work and apprenticeships as a result of Council Employment and Skills provision. This is working with the most disadvantaged people, those who are most removed from the labour market. There are a number of residents still engaged who are being supporting. It is expected that they will move into work over the next financial year. Works Better 15-25 has just started delivery and it is anticipated that this will significantly contribute success over the next 3 years.

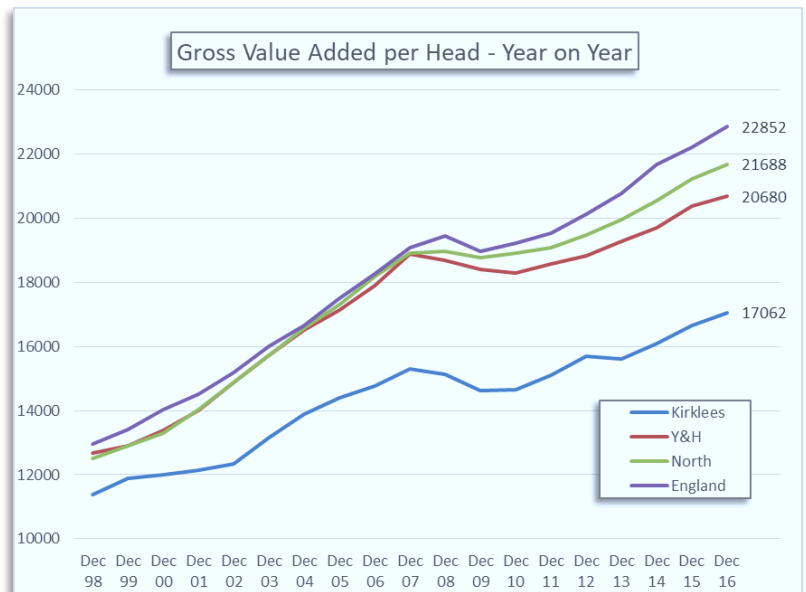


Sustainable economy

The Bigger Picture

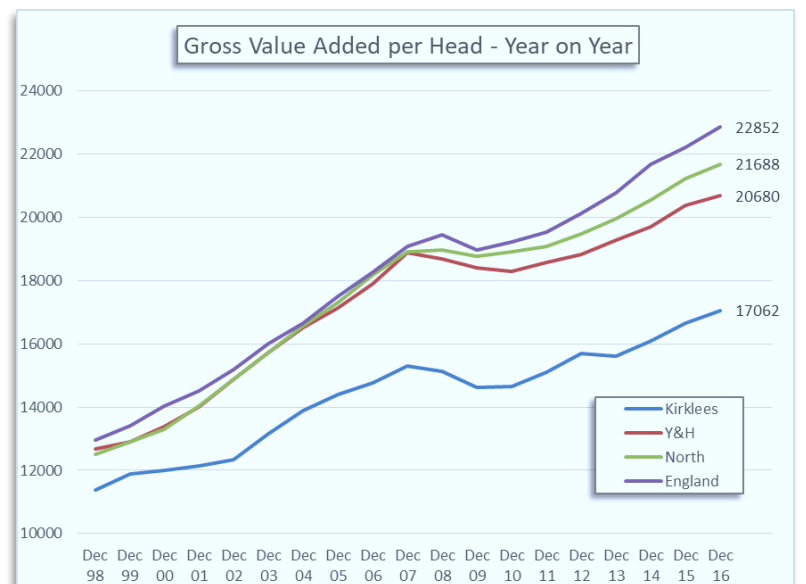
Gross Value Added per head of population

The gap between Kirklees and both Yorkshire & Humber and England has widened year on year for the last 18 years. The gap has doubled in comparison with the England average. In 1998 the gap between Kirklees and England was £1,585 per head (a 12.24% gap). In 2016 the gap between Kirklees and England was £5,790 per head, (a 25.34% gap). Taking accumulated growth from a 1998 baseline, again, the gap has widened year on year compared with England as a whole. Between 1998 and 2016, Kirklees GVA per head grew by 69.85% whereas the GVA per head for England grew by 98.11%.



Gross Disposable Household Income (GDHI) per head of population

Similarly, there has been a widening gap year on year for the last 20 years when comparing Kirklees with both Yorkshire & Humber and England. In 1997 the gap between Kirklees and England was £1,398 per head (a 12.62% gap). In 2016 the gap between Kirklees and England was £3,771 per head (an 18.97% gap). Taking accumulated growth from a 1997 baseline, again, the gap has widened year on year compared with England as a whole. Between 1998 and 2016 Kirklees GDHI per head grew by 68.68% whereas GDHI per head for England grew by 79.46% (see graph overleaf).



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Kirklees Economic Strategy

The Kirklees Economic Strategy 2019-25 has been adopted by the Council, an innovative plan which will bring together all local organisations and businesses to create more success and wealth in the borough. The plan has five priorities which aim to help deliver the vision for a successful economy that allows every resident, business and organisation to reach their potential.

- Modern and innovative business
- Skilled and ambitious people

- Active partnerships
- Advanced connectivity
- Infrastructure and revitalised centres

(1) Dewsbury town centre regeneration

Economically
successful and
vibrant

Making the most
of resources

Pioneer House

Work is nearing completion with an end date of 30th April. Handover of the building to Kirklees College is planned for mid-May. The college fit-out works are then due to commence in June, with a planned opening to students in September 20.

Heritage Action Zone

Looking back on the year, this is a significant additional investment for the town. In conjunction with Historic England, there will be a programme of work to bring heritage buildings within the town back into use. The decision came with a grant of £550,000 and the Council has committed a further £2 million from the capital plan to support the Heritage Action Zone project. The money is being used to secure the future of key buildings in the town centre, also supported through the creation of a package of grants, loans and rental guarantees and other bespoke support for building owners and developers. The majority of the buildings to be restored are in the Daisy Hill area of town.

The Strategic Development Framework for the Dewsbury town centre masterplan

This, alongside the associated Delivery Programme, has been approved by Cabinet. Phase (1) priority project activity includes:-

- Preliminary/feasibility work underway for Market and Town Park
- Daisy Hill Framework completed in Oct 2018.
- Out to tender for the Demand & Viability Study for the town centre/Daisy Hill

(2) Huddersfield Town Centre regeneration

Economically
successful and
vibrant

Making the most
of resources

The Council is bidding for £25million from the Government's High Street Fund to deliver a new cultural and arts quarter around the Huddersfield Library and Queensgate Market area of the town centre – as part of the wider Huddersfield Town Centre Masterplan. The bid is still in the early stages, but would include a significantly enhanced Huddersfield Library and Art Gallery and a new museum alongside the Lawrence Batley Theatre and new 700-1,000 capacity live music venue, if the bid is successful.

(2) Joined up business growth support system

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An integrated business support offer with strategic partners is in place and a jointly owned business growth plan utilising existing programmes of support is being delivered. A research commission is being procured and this will be used to inform a new business scale-up growth approach in 2019/20. Mechanisms for maximising good growth through planning are in place and work is being undertaken by the Council's Procurement team to prepare an investment pipeline list which can be used to engage suppliers and deliverers of employment and skills support.

Outputs & Impacts

- Delivery of the 2018/19 Business Hub Live events programmes is now complete, with 219 attendees. 2019/20 planning is underway in partnership with the University of Huddersfield, Kirklees College and the Chamber of Commerce. Business Hub (the free online service for businesses in Kirklees) take-up continues to rise with 1,523 businesses now signed up and participating on the Hub.
- A construction supply chain pilot programme is underway. This includes an e-survey to 380 businesses, intensive support to 23 businesses together with two market engagement events having taken place. Council Procurement colleagues are preparing a list of investment pipeline projects for use in engaging with suppliers and skills providers.

(3) Vibrant town centres and a sense of cultural identity

The Council has been successful in a bid to the National Lottery Heritage Fund for £216,700. Beginning in April, this will fund an 18 month project which will produce masterplans for each of the Museums and Galleries' sites, explore options for the future of Tolson Museum and engage communities with the developing Huddersfield Museum and Gallery.

The Huddersfield Art Gallery programme continues to raise the profile of the town by showcasing the work of David Blackburn MBE, one of the most notable and respected artists to have been raised in Huddersfield, in partnership with the Museums of London.

WOVEN, the new textiles festival for Kirklees, will run from 8th to 16th June. The festival will run as a biennial festival to celebrate the research and innovation in the industry with communities in Kirklees. The WOVEN brand and website launch will take place in April.

The Skelmanthorpe Flag, one of the star objects of the Huddersfield museum collection due to its rarity and significance, has been loaned to the People's History Museum in Manchester until 2020, to take centre stage in a major exhibition marking 200 years of Peterloo Massacre. Kirklees will benefit with increased exposure to media and marketing plus the People's History Museum has undertaken conservation work on the object.

Outputs & Impacts

- There has been a 9.7% increase in audiences for the lunchtime organ concerts and a 9.3% increase in ticket sales for the lunchtime chamber music concerts at Dewsbury Town Hall.
- However, orchestral concerts have seen a 18.8% drop in ticket sales with anecdotal feedback that audience members, many of whom are retired, do not feel safe coming in to Huddersfield in the evening. The Street Angels scheme has been working with the concert partnership to help audiences feel safer and escort members to their transport.

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(4) External investment for priority projects

European Structural Invest Fund bids for Adventure (tailored business support) and Digital Enterprise (helping to improve business digital capacity) have been awarded. Both programmes are due to start in Spring/Summer 2019.

Outputs & Impacts

- 167 businesses have been supported by SME Growth Managers during 2018-19, exceeding expectations for the year.
- Since Leeds City Region growth programmes commenced, Kirklees has been offered 996 grants, which equates to 18% of all grant allocations across the entire Leeds City Region.
- This has resulted in £7.3m grants paid to local businesses in their pursuit of expansion in the District.
- As a consequence, this has generated £25.2m in private sector match which has resulted in 1,312 jobs.

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(5) Promotion of Kirklees as a place to invest

The tender for the Kirklees strategic investment plan and action plan has been issued.



Safe and cohesive

The Bigger Picture

Most recent measures of perceptions in Current Living in Kirklees survey (2016) show 53% of adults in Kirklees feeling “people from different backgrounds get on well together” which is a significant improvement from the figure of 43% reported in the “Your Place, Your Say” survey (2011). The Current Living in Kirklees Survey shows that 88% of adults reported that they felt very safe or fairly safe in their local area. This is a slight improvement on the figures previously reported of 86% for the same measure. It is anticipated that the next survey will be undertaken in 2020.

(1) Crime, Anti-Social Behaviour and Perceptions

Safe and green places and spaces

As part of the Great British Clear up, supported businesses and communities (in particular young people) to work together and clear up local areas including Marsden, Mirfield and Huddersfield Town Centre.

The quarter saw awareness raising campaign with staff and public (including co-ordinated multi-agency presence in hot spot locations) relating to burglary and vehicle crime reduction –

Supported by the Early Intervention Youth Fund, we have recruited and trained 13 mentors from local businesses and communities who will work with vulnerable young people to be aspirational and provide positive role models.

Outputs & Impacts

- The quarter saw burglary reduce by 7% and vehicle crime by 24% compared with the previous quarter.
- Work in Modern Day Slavery week saw 2 days of partnership action focus on nail bars and related properties leading to several arrests being made. In addition, first responder training has been delivered to 57 people to increase awareness of the National Referral Mechanism (NRM) and related processes. 13 referrals have been made to the NRM in 2018 compared with none the previous year.
- The last quarterly update flagged key risks linked to funding and sustainability of services relating to Domestic Abuse. Since then Executive Team have agreed to fund Domestic Abuse services in Kirklees to support the ambitions set out in the renewed Partnership Strategy.
- Stop Hate UK have been commissioned to run 12 training sessions to raise awareness of hate crime and support the response to vulnerable victims. 27 people attended the first session in March.

(2) Extremism and radicalisation

Safe and green places and spaces

The PREVENT team provided intensive support to Almondbury Community School which included awareness raising sessions with each year group. Students have reported a significant increase in understanding and ability to protect themselves from radicalisation.

The 2019/2020 Funding Bid has been approved and Kirklees has been awarded £73k worth of projects, which is approximately a £40k increase from 2018/2019.

(3) Cohesion and faith based work

Safe and green places and spaces

A cross council working group has been established in relation to the Cohesions Review and focus groups have been set up to gather evidence current status and next steps to ensure co-creation with stakeholders and communities.

Q4 saw Kirklees submit a self-assessment to Council of Europe relating to its position regarding Inter-cultural status. The next step is a follow up assessment by the Council of Europe and an action plan to develop this area.

Faith engagement has focused on fostering interfaith leadership, supporting interfaith forum, delivery of safeguarding training and improving the councils relationship with places of worship and communities. This quarter required engagement in response to the Christchurch attack, reassuring communities, easing heightened levels of anxiety and raising awareness of security measures.

Outputs & Impacts

- In Q4 the Cohesion Team delivered 208 events, projects, workshops and training sessions – engaging with 3,239 residents.

(4) Democracy and inclusion

The quarter saw a reference group established to develop and progress the Citizen Engagement Framework in the District and ensure principles are adhered to.

Over 350 staff were involved in sessions to embed work around “Putting Councillors at the Heart of the Organisation” – initial feedback from services is the desire for more regular and routine engagement with members on shaping delivery.

Work on the “Networked Councillors” in the quarter focused on recruiting citizens for the Democracy Seekers group and gathering evidence of councillors’ attitudes to using digital technologies to connect with citizens.

(5) Controlling Migration programme

Safe and green
places and
spaces

Outputs & Impacts

- As a result of the work on the Migration Resettlement plan, 13 families have been supported into work with many more volunteering and involved in a range of community based activities. The plan has put in place specialist support for children and young people experiencing mental health difficulties.
- The North Kirklees Dispersal plan has seen 2 families accessing services and support to ensure they are settled in the area. G4S continue to struggle to procure sufficient properties to further expand the plan.
- English for Speakers of Other Languages (ESOL) continues to deliver, with 118 adults accessing provision and 20 adults undertaking a bespoke parenting ESOL session. A real highlight is the ESOL for 14-16 year olds struggling at School. The programme has exceeded numbers and expectations, with 33 young people supported with their English to date.
- Post decision support work for new refugees has been very successful. 78 families/individuals have been supported to avoid destitution and homelessness. This intervention has reduced the need for crisis support and is a much better outcome for some of the most vulnerable people living in Kirklees.

(6) A stronger Third Sector

Safe and green
places and
spaces

Outputs & Impacts

- Q4 saw Kirklees launch a staff employer volunteering scheme to support involvement with the sector to deliver shared outcomes.
- A ‘Growing Social Enterprise in Kirklees’ event was delivered, which has resulted in the creation of priorities to grow Social Enterprise and the creation of a new ‘More Than Profit’ network to support groups and the identified priorities.
- Kirklees Youth Alliance continues to pull youth organisations together and has secured funding with the intention of supporting activity during the summer that aims to provide food and physical activity to young people on free school meals.
- The quarter saw 120 people have been trained to lead fun, safe sessions that benefit people’s health and wellbeing in local community settings.

- Third Sector youth organisations have been supported with Early Intervention Youth Funding to deliver work with young people who are vulnerable to youth gang violence.

(7) Children’s safeguarding

Safe and green
places and
spaces

Outputs & Impacts

Children in need

- The percentage of re-referrals to social care for Children in need is close to the Statistical Neighbours and England average performance. This is based on the latest nationally published data for 2017/18. In March 2019 this stood at 22.4%. Published data for the whole of 2017/18 shows Kirklees performance at 24.1%.
- Whilst the timeliness of Initial Child Protection Conferences held since September 2018 has shown an increase of being held within 15 days from the strategy discussion there has been a fluctuation in timeliness. Further work will be undertaken with the Social Work Team Managers and Services Managers to identify what are the barriers to achieving consistency in timeliness.

Looked after children

- The number of children in care is stable and fewer are being placed out of area – the service has also undertaken improvements to the quality of provision in this area although further capacity is required around foster provision and other placement options. There is a wide range of Recruitment activities ongoing to increase Internal Fostering capacity.
- The Kirklees Commitment for Care Leavers was launched in January alongside reviewing our service provision for “No. 11” (space where young people who have left care pop in to discuss any specific issues, ask for support and services) to ensure that this is more effective. There has been consultation with Children and Young People along with partner agencies for the development of our offer. The Council will be opening a similar service to “No. 11” in the North of the District. Building work has now started on the premises we are planning on opening this new provision in July 2019. This will improve our reach with our young people.
- We are maintaining a high percentage of care leavers we are in touch with, currently in touch with 98% of care leavers, this must be viewed in the context of this group all being aged 18 plus. In some situations, young people are not wanting to keep contact with their Personal Advisor, the team work innovatively to keep in touch, we have a best practice protocol in place.
- Over the past 2 years there has been a welcome increase in the percentage of LAC young people having a successful outcome to their Youth Offending Team intervention. In fact, during 2017/18, 75% of LAC young people on Orders to the Youth Offending Team (YOT) successfully completed their intervention, compared with 68% of the general YOT population. In March 2019 LAC offending was 3.8% compared to 5.8% in April 2018.

(8) Adult Safeguarding

Outputs & Impacts

- Work continues in ensuring an effective safeguarding response although there has been a continued increase in Deprivation of Liberty volumes which remains a risk area and consequently highlighted in the corporate risk register. Nationally, 520 applications were received per 100,000 adults, up from 472 in 2016/17. For Kirklees, this was 599 per 100,000, up from 472 in 2016/17.



Clean and green

The Bigger Picture

53% of adults in Kirklees say people from different backgrounds get on well together, as reported in the Current Living in Kirklees survey, 2016. 88% of adults reported that they felt very safe or fairly safe in their local area. Comparable results can be found in the 'Your Place, Your Say' which ran in 2011. A significantly lower number of people in 2011 believed that people from different background get on well together, just 43.4% agreeing. And there were fewer people reporting that they felt safe, though by a smaller margin – at 86%. It is anticipated that the next survey will be undertaken in 2020.

**Economically
successful and
vibrant**

**Safe and green
places and
spaces**

(1) Spatial planning – for sustainable communities

Following approval from the Governments Planning Inspector, the Local Plan for Kirklees, the statutory spatial development plan for Kirklees, has been formally adopted and provides the planning context for the District up until 2031. It sets out planning aspirations in the context of ten strategic objectives – from economic growth to improved transport links and from green infrastructure to protection of built heritage.

1. Support the growth and diversification of the economy
2. Strengthen the role of town centres to support their vitality and viability.
3. Improve transport links across Kirklees towns and with neighbouring towns and cities
4. Provide new homes which meet the housing needs of the community
5. Tackle inequality
6. Protect and improve green infrastructure to support health and well-being
7. Reduce and mitigate climate change helping transition towards a low carbon economy.
8. Protect and enhance the characteristics of the built, natural and historic environment
9. Promote the re-use of existing buildings and the use of brownfield land
10. Facilitate the sustainable use and management of minerals and waste.

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(2) Infrastructure across Kirklees for greater connectivity

A draft Kirklees Digital Plan is now in place. This is being used to understand the breadth of work and associated resource commitment required to deliver our digital ambitions. These are substantial and include resources drawn from across a number of Council services. City Fibre Huddersfield build has commenced and urgent work needs to take place in relation to agreeing Wayleaves for our social housing Multiple Dwelling Units. City Fibre have shared their interest in building in North Kirklees and the Council has received interest from five other broadband infrastructure providers to build in the District.

The Super-Fast West Yorkshire Contact 3 (delivering infrastructure to reduce our non-commercially viable 'not-spots' and 'white-spots') was not awarded. The West Yorkshire & York Broadband Board is looking at solutions to still realise this investment. Also, the regional full fibre bids into the Department for Digital, Culture Media & Sport and the Social Investment Fund bid were both unsuccessful and the council is working with the Leeds City Region to repurpose use of this funding for local benefit.

Tender preparation for winter maintenance services across the District's key highways is underway which will include improved performance and compliance measures. An additional weather station is now operational. Further work will commence on the current night patrol routes in response to thermal mapping information received. The financial impact of this is not known at present.

Capacity issues remain for highways maintenance. Trans-Pennine development work, commencing during 2019, and the adoption of the Local Plan will significantly increase Utility Company activity on key roads.

Huddersfield Heat Network – working with external consultants and having accessed funding from the Government Heat Networks Delivery Unit (HNDU), the council has successfully completed the detailed feasibility study. This has confirmed that a District heating scheme in Huddersfield is both technically and economically viable. This has been followed up with a further successful funding bid to the HNDU for the next stage of work, which will include an outline business case. This stage of work is expected to commence later in 2019.

Outputs & Impacts

Broadband coverage and take-up across Kirklees

- 100% of the population is serviced through legacy copper infrastructure, ADSL, with take-up at 60%. Usage of ADSL will decrease over time as residents and businesses take advantage of faster speeds provided by fibre.
- 96.6% of the population is serviced by Superfast (up to 30 Mbps) The Superfast West Yorkshire and York (SFWYY) programme has delivered superfast speeds to 24,000 premises over the last 2 years and additional funding is being sought to reach the remaining 3.4% through Contract 3 (typically the most rural, hardest to reach areas where there is no interest in commercial investment). Coverage is anticipated to reach 98% by 2022.
- Take up of superfast is approximately 40% (in line with the UK average) and has increased significantly over the last few years – it's now seen as the fourth utility. A rapid change in the digital landscape and available technology has seen a need for businesses and residents to access faster, more-reliable internet - supporting improved business communications, digital marketing, the ability to work from home, use of cloud computing, streaming via Netflix, TV, smart speakers and multiple-device use in the home.

Safe and green
places and
spaces

People killed or seriously injured on Kirklees roads

- The overall Killed and Seriously Injured (KSI) casualties for 2018 was 136, which is 4 below the progressive target of 140. It is also a 13 casualties lower than 2017.
- There were 5 more fatal casualties in 2018 than in 2017 which follows a similar upward trend across West Yorkshire.
- Serious casualties were down by 18, which contributed to the reduction overall. Children and young people, cyclists, motorcyclists and car occupants showed a reduction over the previous year. Pedestrian and 'other' casualties have increased.
- Work to determine the highest KSI numbers for each ward is being undertaken with a view to targeted publicity campaigns in each of the wards to compliment any casualty reductions schemes that have been identified through the yearly assessment of accidents for capital plan development.

Safe and green
places and
spaces

(3) High quality environmental management

The Council has declared a 'Climate emergency' recognising the challenges posed by a changing climate. The council has established a Councillor-led working party to identify practical measures to reduce emissions and improve our climate change resilience, encourage action across Kirklees and to propose targets for future action. The Working Party will report back to Full Council in late 2019.

The Kirklees White Rose Forest (WRF) Group has been re-established to oversee and deliver the White Rose Forest Plan in the District – with its remit to enhance green infrastructure, increase tree cover and strengthen climate change resilience.

The WRF Landscapes for Water programme is working with major landowners to develop a strategic approach to natural flood management across the Leeds City Region (including Kirklees). In Q4, the partnership has produced a baseline 'Landscapes for Water' digital geographic dataset to develop this approach.

The Green Streets® task group for the Leeds City Region (including Kirklees) has been established. The partnership has produced a baseline dataset in order to incorporate Green Streets® green infrastructure principles into future infrastructure schemes across the region.

Outputs & Impacts

The Council continues to demonstrate progress against the existing Council and District Carbon Reduction Targets that run through to 2020/21:

- Council: 40% reduction in council carbon emissions by 2020-21 based upon a 2005-06 baseline. 2017/18 Progress : 32% reduction
- District: 40% reduction in district carbon emissions by 2020-21 based upon a 2005-06 baseline (based upon UK Government Local Authority Emissions data). 2015 Progress: 35% reduction.



Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following five areas:

- Skilled, motivated and healthy staff; Strong political leadership and an intelligence led Council; robust systems, processes and governance; collaborative, partnership working across public, private and voluntary sectors; transforming our organisation so that it is fit for purpose now and in the future

(1) The People Strategy

Making the most of resources

The Council continues to promote and roll out its Employee Benefits offer and has now extended this to school based staff. Recruitment processes have also reviewed and streamlined with a procurement exercise about to commence for a new/revised system to improve the candidate and manager journey.

The Council's Level (3) and Level (5) Leadership and Management development programmes have also been reviewed and options for Level (7) Leadership & Management apprenticeships are being looked into, funded by the apprenticeship levy. Our coaching offer continues to reach front line service areas of the organisation that have not previously been engaged, which is supporting our work on culture change and we have also recently launched the offer to school leaders.

Workforce Update Reports are now available at a directorate level as well as at a corporate level and are starting to form the basis of implementing a robust workforce planning/succession planning approach to our workforce demographics including addressing our ageing workforce and how representative we are of our district.

Outputs and Impacts

- The development and delivery of a community outreach program for recruitment which has been very successful and well received within local communities.
- Linked to this is the Council's talent bank approach - workshops have been delivered for potential applicants on "job ready" skills to support them to be ready for applying for roles with the Council. This approach continues to support a key priority from the Inclusion and Diversity Action Plan to have targeted and creative recruitment methods to reach and engage under-represented groups.
- Council apprenticeship recruitment has taken place much earlier this year and the outreach approach coupled with the increase in apprentice pay has meant that the response in applications has doubled from the previous year.
- Progress of applications from the outreach work, and our apprentices, are being tracked to measure success.
- The Council is also preparing, with Local Economic Partnership and West Yorkshire Combined Authority colleagues, a programme of Inter-School competitions to reach school aged children early and provide skills around project management, finance and team working
- To support Care Leavers, a new 'Pathways Into Employment' programme has begun; starting with a manager's workshop in March. This program will help support pathways towards apprenticeships and other opportunities including work with our Care Leaving team and our Fostering Networks.

(2) Sickness Absence

More detailed work is happening with Directorates through the production of workforce update reports which drill down in to the key issues contributing to this figure. It is anticipated that we will continue to see levels of absence fall as a result of this work and the significant work that is taking place to improve health and wellbeing in the workplace.

Outputs and Impacts

- The level of sickness absence continues to reduce. AT Q4 it is now stands at 10.9 days per FTE
- This is a significant improvement on the previous quarter which stood at 11.6 days lost for FTE – therefore, a reduction of 0.7 days lost per FTE
- The figure of 10.9 days is the lowest the sickness absence rate has been at since January 2017.

(3) Employee Resourcing

There continues to be an overall reduction in agency spend within Children's Services due to the further stabilisation of the workforce and recruitment to permanent posts especially in the field of Social Workers. HR are working with each Directorate to challenge agency spend and ensure that methods of resourcing applied are appropriate to the service requirements.

Outputs and Impacts

- Agency spend continues to fall at the end of Q4, following the pattern that we have seen throughout the year. Spend in Q4 was £1.58m, which is the lowest spend in quarter that we have seen all year.
- Whilst there is a definite downward trend in spend, we are still seeing spend continuing in some areas such as Adults and Cleansing; this is primarily due to cover for a number of critical vacancies as these are recruited to and the provision of additional capacity, pending a service review.
[It should be noted that where agency spend relates to cover for vacant posts that this is funded from within existing base budgets and is thus not an additional financial pressure.]

(4) Inclusion and Diversity

All of the milestones for the past year have been met. The cross-departmental Inclusion and Diversity Hub has been a focal point for help senior officers embed diversity across the organisation. A candid assessment of progress was produced in the form of an Annual Report for 2018 which went to Full Council and been published online.

Outputs and Impacts

- A campaign to improve our data collection among staff regarding increasing the information available on protected characteristic groups for an improved workforce profile
- The council has joined Inclusive Employers, a nationally recognized membership organisations who provide support and challenge. They have recently delivered the following training:
 - Inclusive Leadership to CMG
 - a Banter and Bullying workshop for employees
 - a Diversity Role Model session for the Inclusion and Diversity Hub
- The council has signed-up and began to collect evidence for the National Inclusion Standard; an inaugural submission for assessment will be in May 2019
- The second year Gender Pay Gap has been published, to be followed by an action plan to address ongoing disparities
- Active promotion across services of Supported Internships to support people with learning disabilities into work
- Establishment of a Task and Finish group to help support the reinvigoration of Employee Networks
- An implementation plan has been developed to support the year 2 action plan with associated performance/ impact measures almost in place

(5) What our employees think

The Council's latest staff survey has recently taken place, with the same sampling approach as in 2018, which aims to bring us closer to a more representative set of results. 50% of online staff received an invite to take part. All offline staff were given a paper survey or touchscreen survey access. The response rate was 34%, comparing favourably with the previous survey which had a response rate of 28%. An analysis of findings will be included in the next quarterly report, Q1 of 2019/20.

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Name of meeting: Cabinet
Date: 18 June 2019
Title of report: Kirklees Communities Partnership Plan

Purpose of report

To provide Cabinet with an overview of the new Communities Partnership Plan for Kirklees and the key priorities to make Kirklees safer and more cohesive.

To seek approval by Full Council as a key policy forming the Council’s Policy Framework (under Article 4 of the Constitution).

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?	Yes If yes give the reason why Affects all electoral wards.
Key Decision - Is it in the Council’s Forward Plan (key decisions and private reports?)	Yes If yes also give date it was registered This is a key decision that was registered on 21/01/2019
The Decision - Is it eligible for call in by Scrutiny?	Yes If no give the reason why not
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall : 11 February 2019
Is it also signed off by the Service Director for Finance	Eamonn Croston – 11 February 2019
Is it also signed off by the Service Director for Legal Governance and Commissioning	Julie Muscroft – 11 February 2019
Cabinet member portfolio	Give name of Portfolio Holder Cllr Naheed Mather

Electoral wards affected: All

Ward councillors consulted: N/A

Public or private: Public

Have you considered GDPR? There is no personal data contained within this report

1. **Summary**

The Communities Partnership Plan (previously the Community Safety Partnership Plan) sets out the key priorities for partners to collaboratively deliver to make Kirklees Safer.

In addition to the Statutory duties under the 1998 Crime and Disorder Act (and subsequent legislation), the Partnership Plan is one of the plans / strategies that forms the Council's Policy Framework (under Article 4 of the Constitution).

The Communities Partnership Plan has been developed in consultation with the Communities Partnership and Overview and Scrutiny Committee but there is a formal requirement for the plan to be approved by Full Council as a key policy.

The purpose of the Plan going to Cabinet and subsequently Full Council is that the plan be included as a key policy under the Council's Policy Framework (under Article 4 of the Constitution).

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

The Communities Partnership Plan is produced on a 3 yearly basis to co-ordinate partnership working to make Kirklees communities safer and more cohesive.

The new Partnership Plan is informed by intelligence contained in the Strategic Intelligence Assessment (previously presented to panel) and contains the following 4 outcome themes;

- Reducing crime
- Tackling Anti-Social Behaviour
- Protecting People from Serious Harm
- Improving Place

The Partnership Plan provides an overview of the key issues to be addressed in each of these areas, what will be delivered, and how effectiveness will be measured.

The Partnership Plan also reaffirms the Safer Kirklees approach (with its focus on prevention and early resolution of issues) and outlines the new governance arrangements in place as a result of the development of the Communities Board.

The Council is one of the Responsible Authorities with a statutory duty under the 1998 Crime and Disorder Act (and subsequent legislation) to develop and deliver a Partnership Plan to make Kirklees safer and more cohesive.

The Partnership Plan is one of the plans / strategies that forms the Council's Policy Framework (under Article 4 of the Constitution) and approval is sought by Full Council to include it as a key policy.

3. **Implications for the Council**

3.1 **Working with People**

It is essential that the priorities within the Partnership Plan reflect and resonate with those of local people. The Partnership Plan was developed and jointly

launched in partnership with the 3rd Sector Leaders Group in recognition of the critical role that communities play in creating safe and cohesive communities.

To coincide with the launch of the Partnership Plan, the scope of the Community Safety Partnership was broadened to encompass engagement, cohesion and integration work co-ordinated through a Communities Board with two strategic aims (1) People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm and (2) People in Kirklees experience a high quality, clean, sustainable and green environment.

3.2 Working with Partners

The 1998 Crime and Disorder Act and other subsequent legislation places a statutory duty on community safety partners (such as the Local Authority, Police, Fire & Rescue Services, Housing, Health and Offender Management Services) to develop and deliver a strategic plan which tackles shared issues affecting quality of life for residents.

It is essential that there is excellent collaboration between the 3 Boards (Communities Partnership and the Safeguarding Boards for Adults and Children) responsible for making people safe and protecting them from harm. A recent strategic workshop of these 3 Boards considered how current cross-board working could be enhanced to deliver co-ordinated interventions to protect people from serious harm.

At a wider level, it is critical that there effective relationships and strategic alignment with the priorities in the Police and Crime Plan produced by the Office for the Police and Crime Commissioner for West Yorkshire.

3.3 Place Based Working

In addition to the partnership work for each of the 4 themes in the partnership plan, it is vital that there is effective work in place with partners, stakeholders - in particular elected members as leading / advocating on behalf of the communities within their Wards and the intelligence and insight they hold to the complex and varied issues specific to neighbourhoods and communities across Kirklees. This approach compliments Council ambitions around Place Based Working which recognises that one size doesn't fit all and enables the Council and partners to work with local people to design, develop and deliver support and services to address what is important for the local space – both physically and socially.

3.4 Improving outcomes for children

The Partnership Plan works on the principle that the best way to tackle community safety issues is to address them at the earliest opportunity – ideally by preventing them in the first place. The Partnership Plan recognises that children and young people are often at risk of experiencing community safety issues - therefore it is critical that risks are reduced and protective (including family / community assets) factors are harnessed to deliver better and more sustained outcomes.

3.5 Other (eg Legal/Financial or Human Resources)

Not Applicable

4. Consultees and their opinions

The Plan has been developed in Consultation with the Kirklees Communities Partnership Board and has been presented to Overview and Scrutiny Committee to identify areas of focus for the Committee.

5. Next steps and timelines

The Communities Partnership Plan sets out the vision for safe and cohesive communities and key outcome themes for partners up to 2021.

Multi-agency groups are in place to develop partnership interventions, delivery of which is overseen by both the Communities Partnership Board (which has cross party representation and is chaired by the Portfolio Holder for Communities and Environment) and Overview and Scrutiny Committee.

6. Officer recommendations and reasons

That the Communities Partnership Plan be approved by Full Council as a key policy forming the Council's Policy Framework (under Article 4 of the Constitution).

7. Cabinet portfolio holder's recommendations

That the Communities Partnership Plan be approved by Full Council as a key policy forming the Council's Policy Framework (under Article 4 of the Constitution).

8. Contact officer

Carol Gilchrist, Head of Communities
Carol.gilchrist@kirklees.gov.uk

9. Background Papers and History of Decisions

Copy of the Kirklees Communities Partnership Plan

10. Service Director responsible

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

Kirklees Communities Partnership Plan 2018 – 21



About the Partnership Plan

The 1998 Crime and Disorder Act and other subsequent legislation places a statutory duty on Community Safety Partnerships to develop a strategic plan which addresses multi-agency issues affecting quality of life for residents.

The Partnership Plan outlines these key strategic priorities for the next 3 years which will be reviewed on an annual basis to ensure they remain fit for purpose. For each of the strategic priorities, an annual action plan details multi-agency interventions along with more specific performance measures for each area. Delivery of these will be scrutinised and supported through the governance arrangements outlined at the end of this document.

The priorities within this plan are informed by an in-depth analysis of data from a range of community safety agencies which are contained in the Partnership Strategic Intelligence Assessment for Kirklees. The key findings of this assessment are set out in the next section.

Partnership Strategic Intelligence Assessment

The Partnership Strategic Intelligence Assessment (PSIA) pulls together a wide range of data sources relating to crime, anti-social behaviour, environmental issues and substance misuse alongside perceptions information concerning public confidence and reassurance. The PSIA considers the changing socio-economic and demographic profile of Kirklees to contextualise some of the community safety hotspots in the district.

Contextual Information

Kirklees has 4 distinct areas (Batley & Spen, Dewsbury & Mirfield, Huddersfield and Rural/semi-rural), each of these areas has pockets of deprivation which often correspond to the multi-agency hot spots of community safety issues. Kirklees' population is changing both in the long term and transient groups such as the student population and migrant / asylum seekers, all of which can be associated with community safety issues.

Crime

In the past three years, overall recorded crime has increased by 70%. Although the vast majority of this increase is associated with recording changes which has affected the recording of crime for all Police areas (the level in Kirklees is below the average of other similar areas), it is estimated that there has been an actual increase in risk of around 5%. A more reliable indicator of crime shifts is the Crime Survey for England and Wales which suggested, based on people's experience of crime, that it is either stable or in many cases reducing in real terms.

For the purpose of the Partnership Plan, overall crime is divided into Property crime (eg Burglary and Vehicle crime) and Personal Crime (eg violence and robbery).

Residential burglary has increased by 41% over the past 3 years (although this is in part due to changes to the recording of these offences which now include burglary of sheds and garages). Vehicle Crime (mainly theft from as opposed to theft motor vehicles) is 27% higher than the historic lows three years ago, although figures have stabilised. Changes in technology continue to influence the nature of vehicle crime including using keys (including cloning) to steal cars and targeting high end navigation consoles, although the main volume is associated with items being left on display

The latest re-offending data shows the re-offending rate for Kirklees is the lowest in West Yorkshire although there remain significant risks in particular with young men leaving juvenile custody and people serving sentences of less than 12 months.

Anti-Social Behaviour (ASB)

The definition of ASB relates to behaviour which causes “harassment, alarm or distress” to individuals and communities and is grouped into 3 main types; personal, nuisance and environmental. Due to the nature of ASB, the PSIA draws on data from Police, Council, Kirklees Neighbourhood Housing and West Yorkshire Fire and Rescue Service to build up a picture.

There are continued location specific hot-spots such as bus stations and hospitals (for nuisance behaviour) and repeat locations for fly-tipping, neighbour disputes involving noise and underlying issues including mental health and alcohol. There is some evidence of an increase in youth related ASB including use of Off Road Motorcycles. The PSIA also highlight a number of seasonal issues including an increase in grassland fires over the summer and spikes in ASB around bonfire night / Halloween.

Confidence and Satisfaction

The regular survey undertaken by the Police Crime Commissioner into local perceptions was relaunched in June 2017. The key headlines from this survey are that 80% of Kirklees respondents reported they feel safe in their local area and 77% say they are satisfied with the area.

The Kirklees CLiK survey provides a more detailed breakdown of these figures and highlight higher levels of satisfaction / perceptions of safety in South Kirklees (in particular in the Rural area). When asked about the work of Community Safety Partnerships, respondents were most positive about the work relating to supporting

victims and protecting witnesses but less satisfied with keeping the area clean and preventing crime / ASB – highlighting a clear opportunity for enhance communications about partnership activities.

Protecting People from Serious Harm

This area of the PSIA cover a wide range of areas from road / fire safety through to safeguarding issues including violent extremism, human trafficking and Child Sexual Exploitation.

The trends relating to the number of road casualties to improve although “driver error” remains one of the primary factors.

The threats relating to violent extremism have changed over the past 3 years and a number of attacks within the United Kingdom continue to cause concern and possible tensions, particular where this is inflated through social media.

The monitoring of community tensions highlights recurrent themes around far right groups using social media and flash mobs to focus on local issues, although the impact of global politics does feature in local tensions monitoring.

There have been increases in reported levels of a range of issues including domestic abuse and human trafficking although this might be attributed to more confidence of people to report and also front line workers able to more effectively spot the signs of issues at an early stage.

Overview of Strategic Themes

The analysis of multi-agency data through the PSIA informs the strategic outcome themes which will provide the focus and direction for the Partnership Plan. The next section provides an overview of each of these themes.

Preventing and Reducing Crime

What’s the issue?

Recorded crime has increased substantially over the past 3 years. Although the vast majority of this is associated with changes in the way crimes are recorded, there is some evidence of actual increases, some of which are associated with high impact crime. The makeup of recorded crime has changed – violent crime is now the highest volume offence.

Crime, whether directly experienced or reporting of, has a negative impact on individuals and communities – it can effect mental health, whether people go out in their local area.

What will be delivered?

Work on crime focuses on two main dimensions – personal crime (eg violence and robbery) and property offences (eg burglary and vehicle offences). In common with other areas in the Partnership Plan, work focuses on prevention and reducing opportunities for crime by focusing on the people (offender and victim) and places where crimes are concentrated. Some of the key elements of this approach include;

- Strong focus on crime prevention through tactics including increase awareness, target hardening and secured by design approaches.
- Increased deterrent presence in emerging hot spots through deployment of partnership staff and community resources including neighbourhood watch.
- Offender focus through the delivery of the reducing reoffending strategy, the integrated offender management model and addressing risk factors including drugs and alcohol.
- Strong emphasis on victim focused working to repair harm.

Outcome Measures

Property Crime

- Reduction in residential burglary and vehicle crime (in comparison to similar areas in IQUANTA family).
- Improved perceptions concerning fear of crime

Personal Crime

- Reduction in violent offences (in comparison to similar areas in IQUANTA family).

Tackling Anti-Social Behaviour

What's the Issue?

For the purpose of the Partnership Plan, anti-social behaviour (ASB) is behaviour which causes “harassment, alarm or distress” to individuals and communities. ASB can be broken into personal (eg neighbour noise, threats and intimidation), nuisance (eg rowdy behaviour and speeding vehicles) and environmental (eg graffiti, litter and fly-tipping). ASB can be directed at individual, the wider community and tends to be concentrated in particular locations (increasingly including the internet). Where ASB is not addressed, it tends to have a serious negative impact on wellbeing in communities and can often escalate in severity.

What will we do?

Through the delivery of the Kirklees ASB Strategy, there will be a focus on preventing and reducing ASB through;

- Education interventions to develop responsible citizenship throughout people's lives
- Community Engagement to ensure ASB is not tolerated and is tackled through active citizenship
- Training and development for front line officers and community contacts to ensure they deal with ASB at the earliest possible opportunity
- Effective use of tools and powers and area based problem solving approaches to address persistent ASB
- Effective links to more specialist services to deal with underlying issues such as mental health and substance misuse
- Where necessary, efficient and effective prosecution to ensure people are held to account for their actions and to provide a message that such behaviours will not be tolerated

Outcome Measures (to be developed)

Increased perceptions of levels and response to ASB (% of people who say ASB has got worse in past 12 months).

Protecting people from serious harm

What's the issue?

This theme covers a wide range of areas which all require strong relationships between community safety / safeguarding partners and communities to identify and address serious harm at the earliest opportunity, ideally by preventing it in the first place. Serious harm covers a wide range of areas such as;

- Child Sexual Exploitation
- Domestic Abuse
- Female Genital Mutilation
- Forced Marriage
- Hate crime
- Human Trafficking
- Preventing Violent Extremism and Community Tensions

Work under this area requires excellent co-ordination at both a strategic and operational level to protect victims and disrupt and target perpetrators as rigorously as possible.

What are we going to do?

- Focus on prevention through a combination of education / awareness of risk and communicating a clear message about partnership work with communities.
- Working with communities to improve victim confidence to report issues and improve general awareness of the signs of possible harm.
- Comprehensive and co-ordinated training for front line workers to have the awareness of what to report and the confidence and drive to take responsibility for reporting issues.
- Effective operational links between partners to ensure there is effective case management in place both to ensure offenders are held to account for their actions and victims are appropriately safeguarded.
- Strategic links in place between Community Safety Partners and the Safeguarding Boards for adults and children to ensure joined up approach is in place.

Outcome Measures

To be determined through theme groups

Improving Place theme

What's the issue?

One of the most important factors associated with how safe and satisfied people are is their relationship with their local area including housing, the physical appearance of neighbourhoods and how connected people are in their local community.

In terms of the physical appearance, often seemingly lower level issues can indicate the general decline of a neighbourhood, and typically, there is an escalation into more serious issues. Therefore, if issues such as graffiti, fly-tipping and litter do not get addressed, not only will it make an area look uncared for, it can also serve as a signal that residents don't care and acts as a barrier for any participation in neighbourhood involvement.

A more cohesive Kirklees is one where there is a common vision and a sense of belonging for all communities, the diversity of people's different backgrounds and circumstances is appreciated and positively valued, those from different backgrounds (including those who have migrated to Kirklees from overseas) have similar life opportunities and strong and positive relationships are being developed between people from different backgrounds and circumstances in the workplace, in schools and within neighbourhoods.

What are we going to do?

Tackling these issues neighbourhood issues requires partners and communities working in an integrated way to address some of the neighbourhood concerns.

Community Safety partners have committed to realigning services to 4 districts (Batley & Spen, Dewsbury & Mirfield, Huddersfield and Rural) with a commitment to work collaboratively to achieve outcomes rather than been constrained by traditional agency boundaries. Partners have been developing a more integrated and co-ordinated approach to tackle neighbourhood issues which improves reporting channels, provides more co-ordinated deployment of partnership resources and significantly improves communication of outcomes back to customers. As well as been a more efficient approach to dealing with issues, the more co-ordinated problem orientated approaches creates longer term solutions to issues as opposed to short term fixes.

Feeling safe is consistently identified as the most important priority for residents to enhance their quality of life. If we are to develop interventions that are sustainable and take account of what works locally, it is vital that local people are at the heart of this through building Community Capacity. The approach to cohesion in Kirklees has 4 key themes of (1) breaking barriers at a young age so that there is (2) a greater sense of commonality / shared belonging so (3) people are less likely to feel perceptions of unfairness and consequently (4) tensions between communities are managed / reduced.

Some of the main areas of work in this theme to be delivered are;

- Work collectively to secure good quality **Housing and Neighbourhoods**
- Coordinate activity to maintain and improve high standards in **Street Scene** provision (clean & green)
- Strategic lead on partnership activity in relation to **Community Safety, Community Cohesion and counter extremism**
- Lead on collaborative work **on migration, asylum dispersal and refugee resettlement in Kirklees**
- Contribute to improvements in **air quality** standards across the district

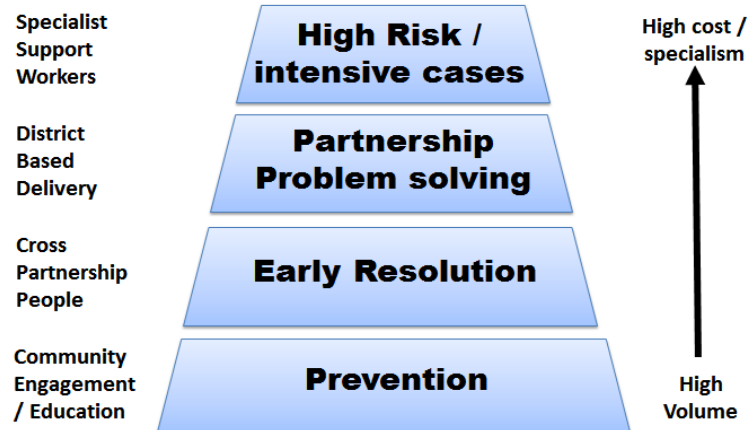
Outcome Measures

- People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm
 - Kirklees respondents who say they felt safe
 - Kirklees respondents who said they felt people get on well together
- People in Kirklees experience a high quality, clean, sustainable and green environment.
 - Kirklees respondents who said they were satisfied with their local area
 - Kirklees respondents who said they felt their area is “better now”

Action / Delivery Models

The Kirklees approach to creating safer communities is based on the principle that the best way to tackle community safety issues and reduce the fear of crime is to prevent issues happening in the first place and where they do occur address them at the earliest opportunity before they become more difficult to tackle and harmful to individuals and communities.

The following section outlines each of these levels underpinning all of the action plans which deliver the Partnership Plan.



Prevention

Prevention can be focused on individuals and communities and involves changing behaviours both through education and engagement.

Education – General and targeted educational input particularly with children and young people to develop the concept of responsible citizenship throughout people’s lives by promoting behaviour change.

Community Engagement – This involves engaging communities in tackling community safety issues by moving them from apathetic or intimidated through to active and involved citizenship.

General Communications – It is critical to ensure the members of the public and partners are kept regularly informed of the work that is being undertaken by the Safer Kirklees Partnership. This will be undertaken through a wide variety of channels including traditional media, publicity materials, social media and perhaps most importantly, key messages delivered through word of mouth.

Early Resolution

This tier of the Community Safety approach involves partnership officers, local communities and other stakeholders taking ownership for reporting and tackling crime and ASB where it occurs.

Addressing these low level signal crimes is vital to improving perceptions in local areas as they are often associated with fear of crime. It is critical that there is a broad understanding of techniques such as restorative justice and neighbourhood resolution to tackle issues as soon as possible.

Partnership Problem Solving

Where community safety issues are more entrenched either on an individual or geographic level, it is important an intelligence led partnership problem solving approach is used to identify the most appropriate solution including using ASB tools and powers.

High risk / Intensive Cases

This involves dealing with a smaller volume of more costly cases which have not been addressed at an earlier stage. These cases will be harder to resolve and are likely to be more complex in terms of underlying issues (such as mental health and drugs / alcohol) or require individuals to be held to account for their actions through enforcement and prosecution.

Quite often these issues require longer term approaches to address them – they often relate to a small number of recurrent families and areas which don't seem to “move on”.

Applying the Community Safety Model

For each of the 4 tiers, partners and other stakeholders will use multi-agency intelligence to develop interventions which target one or more element of the traditional Problem Analysis Triangle of Victim, Offender and Location (including virtual locations via the internet) to tackle a community safety problems.

In applying this approach, interventions will consider risk and protective factors which make individuals and locations at heightened risk of community safety problems and need managing.

Consequently there is a strong focus on promoting behaviour change through the delivery of the Kirklees reducing re-offending Strategy by addressing a range of risk factors including drugs and alcohol.

In order to deliver safer communities in a sustainable and effective way, it is critical that partners are working in a more integrated way, solving shared problems rather than operating in silos. More important still to sustainable solutions is our relationship with communities as it is critical that local people are at the core of creating safer communities.

Governance and Delivery arrangements

It is vital that all partners and local people are fully engaged and actively involved in delivering this plan if we are to achieve our aim of developing Kirklees as a better place to live, work, visit and study.

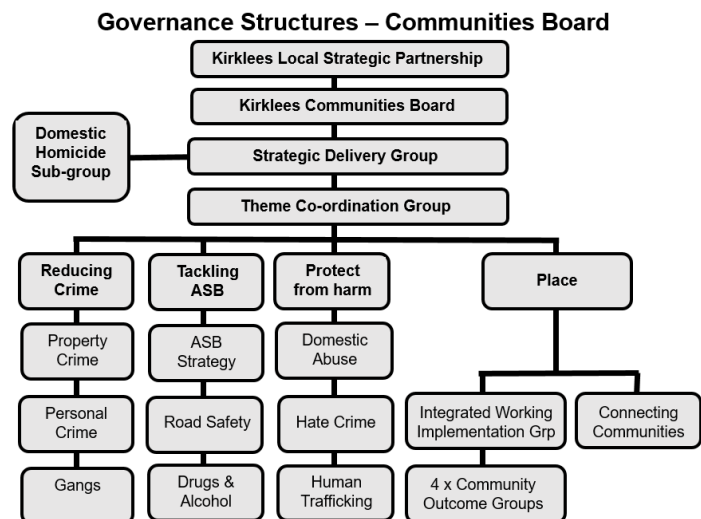
The recently formed Communities Partnership Board fulfils the statutory duty of the Community Safety Partnership for Kirklees but also has responsibility for cohesion, integration and live in high quality, clean, sustainable and green environment.

The board oversees the implementation of Partnership plan and works with other strategic boards to address shared strategic issues through the Local Strategic Partnership for Kirklees.

The Strategic Delivery Group sits under the Executive and provides appropriate challenge and support for the delivery of each of the action plans including diverting resources to thematic areas in the Partnership Plan.

In addition to these channels, there is also a mechanism whereby the Council Overview and Scrutiny Committee considers the implementation of the Community Safety plan.

On a wider level, it is critical to ensure there are close links with the Office for the Police Crime Commissioner for West Yorkshire both to ensure there is strategic alignment between priorities and also to share best practice at a local and West Yorkshire level.



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Anti-Social Behaviour

Key Activities

Strategy Development - themes identified from the intelligence picture to be addressed over the over the next 12 months are;

- Identifying and reducing fly-tipping across key locations
- Tackling Youth related ASB
- Supporting individuals with personal ASB

Great British Clean up - supported businesses and communities (in particular young people) to work together and clear up local areas including Marsden, Mirfield and Huddersfield Town Centre.

Community based activities to prevent and divert young people from ASB (e.g. engagement in sport / music and risk awareness with parents / young people) – funded through the Police Crime Commissioner Safer Communities Fund (£100K)

Safer Kirklees @SaferKirklees · Apr 10
Great British Spring Clean. Keep Britain Tidy. Safer Kirklees working in partnership with 10 staff from McDonald's cleaning up Huddersfield town centre with CESO's and Greenspace Action Team @McDonaldsUK



Anti-Social Behaviour

Key Activities

Gangs - Using monies from the Early Intervention Youth Fund, worked with communities groups to identify and develop 13 **community mentors** who connect with young people at risks of involvement of gang related activities and help them to reduce these risks and increase protective factors.

Awareness raising – eg PENGUIN productions developed and delivered play based on materials from engagement with young people at risk – Author had previously developed work used by the Home Office

105 individuals at risk of gang involvement **engaged and supported** to address vulnerabilities: Individual, Family, Peer Group, Education and Community.

The work of the Gangs team was **commended** at the MJ awards



Protecting People from Serious Harm

Key Points

Strategic collaboration between the 3 Boards (Communities Partnership and the Safeguarding Boards for Adults and Children) to develop ensure cross board collaborative working to enhanced to safeguard people and protect them from serious harm.

Work in **Modern Day Slavery Week** in February saw 2 days of partnership action focus on nail bars and related properties leading to arrests been made.

In addition, first responder training to 57 people to **increase awareness of the National Referral Mechanism** and related processes – 13 referrals made to the NRM in 2018 compared with none the previous year.

Victims of human trafficking may have been found in anti-slavery raids in Kirklees

Task force out to disrupt organised crime and uncover people being used as modern day slaves

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By [Nick Lavigueur](#)
16:00, 22 FEB 2019

NEWS



Protecting People from Serious Harm

Kirklees Direct has been set up as a hate incident reporting centre providing an additional **24 hour reporting mechanism**

Safer Kirklees promoted **LGBT awareness** month in February engaging with vulnerable groups and promoting Hate Crime Reporting – 3 awareness sessions have been held in the last quarter

Hate Crime - Stop Hate UK have been commissioned to run 12 training sessions to **raise awareness of hate crime** and support the response to vulnerable victims. 27 people attended the first session In March.

Kirklees continue to promote its strapline - 'Hate has no Place' and through the PCC Safer Communities funding, literature has been **transcribed into braille**

Supported over 100 individuals at **risk of extremism** through identifying and safeguarding them from harm – 90% of people making referrals were satisfied with the actions agreed by the panel.

Delivered over 70 sessions to over 2,000 individuals to raise awareness of risks of extremism and terrorism – 99% said they had a better understanding of issues such as keeping safe online and understanding pull factors of extremism.

Key Points

Cohesion Review – cross council working group has been established and focus groups set up to gather evidence about current status and next steps to ensure co-creation with stakeholders and communities.

Inter-Cultural Cities – submitted a self assessment to Council of Europe relating to position regarding Inter-cultural status – next steps are follow up assessment by the Council of Europe and Action plan to develop this area.

Delivered 673 events, projects, workshops and training sessions, have engaged 12,187 residents to develop strong relationships which sustain community engagement, cohesion and connectedness.

Third Sector – launched staff employer volunteering scheme to support involvement with the sector to deliver shared outcomes.

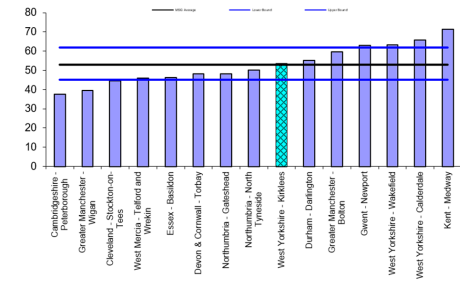
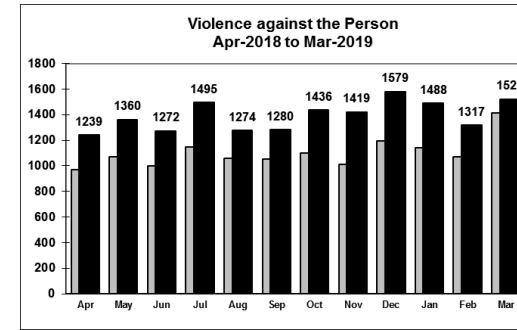
3rd Sector Strategy Group including business and statutory providers to oversee delivery of the Strategy to 2020.

Resettled 40 Syrian and Vulnerable Children's Resettlement Programme families in to Kirklees who have accessed a range of support and many are progressing in to learning, volunteering and employment.

Reducing Crime

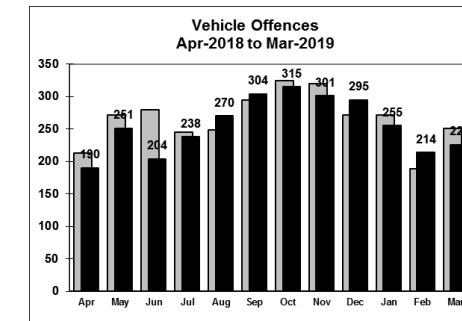
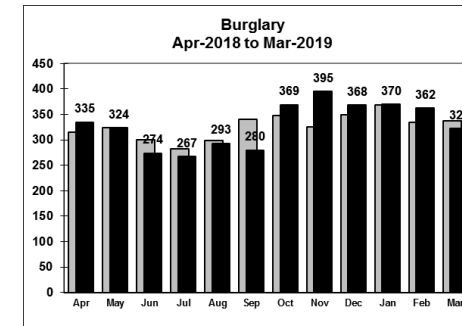
Violent offences

- Violence against the person offences (16,680) showed a 26% increase on previous year (mainly associated with changes in recording practices) : 75% of offences are “without injury” such as online malicious communications.
- Worked with Partners and Businesses to provide reassurance and tackle violence and disorder associated with night time economy.



Property Crimes

- Property crime is either reducing (5% decrease in vehicle crime or relatively stable (1% increase in burglary).
- Interventions focus on tackling geographic and seasonal hot spots.
- Worked in partnership with Victim Support to develop 2 new victim’s hubs in North Kirklees to compliment provision in Huddersfield.



Kirklees Partnership Strategic Intelligence Assessment 2018

Contents

Executive Summary.....	3
About the PSIA	5
Contextual Information.....	5
Analysis of Multi-Agency Information.....	7
Analysis of Recorded Crime.....	7
Property Crime	
Domestic Burglary.....	9
Vehicle crime.....	10
Other theft.....	11
Criminal damage.....	12
Personal Crime	
Violent Crime.....	13
Robbery.....	14
Re-Offending Data	15
Anti-Social Behaviour Analysis.....	16
Police Incidents.....	17
Environment and Noise.....	18
Kirklees Neighbourhood Housing	19
West Yorkshire Fire and Rescue Service	20
Confidence and Satisfaction	
Police Crime Commissioner survey.....	21
Kirklees CLiK Survey.....	23
British Crime Survey.....	25
Protecting People from Serious Harm	
Road Safety.....	26
Accidental Dwelling Fires.....	27

Community Tensions and violent extremism.....	28
Hate crime.....	30
Domestic abuse.....	31
Forced marriage.....	33
Child sexual exploitation.....	34
Human trafficking.....	35
Female Genital Mutilation.....	36

Drugs and Alcohol.....	37
-------------------------------	-----------

Appendix

Deprivation Map.....	39
Summary of Changes in recorded crime by Category.....	40
Ward Index.....	41
Summary of all measures by Ward.....	42

Executive Summary

About the Partnership Strategic Intelligence Assessment

The purpose of the Partnership Strategic Intelligence Assessment (PSIA) is identify the key themes for the Community Safety Partnership Plan on the basis of a rigorous analysis of multi-agency datasets relating to crime, anti-social behaviour and other community safety issues (the table in appendix provides a summary of key issues by Ward).

Contextual Information

Kirklees has 3 distinct areas (North Kirklees, Huddersfield and Rural/semi-rural), each of these areas has pockets of deprivation which often correspond to the multi-agency hot spots of community safety issues. Kirklees' population is changing both in the long term and transient groups such as the student population and migrant / asylum seekers, all of which can be associated with community safety issues.

Reducing Crime

Overall recorded crime has increase by 70%. Although the vast majority of this increase is associated with recording changes which has affected the recording of crime for all Police areas (the level in Kirklees is below the average of other similar areas), it is estimated that there has been an actual increase in risk of around 5%. A more reliable indicator of crime shifts is the Crime Survey for England and Wales which suggested, based on people's experience of crime, that it is either stable or in many cases reducing in real terms.

For the purpose of the Partnership Plan, overall crime is divided into Property crime (eg Burglary and Vehicle crime) and Personal Crime (eg violence and robbery). Residential burglary has increased by 41% over the past 3 years (although this is in part due to changes to the recording of these offences which now include burglary of sheds and garages). Vehicle Crime (mainly theft from as opposed to theft motor vehicles) is 27% higher than the historic lows three years ago, although figures have stabilised. Changes in technology continue to influence the nature of vehicle crime including using keys (including cloning) to steal cars and targeting high end navigation consoles, although the main volume is associated with items being left on display

The latest re-offending data shows the re-offending rate for Kirklees is the lowest in West Yorkshire although there remain significant risks in particular with young men leaving juvenile custody and people serving sentences of less than 12 months.

Tackling Anti-Social Behaviour

The definition of ASB relates to behaviour which causes "harassment, alarm or distress" to individuals and communities and is grouped into 3 main types; personal, nuisance and environmental. Due to the nature of ASB, the PSIA draws on data from Police, Council, Kirklees Neighbourhood Housing and West Yorkshire Fire and Rescue Service to build up a picture.

There are continued location specific hot-spots such as bus stations and hospitals (for nuisance behaviour) and repeat locations for fly-tipping, neighbour disputes involving noise and underlying issues including mental health and alcohol. There is some evidence of an increase in youth related ASB including use of Off Road Motorcycles. The PSIA also highlight a number of seasonal issues including an increase in grassland fires over the summer and spikes in ASB around bonfire night / Halloween.

Confidence and Satisfaction

The regular survey undertaken by the Police Crime Commissioner into local perceptions was relaunched in June 2017. The key headlines from this survey are that 80% of Kirklees respondents reported they feel safe in their local area and 77% say they are satisfied with the area. The Kirklees CLiK survey provides a more detailed breakdown of these figures and highlight higher levels of satisfaction / perceptions of safety in South Kirklees (in particular in the Rural area). When asked about the work of Community Safety Partnerships, respondents were most positive about the work relating to supporting victims and protecting witnesses but less satisfied with keeping the area clean and preventing crime / ASB – highlighting a clear opportunity for enhance communications about partnership activities.

Protecting People from Serious harm

This area of the PSIA cover a wide range of areas from road / fire safety through to safeguarding issues including violent extremism, human trafficking and Child Sexual Exploitation. The trends relating to the number of road casualties to improve although “driver error” remains one of the primary factors. The threats relating to violent extremism have changed over the past 3 years and a number of attacks within the United Kingdom continue to cause concern and possible tensions, particular where this is inflated through social media. The monitoring of community tensions highlights recurrent themes around far right groups using social media and flash mobs to focus on local issues, although the impact of global politics does feature in local tensions monitoring. There have been increases in reported levels of a range of issues including domestic abuse and human trafficking although this might be attributed to more confidence of people to report and also front line workers able to more effectively spot the signs of issues at an early stage.

Emerging Priorities

From the analysis of multi-agency data relating to key community safety issues in Kirklees, it is recommended that the main themes in the Partnership Plan (Reducing Crime, Tackling Anti-Social Behaviour, Protecting People from Serious Harm) remain relevant and current priorities for the new Partnership Plan with the unpinning theme of confidence and reassurance and as a priority for the new delivery group relating to Place.

Partnership Strategic Intelligence Assessment (PSIA)

About the PSIA

The 1998 Crime and Disorder Act and other subsequent legislation places a statutory duty on Community Safety Partnerships to develop a strategic Plan which addresses multi-agency issues affecting quality of life for residents. The purpose of the PSIA is to provide a robust evidence base of these issues to inform the partnership priorities in the Community Safety Partnership Plan.

The PSIA pulls together a wide range of data sources relating to crime, anti-social behaviour, environmental issues and substance misuse alongside perceptions information concerning public confidence and reassurance. The PSIA considers the changing socio-economic and demographic profile of Kirklees to contextualise some of the community safety hotspots in the district.

Contextual Information

Kirklees has three distinct areas:

- North Kirklees, which includes the urban centres of Mirfield, Dewsbury, Batley and Cleckheaton along with the more rural Spen Valley:
- Huddersfield; the largest town in Kirklees with about 141,000 residents
- The rural and semi-rural area south and west of Huddersfield, including small towns such as Holmfirth, Slaithwaite and Denby Dale.

According to the 2015 Index of Deprivation, Kirklees is the 82nd most deprived district of 326 districts in England. In 2010 using the same 'extent' measure Kirklees was 67th out of 354 showing that Kirklees has become relatively less deprived. The map in figure 1 of the Appendix shows that the poorest areas are concentrated in inner urban Wards in Huddersfield, Dewsbury and Batley and outlying areas such as Botham Hall in Golcar, Fieldhead in Birstall, and Fernside in Almondbury.

The PSIA highlights increased levels of crime and other community safety issues in many of these areas.

Population

The latest (2016) population estimates suggest there are just over 437,000 people living in Kirklees.

Kirklees' minority ethnic communities make up 20.9% of its resident population with the majority living in the District's urban centres. Kirklees' Muslim population of 61,280 is one of the highest in the country.

Since 2004, there has been a significant arrival of people from the EU Accession States (mostly from Poland) coming to work in the District, and there also refugees and asylum seekers from Africa, the Middle East and parts of the former Yugoslavia.

According to the 2014 Subnational Population Projections, the population of Kirklees is projected to grow by 14% by 2039 - above the regional (10%) but below the national average (17%). The number of people of pensionable age, those aged 0-15, 16-24 and those aged 25-44 is increasing, while numbers in the 45-64 age band show little increase.

In addition to the usually resident population, Kirklees has a significant transient population of over 20,000 people studying at the University of Huddersfield. This includes over 13,000 full time undergraduate students of which approximately 15% are from overseas (many of which from non-EU countries). This has a potential impact for community safety both in terms of victims of crime and also possible anti-social behaviour.

Kirklees has also seen a diverse set of people come to the district including refugees and asylum seekers who are the most vulnerable groups in society and can experience a wide range of community safety issues. These people might be divided into the following groups;

Migrant: Person who leaves one country and resides in another. In the UK this refers to all people who have entered and live in the UK (i.e. immigrants). People are usually classed as migrants if they stay for at least one year.

Many people migrate for a variety of reasons, to study to work. The top 10 countries of origin for new migrant arrivals to Kirklees in 2016 were Romania, Poland, Pakistan, Hungary, Italy, Spain, India, Nigeria, Iran and Lithuania + Syria (joint 10th).

Asylum seekers: An asylum seeker is defined as 'A person who has left their country of origin and formally applied for asylum in another country but whose application has not yet been concluded.'

In the UK, a person is officially a refugee when they have their claim for asylum accepted by the government. The published Home Office figures show that at the start of January 2017, 623 people were being supported in Kirklees while awaiting a decision on their claim [known as Section 95 support].

The Home Office contract G4S (COMPASS Contract) to provide basic private rented accommodation and very limited support (home visit once a month). Currently all asylum seekers in Kirklees via the COMPASS Contract are housed in South Kirklees although it is planned to widen dispersal throughout the district during 2018. The majority of arrivals have limited English and a significant number are single males. Asylum seekers receive £35pw to live on and have no recourse to public funds (cannot work or claim any benefits).

Those arriving with dependants have a home visit from Health Services and attendance and pupil support so any issues and concerns presenting at that time can be addressed. Those with no children and singles receive no home visit except from G4S.

Syrian resettlement programme /Vulnerable Children: Kirklees agreed in October 2015 to resettle 131 individuals from Syria which is overseen by the Home Office, who contract Local Authorities who work alongside the strategic migration partnership. All people arriving are within a family unit - currently there are 89 individuals (22 families) in Kirklees.

The programme is well resourced, all families arriving are planned for and well supported. Families are actively encouraged to learn English (the majority arrive speaking only Arabic) and have access to specialist mental health service and move towards learning and eventually employment. Families have refugee status on arrival so can claim benefits and are allowed to work.

Some asylum seekers and the majority of those arriving through the Syrian resettlement programme have been subjected to torture. Other asylum seekers will also have been subject to other traumas on their journey here e.g. exploitation, rape, trafficking.

Unaccompanied asylum seeking child – these are defined within immigration rules as someone who is:

- under 18 years of age when the claim is submitted
- claiming in their own right
- separated from both parents and is not being cared for by an adult who in law or by custom has responsibility to do so.

These children and young people become Looked After Children and are supported by the Council according to their age and needs – from foster care, care homes to supported lodgings placements. There are a small number of young people in Kirklees. They have complex needs and very limited support networks due to arriving alone.

Analysis of Multi-Agency Issues

Police Recorded Crime

Overall Crime

Over the past 3 years, the number of crimes recorded by the West Yorkshire Police has increased by 70% (chart 1). Whilst the vast majority of this increase is associated with changes introduced by the Home Office to ensure that all Police Forces were recording crimes consistently, it is estimated there has been an increased risk of around 5%. Perhaps a more reliable longer term measure of crime trends is provided through the national Crime Survey for England and Wales which asks people about their experiences of crime. Since its launch in 1981, it is estimated that volume crime increased to the early 90s before reducing and then saw increases associated with changes to Home Office counting rules in 1998, 2002 and 2014. The latest figures (September 2017) from the Crime Survey for England and Wales states that based on people's experiences of crime, volume crime including violence has remained at the same levels or reduced in many cases.

Since the method of recording has affected all Police Forces, perhaps a more realistic picture of current levels of crime in Kirklees is provided by comparison with the IQUANTA family. (IQUANTA groups together similar Community Safety Partnerships areas based on similar socio-economic factors which should experience similar levels of crime). The level of recorded crime in Kirklees is significantly better than the average of the IQUANTA family, sitting 4th out of 15 in the group (Chart 2).

Chart 1 – Long term trends in recorded crime

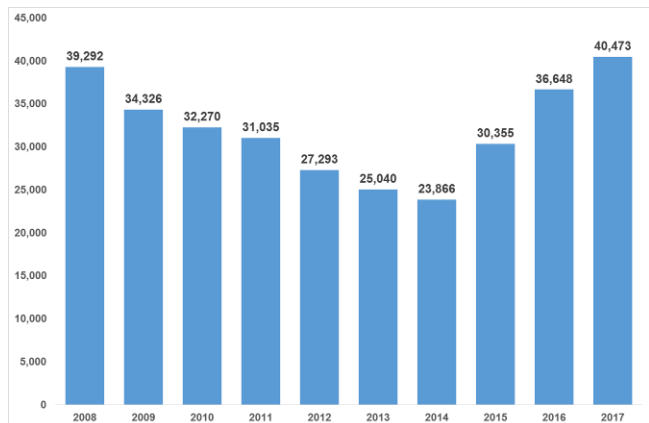


Chart 2 – IQUANTA Comparison: All Crime

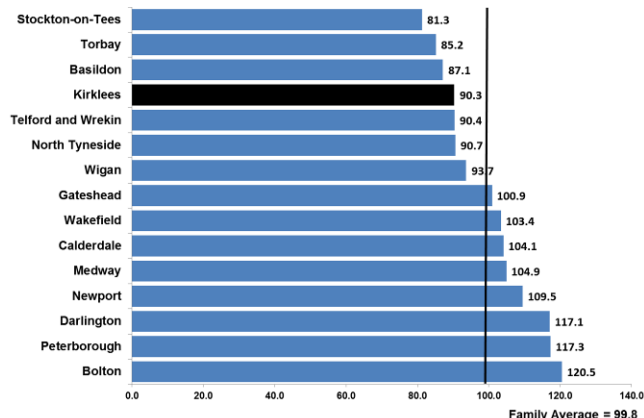
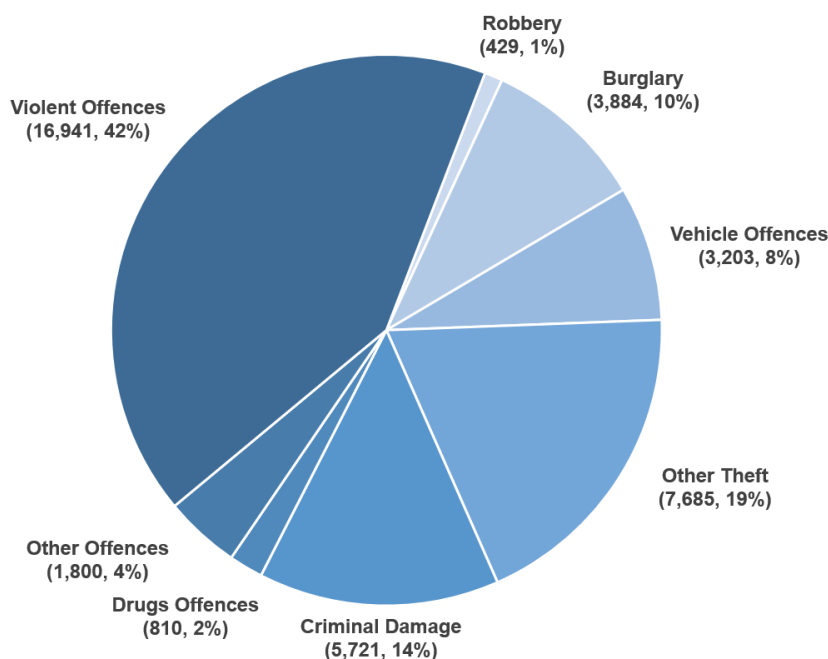


Chart 3 provides a breakdown of recorded crime by offence type (a more detailed breakdown including comparison with the previous year is shown in Appendix 1). Compared with 3 years, there are now proportionately more violent offences, other theft and other offences whereas burglary, vehicle crime, drug offences, criminal damage and robbery have reduced as a proportion of overall crime.

Chart 3: Breakdown of recorded crime in Kirklees (January – December 2017)



The next section of the PSIA will explore some of these shifts in recorded crime to inform the identification of current crime priorities.

Property Based Offences

The next section of the PSIA considers key themes relating to crimes against property (as opposed to people). The Crime Survey for England and Wales indicates that property crimes are more concentrated in areas / households which;

- High unemployment areas
- Household income (lower than £10,000 or less)
- High incivility in the area
- Urban rather than rural area

Domestic Burglary Offences

Although residential burglary remains lower than the levels recorded in the past decade, more recent figures have shown a 41% increase in the past 3 years (Chart 4). However, changes to Home Office counting rules have changed the recording of burglary offences. Previously, there were two categories relating to residential burglaries – those relating to houses and a separate category relating to burglaries of sheds and outbuildings. These categories have now been combined into residential burglary which includes of houses and any building within the boundary of a property.

Having said this, residential burglary is above the level for the IQUANTA family at position 8 of 15. (Chart 5).

Chart 4 – Long term trends in Burglary

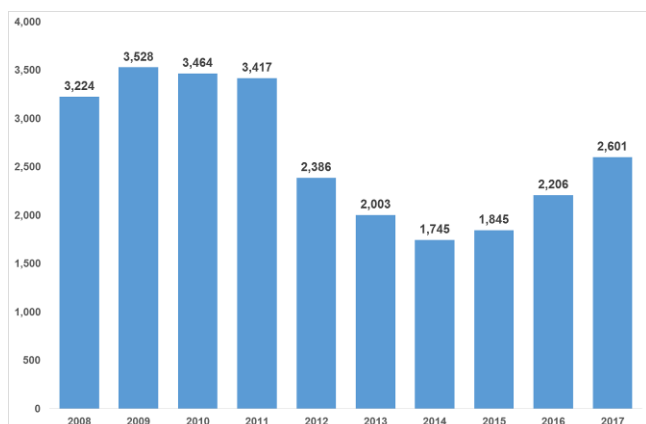
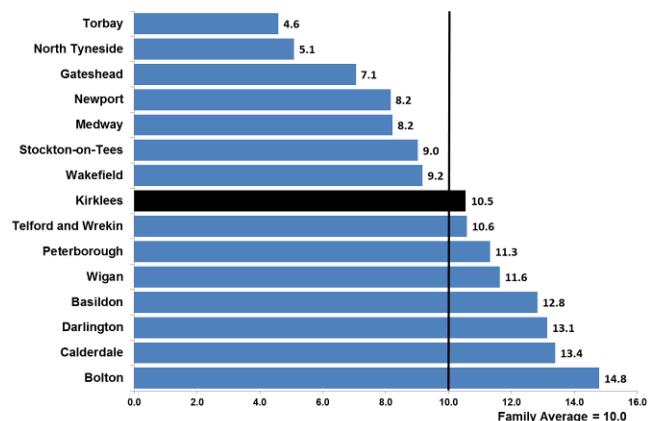


Chart 5 : IQUANTA Comparison: Burglary

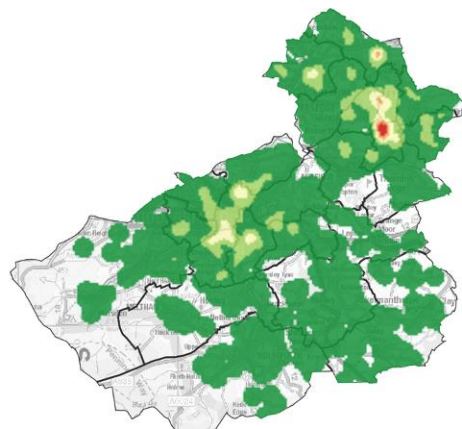
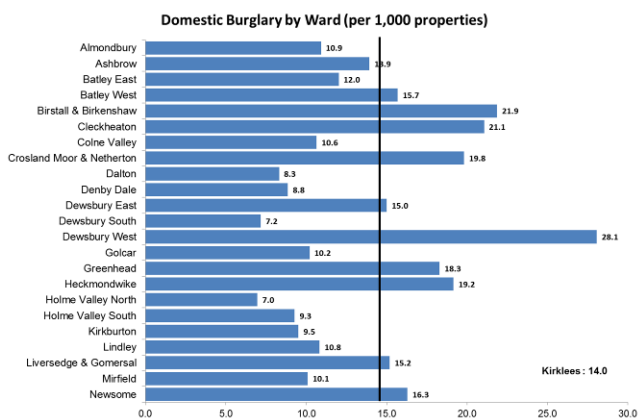


Over the past 3 years there has been a shift in the geographical hot spots associated with residential burglary. Burglaries are now more concentrated in the North of Kirklees with Wards such as Dewsbury West, Birstall & Birkenshaw and Cleckheaton seeing the highest number of

offences (Chart 6). A more detailed analysis highlights a number of lower level hotspots which can be associated with a number of factors including lack of security measures, proximity to cross borders and location of repeat offenders (Map 1).

Chart 6 : Domestic Burglary by Ward

Map 1: Domestic Burglary hotspots



Some of the recurrent themes in terms of residential burglary include targeting of euro-profile locks, kicking in door panels and sneak in offences where doors and windows have been left insecure (particularly in the summer months). There has also been a noticeable (and widely reported) spike in 2 in 1 burglaries where car keys to high performance vehicles have been targeted.

Analysis from West Yorkshire Police highlights the peak time for burglary as overnight between 11pm and 2am which is particularly concentrated in the summer months where there are less hours of darkness compared with the winter where it is more distributed.

Vehicle Crimes

Vehicle crime is a combination of 75% theft from vehicles and 25% theft of motor vehicles (the proportion of theft from vehicles continues to increase as an overall percentage). Although vehicle offences have increased by 27% from the historically low figures in 2014, they have remained at the same levels of the most recent 12 month period. The rate of vehicle offences in Kirklees is slightly higher (position 8 of 15) than the IQUANTA group (Chart 8).

Theft of motor vehicles is now generally either committed by obtaining owners' keys or thefts of older vehicles which do not have inbuilt security measures. Where keys are used, this is often targeted high value vehicles (which can include Plant vehicles) and can involve offenders travelling to commit offences which include domestic burglary targeting keys although technological changes to key fobs have meant cloning is also possible. There have also been some examples of more blatant offences such as the use of low load vehicles to steal vehicles.

Changes to inbuilt vehicle technology means that Theft from motor vehicle has shifted from in car audio (although high end integrated equipment is targeted) to items left in the vehicle (sometimes on display) such as bags and power tools from commercial vehicles. Other targeted areas include theft of fuel and vehicle parts such as catalytic converters.

Chart 7 – Long term trends in Vehicle Crime

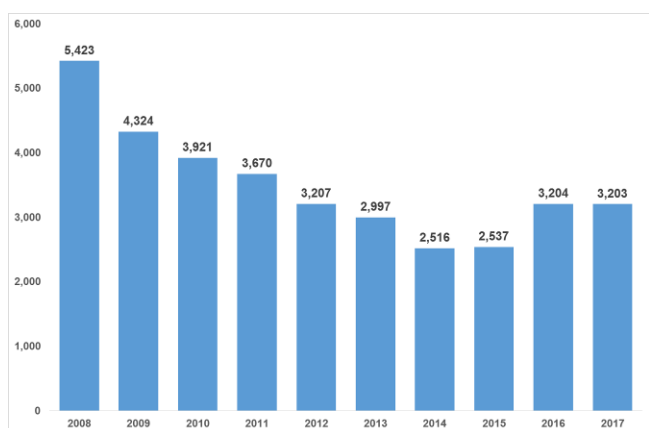
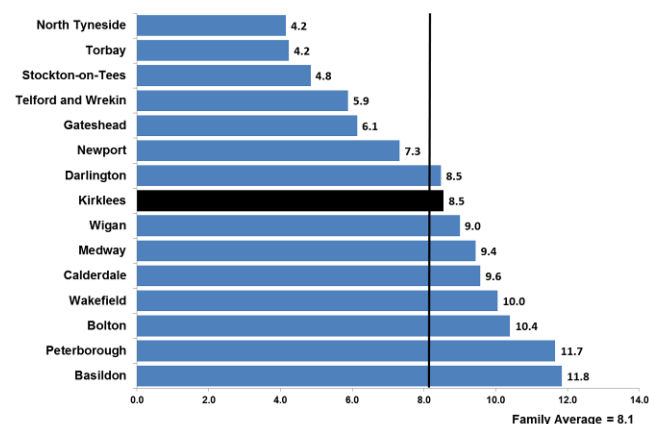
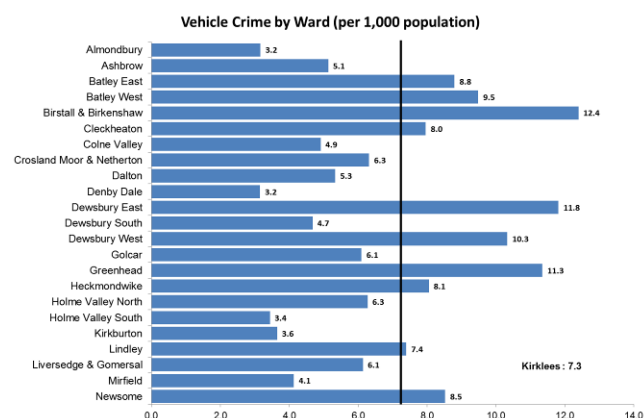


Chart 8 – IQUANTA comparison : Vehicle Crime

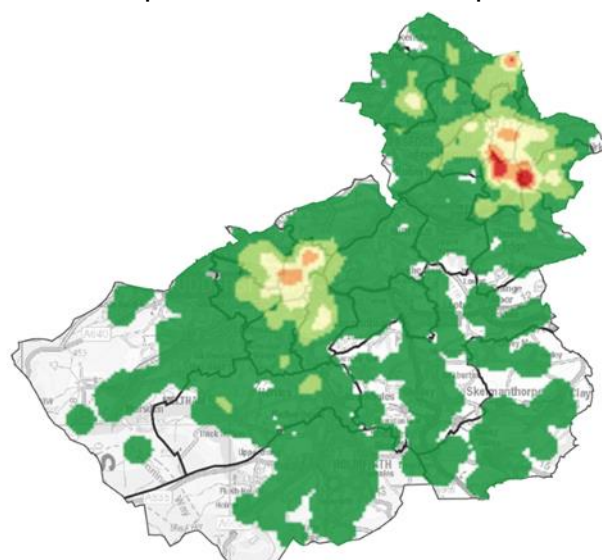


Vehicle crime continues to cluster in areas where opportunities are available – popular locations include town centres, retail outlets and on-street parking in close proximity to town centres and other attractions. Some of the lower level hot spots are in close proximity to other Local Authority areas and highlight evidence of cross border offending.

Chart 9 : Vehicle Crime by Ward



Map 2: Vehicle Crime hotspots

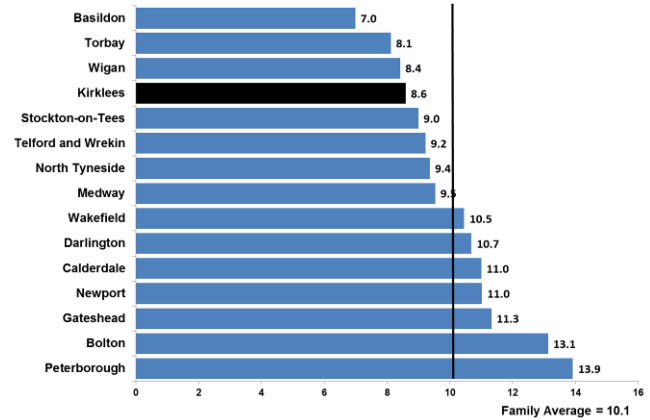
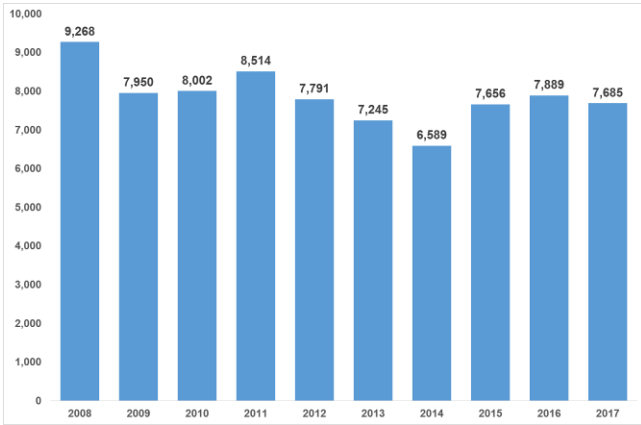


Other Theft

Other Theft is largely made up from Shoplifting along with other thefts including stone thefts, metal thefts (including cabling, lead flashing, copper piping, grates and street furniture). After an initial increase, levels of “other theft” are stable and in fact reduced in the past 12 months (Chart 10). Levels are better than the average for the IQUANTA family (Chart 11) although it remains a focus as it is the 2nd largest volume crime, making up 19% of total crime recorded in Kirklees.

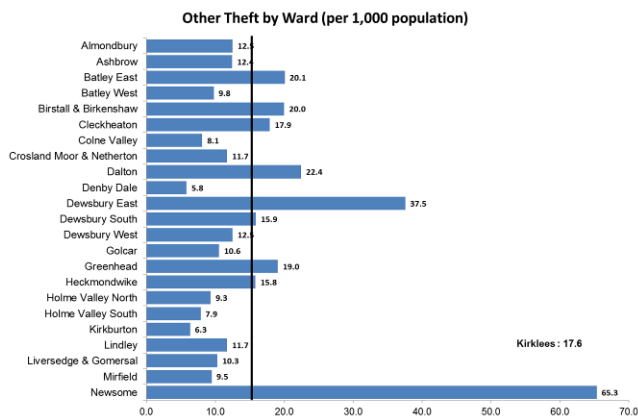
Chart 10 – Long term trends in Other Theft

Chart 11 – IQUANTA comparison Other theft

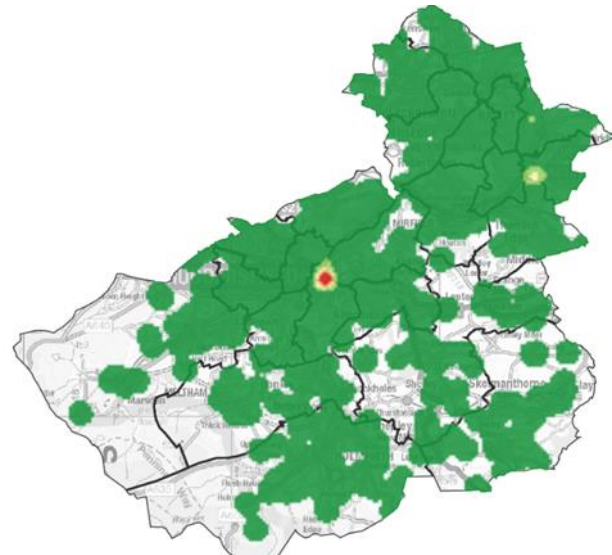


Geographically, since a significant proportion of “Other Thefts” is shoplifting, there is a significant concentration in town centre areas, with a small number of retailers of larger retailers (supermarkets and discount stores) experiencing a large amount of this total. The most frequently tagged goods are “foodstuffs” and “alcohol” followed by “personal accessories”.

Chart 12 : Other Theft by Ward



Map 3 : Other theft hotspots

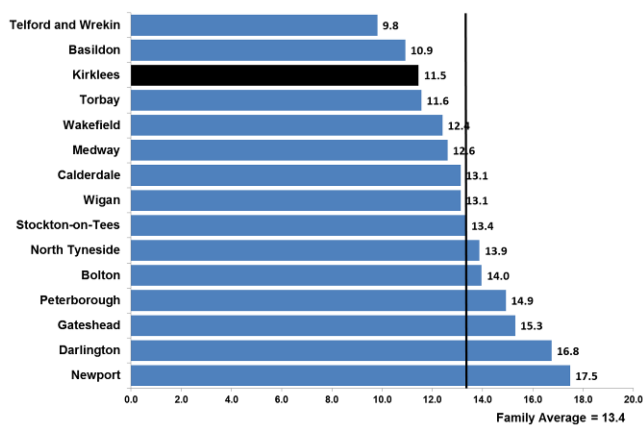
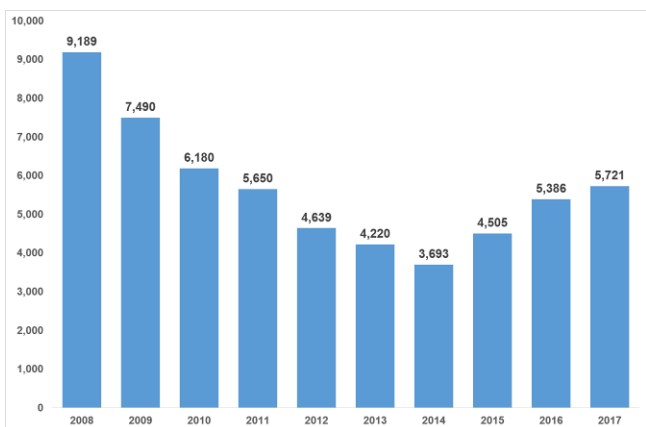


Criminal Damage

Although it has significantly reduced over the past decade, Criminal Damage is 55% above the historic low recorded in 2014 (Chart 13). Having said this, the figures for Kirklees are significantly better than that of other similar Community Safety Partnership areas in the IQUANTA family (Chart 14).

Chart 13 – Long term trends in Criminal Damage

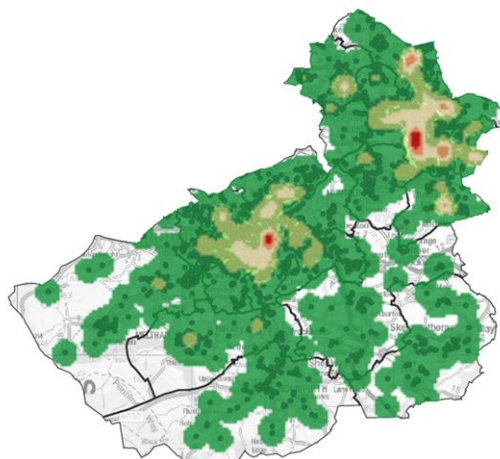
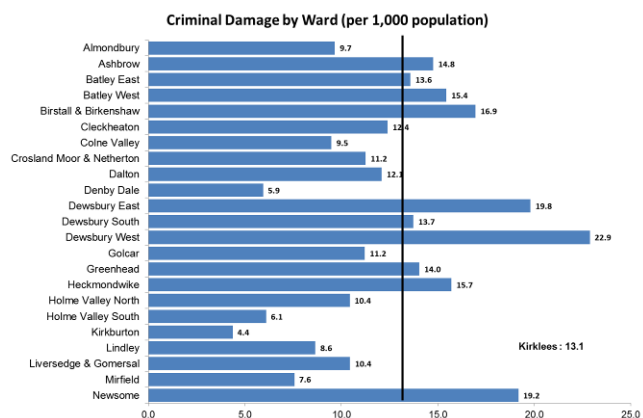
Chart 14 – IQUANTA comparison Criminal Damage



Criminal Damage offences are fairly distributed across Kirklees although there continues to be repeat locations including schools and other public buildings and locations such as town centres.

Chart 15 : Criminal Damage by Ward

Map 4 : Criminal Damage hotspots



The main types of criminal damage are damage to buildings (38%), damage to vehicles (24%) and other criminal damage such as street furniture (20%). Criminal Damage is viewed as a “signal crime” which can have a significant negative impact on perceptions and be a trigger to other offending and anti-social behaviour if it is not addressed.

Person Based Offences

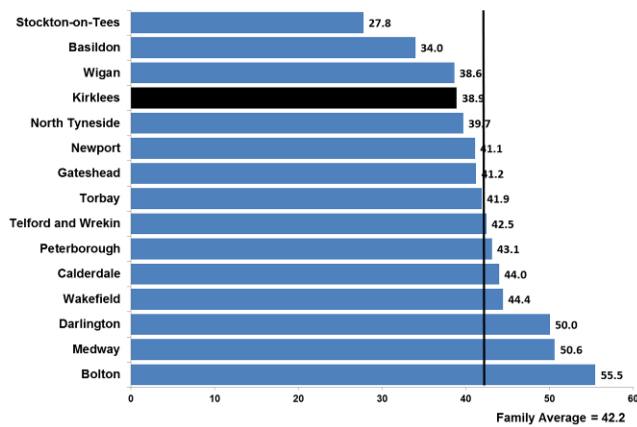
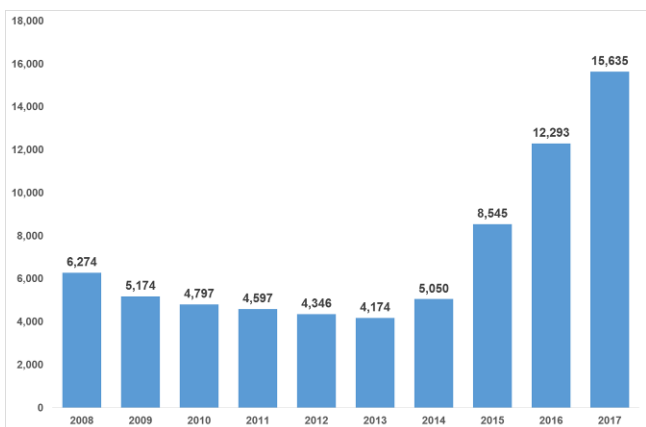
Violent Crime

Violent crime is the area that has seen the largest impact in recording changes of all crime types. In the past 3 years, violent crime has increased by over 200% (chart 16) and is now the largest volume crime (chart 1). Whilst a significant proportion of this is associated with recording changes, it is also likely to be an actual increase in offences.

Increases such as this have been seen by all Police areas in the Country and, despite the increase, Kirklees remains better than average for the IQUANTA family at position 4 out of 15.

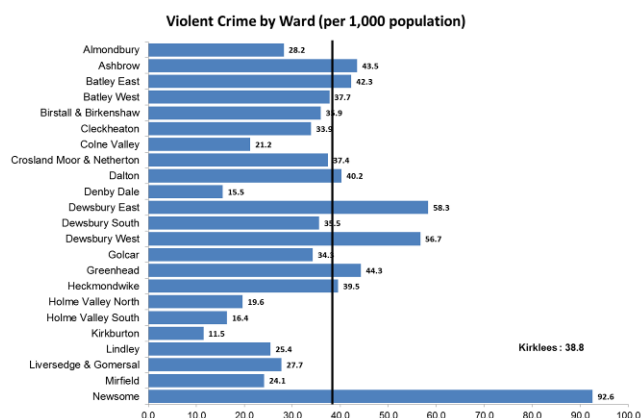
Chart 16 – Long term trends in Violent Crimes

Chart 17 – IQUANTA Comparison : Violence

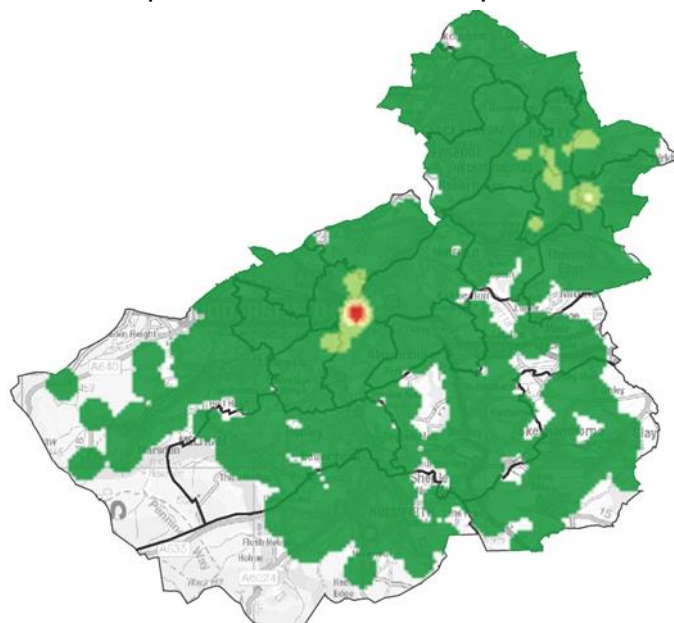


Violent offences continue to cluster in town centre areas and are often alcohol related associated with the night time economy. The victim profile for violent offences continues to be higher for young men aged 18-23 and there is some evidence of an increase in youth violent including offences associated with carrying a weapon (predominantly knives).

Chart 18 : Violent Crime by Ward



Map 5 : Violent Crime hotspots



Robbery

The Theft Act 1968 Section 8(1) defines robbery as “A person is guilty of robbery if he steals, and immediately before or at the time of doing so, and in order to do so, he uses force on any person or puts or seeks to put any person in fear of being then and there subjected to force.” The range of offences captured within this definition is from an armed robbery of a bank through to a child takes another’s possessions under the threat of violence. Robberies are divided into personal (approximately 85% of total) and business robberies.

Although levels of recorded robbery are lower than they were 10 years ago, they have increased by 74% over the past 3 years (Chart 19). Although a significant part of this will be associated with

changes in crime recording, the level of robberies in Kirklees worsened and is now above that of the IQUANTA family of similar areas (Chart 20).

Chart 19– Long term trends in Robbery

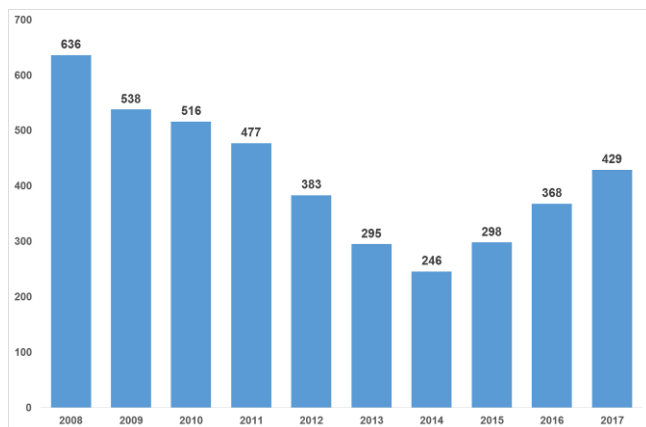
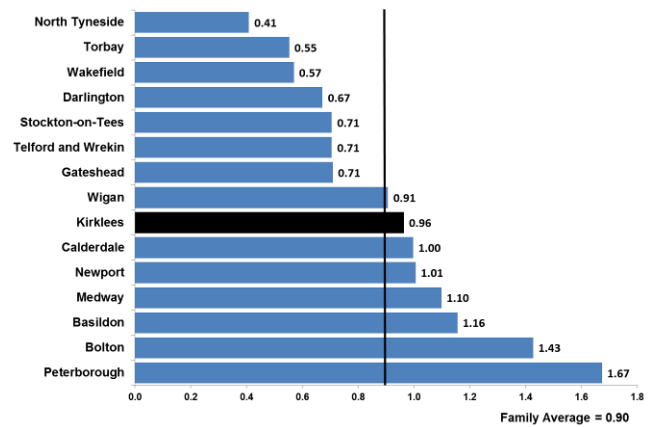
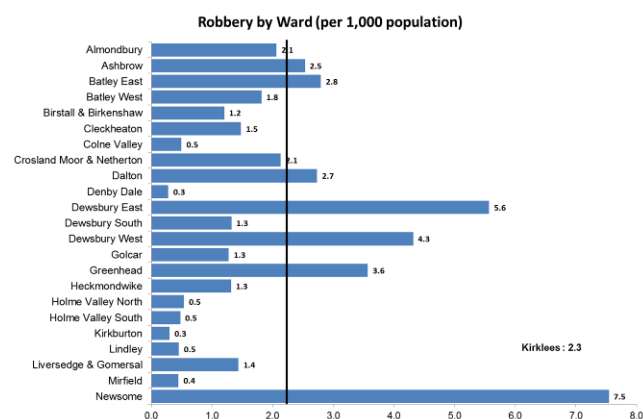


Chart 20 – IQUANTA comparison Robbery

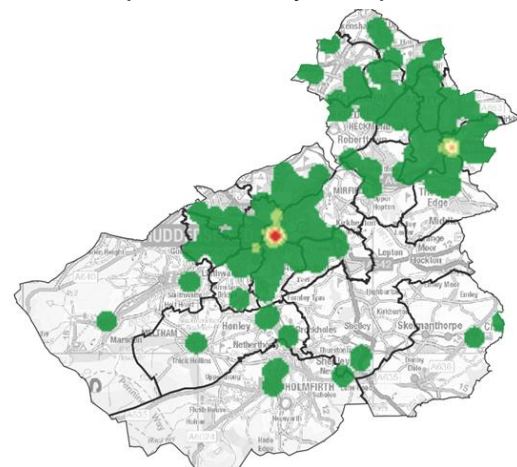


There is a tendency for a clustering of robberies in town centre and surrounding areas which are seen in Chart 21 and Map 6.

Chart 21 : Robbery by Ward



Map 6: Robbery hotspots



Re-offending data

Latest data (12 months to November 2017) from West Yorkshire Criminal Justice Board indicates that the re-offending rate for Kirklees (29.3%) is the lowest in West Yorkshire and below the District average (31.6%). Re-offending rates are higher for males (31.3%) than females (21.6%). The majority of offenders (71%) are linked with a single offence although 29% are re-offenders,

The groups with highest levels of re-offending are young men leaving juvenile custody (70%), women serving less than 12 months in custody (67%) and men serving less than 12 months (65%).

Some of the main factors associated with offending and re-offending behaviour are;

- Previous offending history
- Accommodation
- Education and Training
- Employment
- Drugs and alcohol

Anti-Social Behaviour

The PSIA will use the definition of ASB introduced under the Anti-Social Behaviour, Crime and Policing Act (2014) which broadens the previous definition (“Acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more people not of the same household as (the defendant)”) to conduct that;

- has caused, or is likely to cause, harassment, alarm or distress to any person,
- is capable of causing nuisance or annoyance to a person in relation to that person’s occupation of residential premises, or
- is capable of causing housing-related nuisance or annoyance to any person

This definition covers a host of selfish and unacceptable behaviours which can blight the quality of community life. The Act recognises that definitions of anti-social behaviour fall into 3 categories;

Personal – where behaviour is deliberately targeted at an individual or group and has an impact on them (as opposed to the wider community) – this will vary from mild annoyance through to significant impact on mental or emotional well-being.

Personal ASB includes;

- **Noise** affecting neighbours
- **Abuse, intimidation, threats, rowdy behaviour** (where this affects individual families – the same behaviour affecting the wider community falls within the next category)

Nuisance – where incidents cause annoyance and suffering to the local community generally rather than to specific individuals. This behaviour will contravene expectations – the tolerance of what this constitutes will vary between communities.

Nuisance ASB includes;

- **Traffic** (speeding and parking, particularly around schools at the beginning and end of the school day)
- **Noise** affecting the wider community, particularly from the **behaviour of groups** (much of which is alcohol-related) and from the misuse of **motorcycles and fireworks** (these can have a disproportionate effect on a large number of people)

Environmental – this includes incidents which have an impact on surroundings – natural, built and social environments. This relates to both private space but also public and shared spaces

and centres around signal offences such graffiti, litter, flytipping and abandoned vehicles which negatively impact on fear of crime and lead to further deterioration of neighbourhoods including criminal damage and arsons if left unchecked.

The 4 main sources of data that will be used to build up a multi-agency picture of ASB will be West Yorkshire Police, Kirklees Council Environmental Service, Kirklees Neighbourhood Housing and West Yorkshire Fire and Rescue Service.

Police Incidents

There were 12,089 ASB incidents recorded by WY Police in 2017 from January-December. The vast (and increasing) majority (84%) of these incidents are categorised as Nuisance compared with Personal (13%) and Environmental (3%).

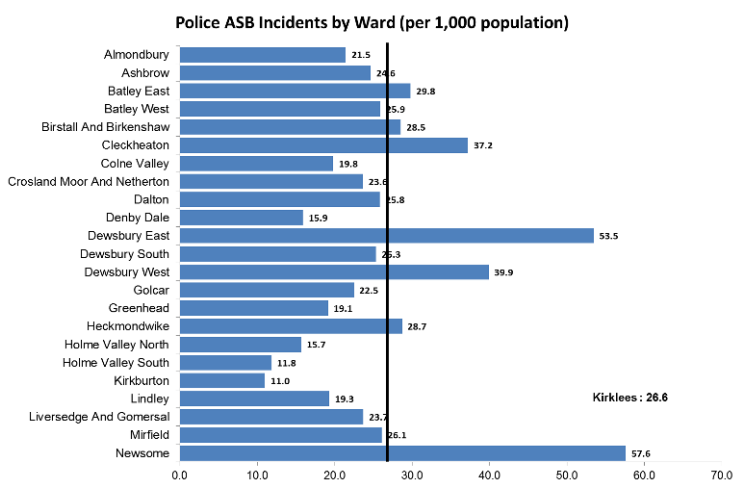
When broken down by full category, the largest single categories are youth related (26%), adult nuisance – non alcohol related (12%), nuisance motorcycle (11%) and neighbour related (10%). Interestingly, alcohol related incidents only make up 4% of the total ASB incidents.

Certain categories of ASB incidents have a seasonal dimension to them. Examples of these are nuisance motorcycle/quad bikes which peak over the summer (July in particular) and, not surprisingly, Fireworks/Snowballs which peaked in October through to December.

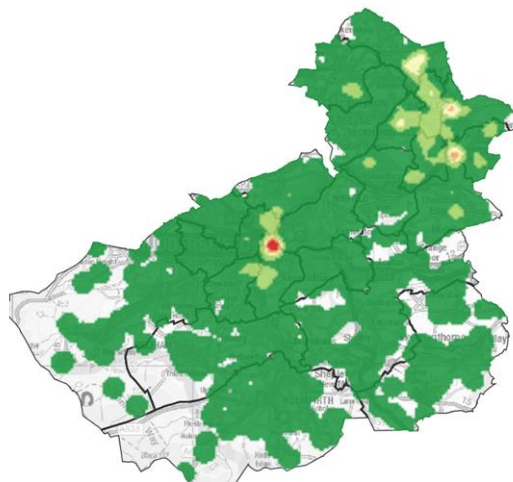
Closer analysis of records continue to highlight a number of repeat locations which on the relate to (1) gathering points such as bus station and hospitals, (2) neighbour disputes usually involving noise and (3) underlying issues such as mental health.

Chart 22 and map 7 shows that there continues to be a concentration of incidents recorded in town centre areas. The map also highlights there are concentrated areas of incidents in Lockwood, Fartown, Ravensthorpe, Dewsbury Moor, Heckmondwike, Carlinghow, Earlsheaton and Chidswell. Some of the hot spots in Map 7 are associated with single locations as there were a small number of properties associated with up to 45 incidents in a year.

Chart 22: Police ASB incidents by Ward



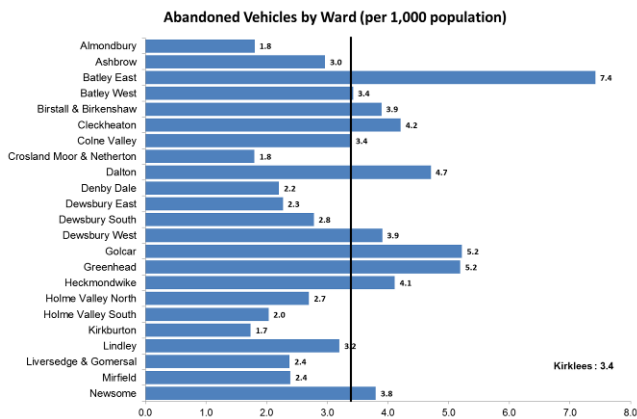
Map 7: ASB Incident hotspots (2017)



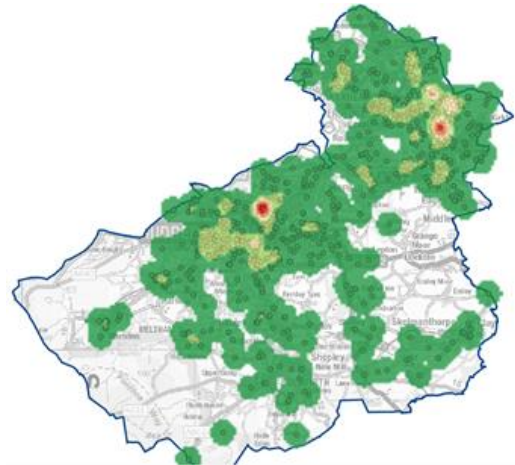
Environment & Noise

Abandoned Vehicles – The presence of abandoned vehicles in an area can increase perceptions of crime and also reports of suspicious behaviour in the area. In common with the previous SIA, the lower level hot spot map shows a concentration of incidents in areas in close proximity to town centres and some repeat rural locations.

Chart 23 : Abandoned Vehicles by Ward

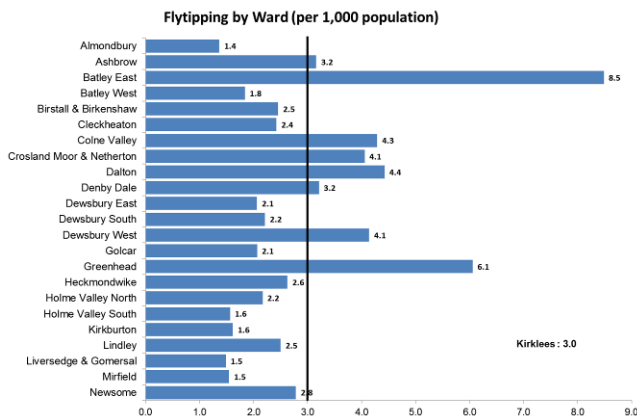


Map 8: Abandoned Vehicle hotspots

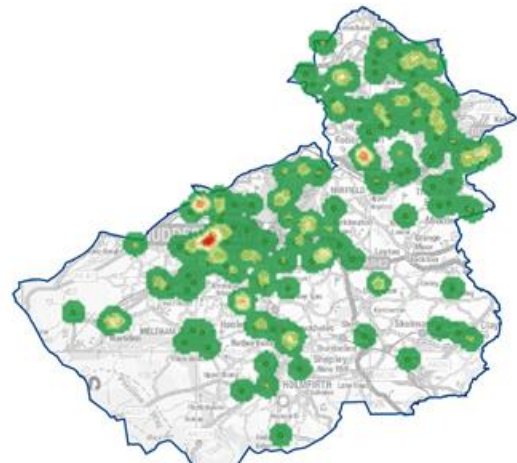


Flytipping – In total there were 1,313 fly-tipping incidents recorded in 2017. The wards with the highest recorded levels of flytipping were Batley East, Greenhead and Dalton. There were however lower level repeat locations associated with recurrent flytipping incidents.

Chart 24 : Flytipping by Ward



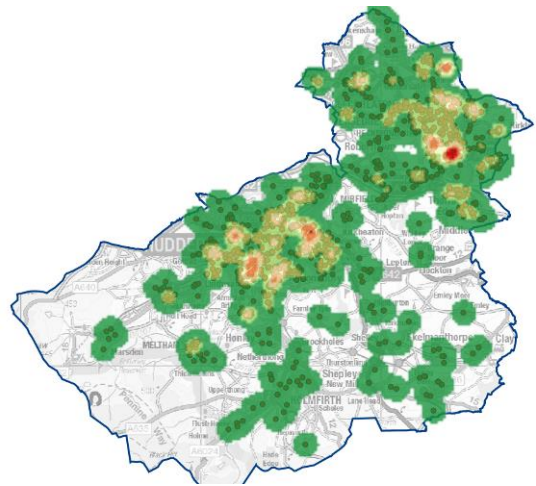
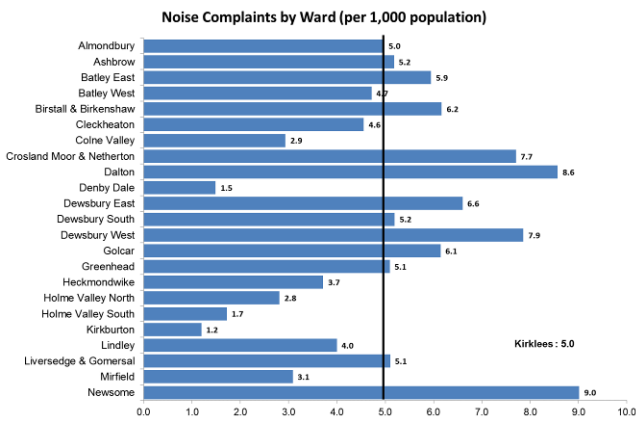
Map 9: Flytipping hotspots (2014/15)



Domestic Noise Complaints – In total there were 2,200 domestic noise reports in 2017. Geographically, the Wards with highest levels of complaints are Newsome, Dalton, Dewsbury West and Crosland Moor / Netherton. There was evidence of a number of repeat properties with 22 having 5 or more complaints over the year (the maximum number was 15).

Chart 25 : Domestic Noise complaints by Ward

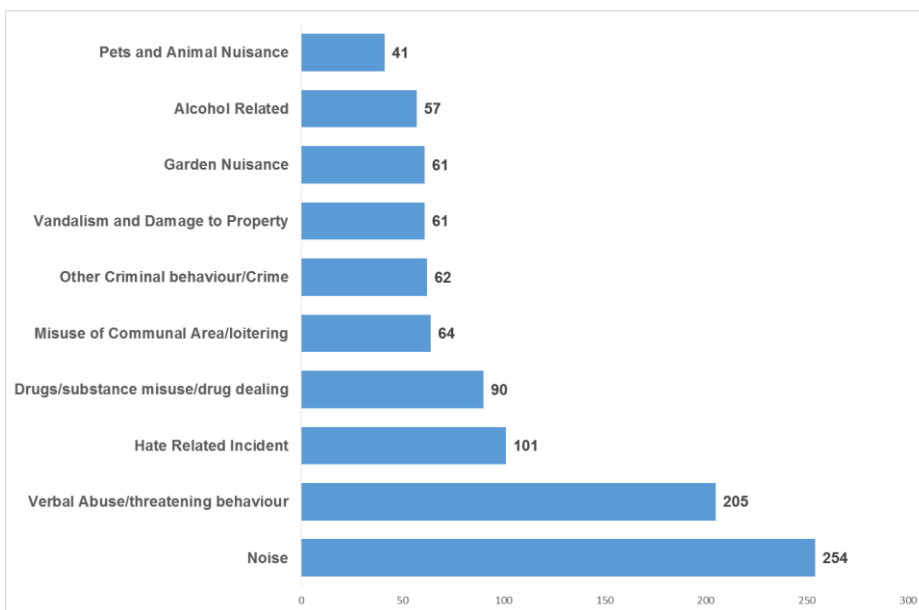
Map 10 : Noise Complaint hotspots (2017)



Kirklees Neighbourhood Housing (KNH)

From data provided by KNH, it was possible to identify 1,097 anti-social behaviour incidents – this is a 16% increase on the level reported in 2016. The most common incidents recorded were noise and verbal abuse / threatening behaviour. The majority of noise complaints related to loud music, although there were a noticeable proportion relating to banging and loud footfall.

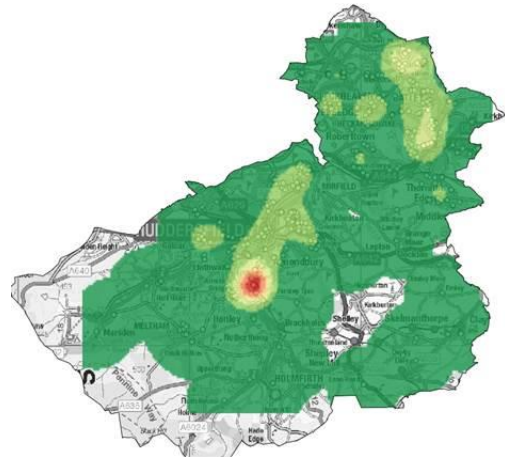
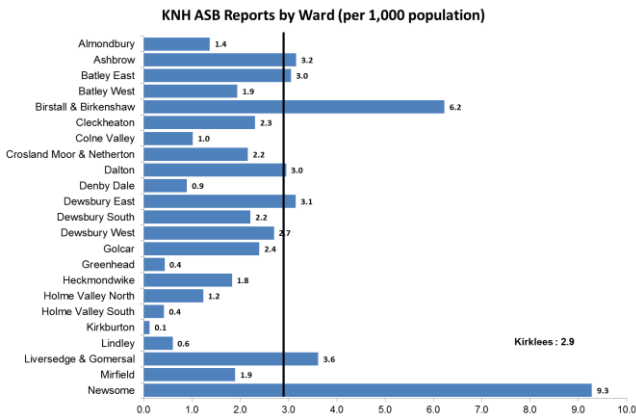
Chart 26 : Anti-Social Behaviour complaints to Kirklees Neighbourhood Housing by Type



When broken down by Ward, Chart 27 shows the highest rates per 1,000 population are evident in Newsome and Birstall and Birkenshaw. Map 11 shows a small number of repeat locations – in the North of the District Howden Clough and Field Head are had the highest number of recorded cases whereas in the South, the location with by far the highest number in Kirklees is Bishops / Home Park.

Chart 27 : KNH ASB by Wards

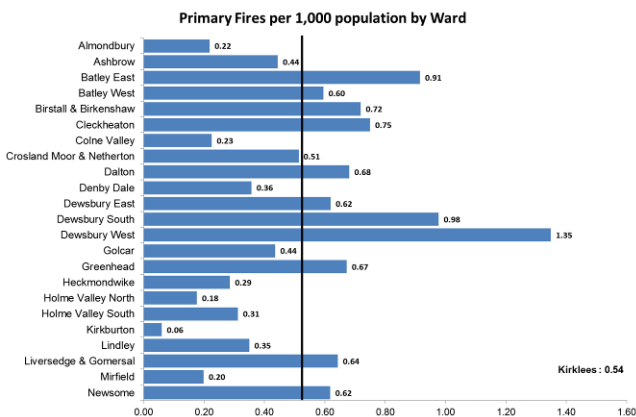
Map 11: KNH ASB hotspots (2017)



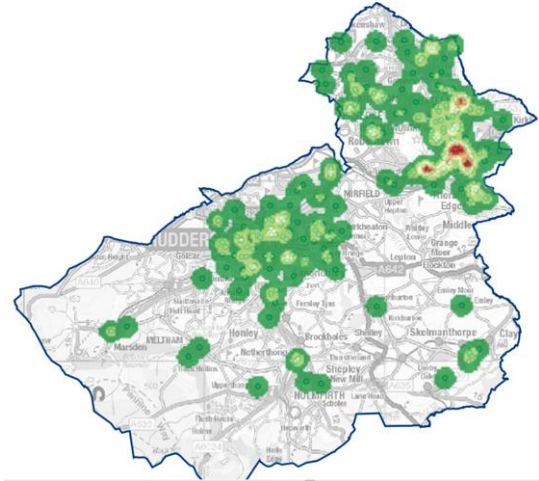
Fire Service

Deliberate Primary Fires - Primary fires either involve casualties or cause damage to property. In 2014/15, the main targets for these fires continue to be vehicles (54%) and dwellings / other premises such as sheds / garages (32%). Incidents are fairly equally distributed through the week although, the previously reported peak time for incidents is even more pronounced with 58% recorded between 11pm and 3am. Chart 28 breaks down Primary Fires by Ward and shows the highest levels in North Kirklees – in particular Dewsbury West and Batley East (both of which have seen a significant increase).

Chart 28 : Primary Fire by Wards



Map 12: Primary Fires hotspots (2017)



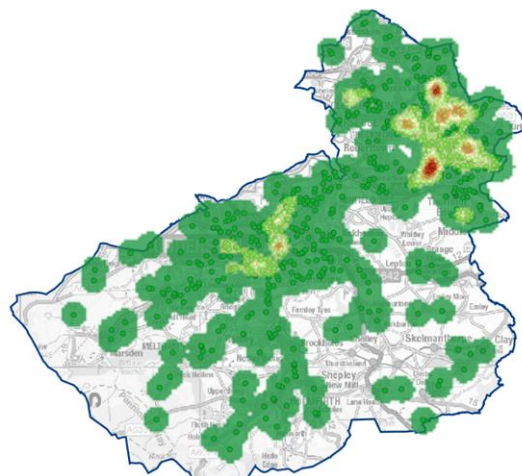
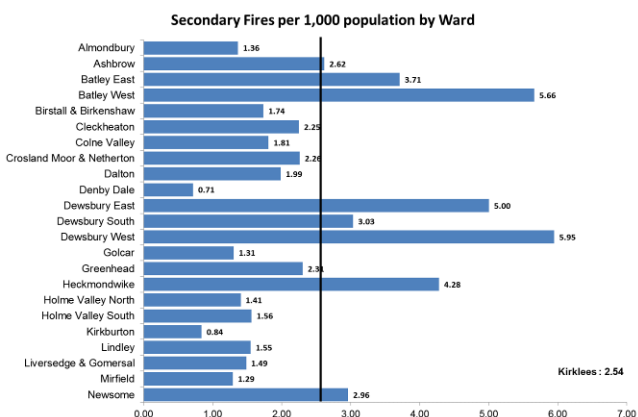
Deliberate Secondary Fires – Secondary fires target grassland, refuse / refuse containers, derelict buildings and other outdoor structures such as phone boxes and playgrounds.

Of the 1,109 (35% increase since previous SIA), the main targets were refuse containers (63% compared with 64% reported in previous SIA) and grassland (14% compared with 16% in previous SIA). There continues to be a seasonal dimension to grassland fires in particular with 87% fires recorded between April and September (associated with warmer and drier conditions). There was a higher concentration of Refuse fires in North Kirklees (63% of total) with Dewsbury West / East

and Batley East having higher (and increasing) rates than other areas. The most common type of refuse fire in these areas are “loose refuse” which accounts for 63% (which has seen a significant increase since the previous SIA).

Chart 29 : Secondary Fires by Ward

Map 13: Secondary Fires hotspots (2017)



Confidence and Satisfaction

Police Crime Commissioner Consultations

As part of the development of the Police Crime Commissioners Plan, a consultation exercise was undertaken with Community Safety Partnerships across West Yorkshire to identify common strategic themes. This exercise highlighted the following key areas as priority themes;

ASB – This was the most frequently mentioned priority across the majority of partners particularly the CSPs. It was clear that the focus was around specific Hot Spot areas in each districts where resources needed to be directed for maximum effect.

Hate crime - This priority featured across many partners as an emerging threat and was often linked to community cohesion. Whilst work is ongoing to tackle hate crime across all protected characteristics there appears to be an emphasis on ethnicity related hate crime, particularly following recent high profile terror events and Brexit.

Modern slavery - Human Trafficking and Modern Slavery featured more within the partner priorities this year than in previous needs assessment. There is a recognition that whilst good progress has been made in West Yorkshire to tackle this issue, better information sharing between partners is still needed.

Domestic abuse - features not only in the priorities section but also in the pressures category. It is a commonly accepted need across partners and again there are good examples of integrated working across West Yorkshire however this is challenged by budget pressures and uncertainties relating to IDVA and ISVA services.

Community cohesion – Multiple partner returns and strategic assessments make mention to community cohesion and refer to a challenging summer. Whilst all partners are required to contribute towards improving cohesion, it is accepted that this needs to be done through a community led approach. Currently work in this area is focused on occasional national campaigns such as those following the killing of Jo Cox, and pockets of localized initiatives.

Burglary - This remains a priority not just for members of the public but also for partners. It naturally features in police strategic assessments but also with partners who have a responsibility to prevent crime and reduce reoffending.

Mental health - Supporting those with mental health issues is mentioned across many partner returns. The focus of much of this work is to support those within the criminal justice system to safeguard any additional vulnerabilities that they may have. A secondary theme relates to reducing reoffending by supporting repeat offenders who are suffering with mental health issues.

In addition to these themes, the PCC consultation exercise also asked Community Safety Partnerships to outline what were their current pressures. The following areas emerged as key pressures across West Yorkshire;

Budget - Many of the pressures noted by partners link either directly or indirectly to the strain on budgets. This has had a negative impact on partners' ability to provide support and preventative services to communities in West Yorkshire.

Demand - The demand on many partners is increasing not only in volume but also complexity. Many partners raised concerns about how they will meet these growing demands in the short-term as well as in the long-term. It is widely accepted that early intervention would help in many areas, but this in itself is difficult to orchestrate across complex partnership issues.

Court closures - This is perhaps a more specific challenge, but relevant nonetheless. Combined with the digital transformation project ongoing in the courts system is having a detrimental effect on victims and is making it more difficult for other partners to support those in need, and operate efficiently.

Information sharing - Improving information sharing across partner agencies is an ongoing challenge. We have had some focused successes for example with mental health and reducing reoffending but it is regularly cited as a challenge when developing joint action plans around the outcomes and priorities in the police and crime plan.

PCC Perceptions Survey

The largest regular survey which provides a regular assessment of community safety has traditionally been conducted by the Office of the Police Crime Commissioner (PCC) for West Yorkshire. However, a consultation on the survey meant that results were not available for around

18 months until it was re-launched in June 2017. The survey now covers three key sections; views on local priorities, views on policing, and views on partners.

Due to this break, the SIA is not able to provide the longer term perception trends that have featured in previous years and consequently focus largely on comparisons between the five Districts in West Yorkshire to put Kirklees into context. It is also not possible to provide reliable results at more detailed geographies as the sample size is not sufficient for these to be statistically significant.

Views on local priorities

In response to the question “How safe do you feel in your local area”, 80% of Kirklees respondents said they felt safe which is slightly (but not significantly) lower than the West Yorkshire figure of 81%.

When asked about satisfaction with their local area as a whole, 77% of Kirklees respondents said they were satisfied which is slightly (but not significantly) better than the level for West Yorkshire of 75%.

When asked about changes in the local area, 6% of Kirklees respondents (compares with 8% for West Yorkshire) said the area felt better than it did a year ago. The vast majority of people (67%) felt there had been no change although 27% said it had got worse.

In terms of victimisation, 83% of people said they had not been a victim of crime (fairly similar to 80% in the Crime Survey for England and Wales). Where people had been a victim, the vast majority (80%) had reported it to the police. Where they hadn't, the most common reasons were either “nothing would be done” or “nothing could be done”.

In response to the question whether “People get on well together”, 58% of Kirklees respondents agreed with this statement which compares with 55% for West Yorkshire as a whole.

When asked about the work of the Community Safety Partnership, respondents from Kirklees were most confident about them “keeping people safe” (59%), “supporting victims and witnesses” (55%) and “protecting the vulnerable” (53%). However respondents were less confident about “listening to people's concerns” (48%), “keeping the area clean and tidy” (42%) and “preventing crime and ASB” (39%).

In response to the question on overall confidence with the Community Safety Partners, 34% of Kirklees respondents rated the CSP as “Excellent/good”. This compares with 36% for West Yorkshire as a whole - the best scores in West Yorkshire were seen in Leeds which has undertaken a great deal of work to promote the “Safer Leeds” brand.

CLiK Survey

The Kirklees CLiK (Current Living in Kirklees) Survey provides a regular, in-depth assessment of perceptions in Kirklees. The most recent CLiK survey was undertaken in 2016, this follows on from four previous CLiK Surveys, conducted in 2001, 2005, 2008 and 2012.

When asked how satisfied they were with their local area, 88% of respondents said they were either very or fairly satisfied with their local area. Perceptions were generally higher in South Kirklees, in particular in the Rural area.

A related question asked respondents the extent to which they felt people “pulled together to improve their local area” – overall 69% of people agreed with this statement although this varied from 33% in Dewsbury West to 95% in Holme Valley South.

Chart 30: Satisfaction with area by Ward

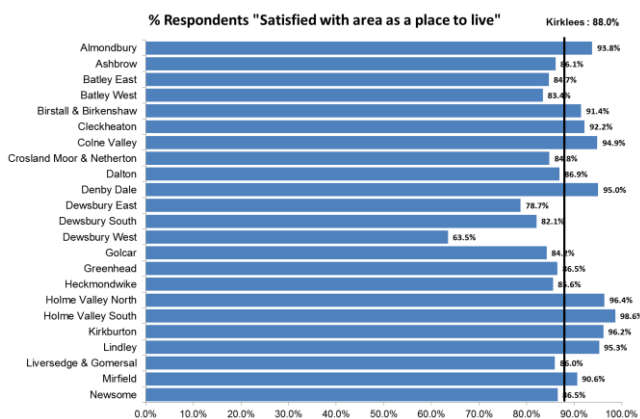
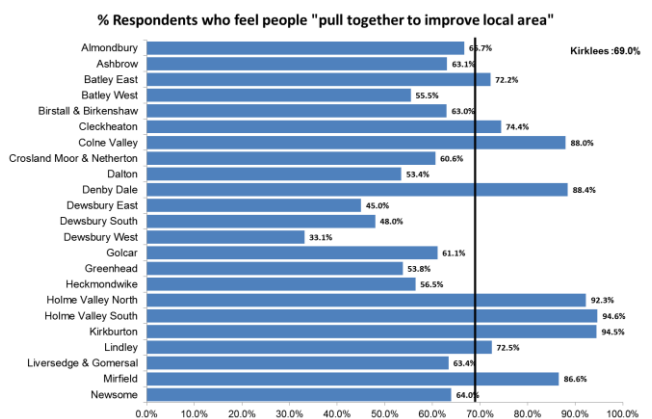


Chart 31: People pull together by Ward



Respondents were asked to rate their safety both during the day and after dark. Not surprisingly, feelings of safety are higher during the day compared with after dark and there was also significant variation between different Wards.

Chart 32: Feel safe after dark

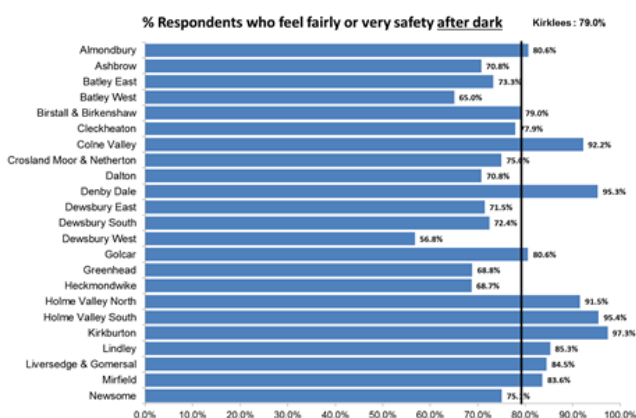
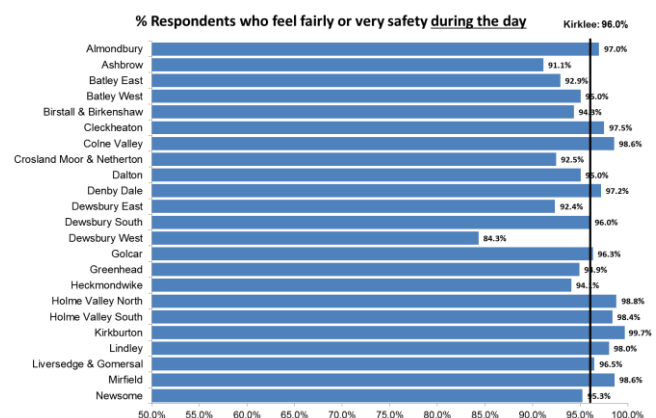


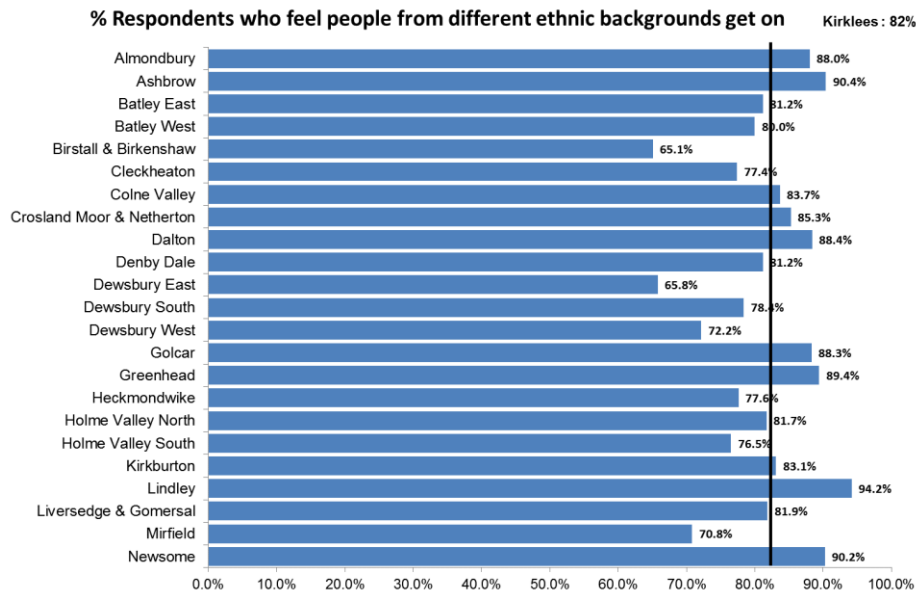
Chart 33: Feel safe during the day



Finally, respondent were asked about the extent to which they felt people from different ethnic backgrounds got on. Overall, 82% of respondents thought people from different backgrounds got

on well or very well although this varied from 65% in Birstall and Birkenshaw to 94% agreeing with the statement in Lindley.

Chart 34: Perceptions that people from different ethnic backgrounds “get one” by Ward



British Crime Survey

To put some of these perceptions figures into a wider context, the following section provides a summary of some of the key findings from the Crime Survey for England and Wales for the year ending March 2017. The survey indicates that the majority of people (80%) have not been a victim of crime in the previous 12 months.

When asked about the national picture, 63% of respondents thought crime had increased and 84% thought crime was a “big problem for the country”. Respondents tend to be more positive about the local picture of crime (37% felt it had gone up) and their assessment is fairly well aligned to the risks at a local level ie those living in lower crime areas were more positive than those living in high crime areas.

Perhaps the biggest factor associated with negative perceptions about crime is being a victim of crime within the past 12 months. These individuals were nearly twice as likely to feel crime had increased compared with people who had not been a victim and results for women are significantly worse than for men.

The most common sources of information for local crime knowledge is either word of mouth or local newspapers (including social media feeds) whereas people get their knowledge of national issues from news programmes on TV and national newspapers.

Results from the survey show that respondents are getting more positive about their chances of victimisation although this did differ by age group. Respondents aged 16 to 24 were more likely to underestimate their chances of being a victim of crime whereas as those aged over 35 were more likely to overestimate them.

When asked whether the police and council are dealing effectively with crime and anti-social behaviour issues, there is a significant gap between those living in the most deprived 10% areas (56%) vs those in the least deprived areas (66%). The other significant gap was areas with high levels of physical disorder.

When asked about anti-social behaviour, individuals more likely to perceive high levels were: social renters (3x as high worry as owner occupiers), people living in urban areas (5x as high worry than people in rural areas) and people living in areas with high physical disorder (3x as high). People living in the most deprived SOAs were 10x higher than those in the 10% least deprived areas.

Protecting People from Serious Harm

Road Safety

Results reported through the Police Crime commissioner Survey highlight road safety as a priority – both to reduce casualties but also to target irresponsible vehicle use including speeding, dangerous parking and driving under the influence of drink or drugs.

Chart 35 shows that road casualties continue to reduce over the longer term (37% over the past decade). Injuries sustained in a collision are mainly (88%) classed as “slight” rather than “killed / seriously injured” (12%). When broken by type of casualty, the latest figures (for January to December 2016) show that although that the group with the highest proportion of pedestrian injuries was those aged 0-15.

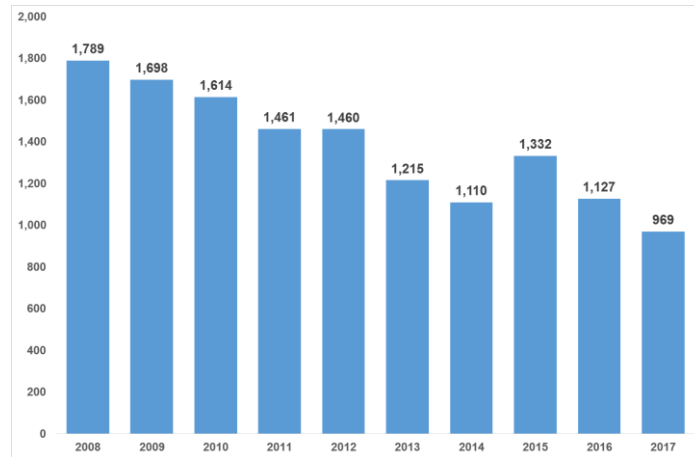
In 2017, it's been reported that “Driver/Rider error”, (essentially “failure to look properly” and “Loss of control”) was the most frequently recorded collision causation - resulted in 18 (42%) road deaths and 459 (58%) seriously injured road users.

A total of 1,005 (18%) casualties was recorded during the afternoon commuting times (4 - 6pm), whilst 578 (10%) occurred in the morning rush hours (7 - 9am). The majority of these casualties were recorded on weekdays (Monday-Friday).

In Kirklees, the breakdown of Killed and Seriously Injured casualties were pedestrians (25%), cyclists (11%), motor cyclists (25%) and car occupants (39%). A very small increase in the number of motor cyclist casualties has seen this increase by 5% as a proportion of all KSI casualties.

There were 104 child casualties which is the lowest ever recorded in Kirklees. The number of pedestrian casualties fell by 21% (to 136) compared with the previous year.

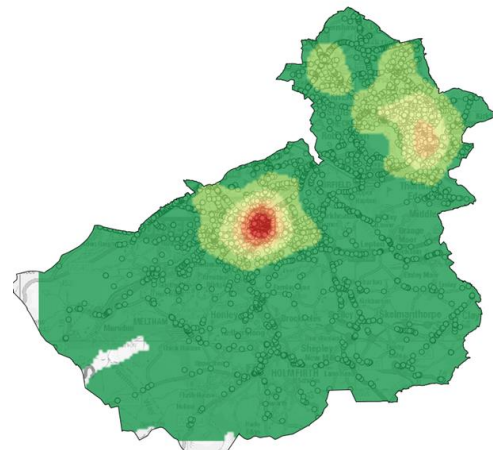
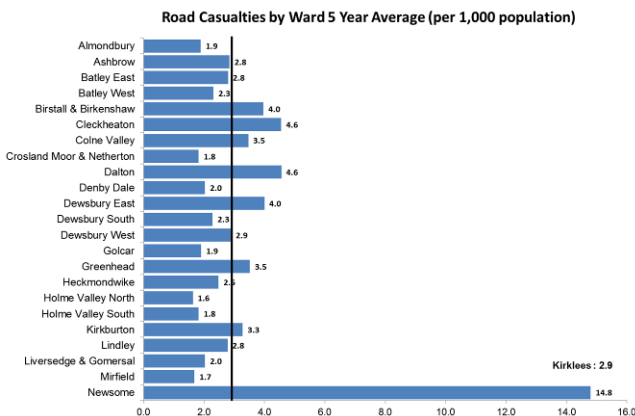
Chart 35– Long term trends in road casualties



When analysed at a lower level, the areas where casualties are concentrated are the areas where there is a higher volume of traffic such as in town centres and surrounding areas.

Chart 36 : Road Casualties

Map 14: Road Casualties

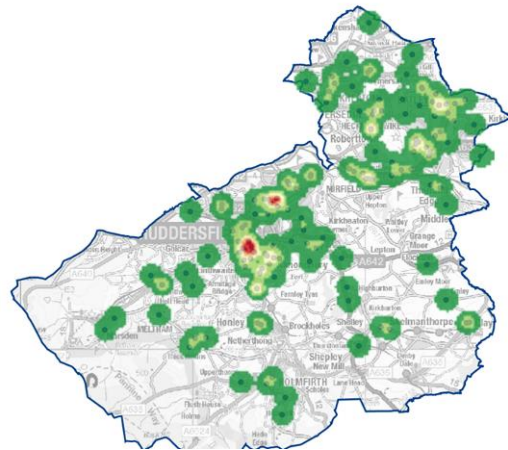
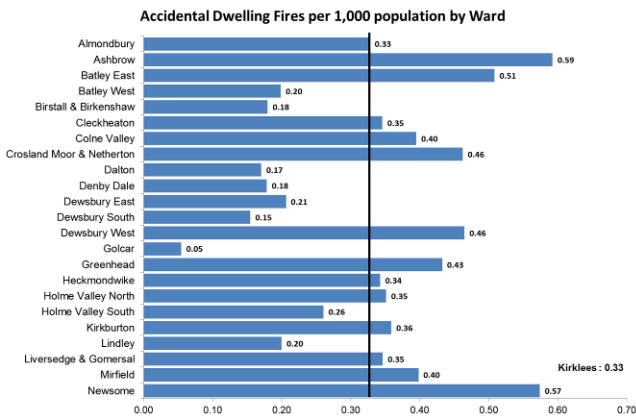


Accidental Dwelling Fires

There were 145 accidental dwelling fires recorded in Kirklees in 2017. Incidents continue to be fairly evenly distributed by month and days of the week – incidents do increase at times associated with cooking with the most significant one between 3 and 5pm (possibly associated with school times). The most common cause of accidental fires is cooking (33%) including the use of chip pans although both have reduced since the previous SIA. There has been an increase in fires associated with appliances and distribution (some of which associated with faulty charges and by-passing meters for cannabis cultivation). There were also a noticeable number of fires associated with both smoking and candles.

Chart 37: Accidental Fires by Ward

Map 15 – Accidental Fires (2017)



Community Tensions and Violent Extremism

The threats relating to community tensions and violent extremism are fluid and ever evolving. The previous SIA reported the main threats as Islamic State in Iraq and the Levant (ISIL) and in particular travel to conflict zones of Iraq and Syria. In addition to these threats, the previous SIA also highlighted the activities of right wing groups, particularly through social media.

Over the past 3 years, there have been a number of individuals who have travelled to conflict zones and have engaged in acts of terrorism (including suicide attacks) although these peaked from the middle of 2015 to early 2016. Although this threat has not disappeared (with areas such as Libya, Afghanistan and Yeman remaining a focus) the current priority relating to travel is on individuals who may have been involved in conflict and inspired by Da'esh returning to Kirklees and the potential threat this may bring.

Over the past couple of years, there have been a number of high profile terrorist attacks in the United Kingdom – some of which such as the suicide bombing of the Manchester Arena seeing multiple casualties from Kirklees.

There continues to be a focus on online materials and platform as a route to radicalization with Da'esh continuing to produce significant amounts of online content and use social media as a potential recruitment mechanism.

As reported in the previous SIA, the extremist threat continues to feature right wing groups which are now broader since changes in the leadership of the English Defence League. Kirklees has seen Britain First visit to Dewsbury in January 2016 both officially and through a number of flash demonstrations including at local mosques.

Perhaps the most significant extremist event in the past 3 years was the murder of the Batley and Spenningsdale MP Jo Cox in June 2016. There was significant media interest in this event and the subsequent by-election (which included far right politicians standing for Office).

There continues to be far right and extreme right wing activities which impact (both directly and indirectly) on Kirklees – this has included Tommy Robinson (ex Leader of the English Defence League) visiting Batley and the prescribed group National Action believed to have an initial footprint in the District.

At a local level, Kirklees has a Community Tensions system which pulls together information from a range of partner agencies and community contacts to maintain a “temperature check” of current tensions.

Some of the main recurring themes over the past 3 years are;

- Planning applications relating to the change of use of buildings to mosques have caused community tensions (particularly where they are fuelled by social media content) although these appear to be relatively settled.
- Far right groups such as EDL although more recently this has been more associated with the previous EDL leader Tommy Robinson who has promoted himself through social media platforms and through mainstream media which has received some local attention.
- Generation Identity England (GIE) is a relatively new organisation and its mission is ‘the preservation of our ethno-cultural heritage’. They often show banners saying ‘Stop Islamisation’. They are growing in size and branching out across the country.
- In addition – new Extreme Right Wing (XRW) groups have been evident (including on social media platforms) and is an area for monitoring.
- News and events relating to Da’esh have continued to have potential for community tensions both in relation to travelling / returning from conflict zones but moreover terrorist attacks in the United Kingdom.
- Court cases around grooming / CSE is an area that has seen more intensive comment and reaction. This is likely to continue with forthcoming court cases in the region and a stream of information through Facebook (including paedophile hunting groups).
- New arrivals in Kirklees has seen some tensions, particularly through social media comments (which appears to be increasing in volume and intensity). There has been an increase in reported hate crime over the past year (although it is not clear whether this is more to do with knowledge and confidence in reporting systems). The arrival of Syrian refugees has the potential to cause tensions particularly where it is exploited by XRW groups and individuals.
- International events continue to have a potential impact on local tensions – in particular related to Palestine and Israel but also with the appointment of the American President Donald Trump. The other main international event has been with Brexit which had some evidence of an increase in hate crime although the ongoing tensions seems to have reduced.

Hate incidents / crimes

A Hate incident is 'any incident' which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on personal characteristics disability, gender-identity, race, religion / faith and sexual orientation.

In Kirklees, the majority of incidents (75%) are recorded as racist although it should be noted that some of these groups will be proportionately more victimised when considered the size of the respective populations and that some types of incidents have fairly recently started being recorded and consequently are likely to be an underestimate of actual numbers.

Chart 38 – Breakdown of Hate Crime recorded in Kirklees

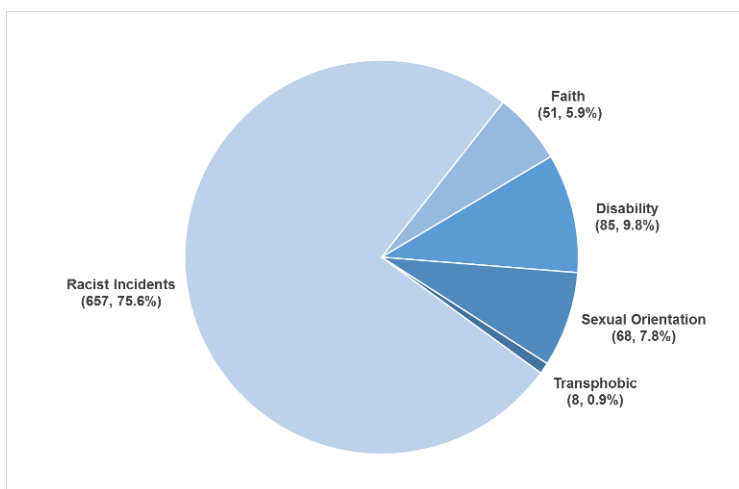
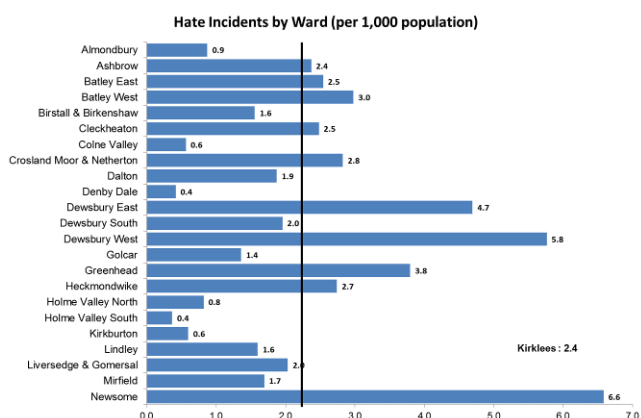
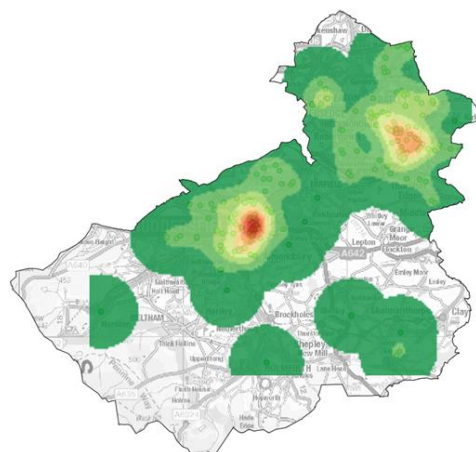


Chart 39 and Map 16 illustrate the areas with the highest number of reported hate incidents are Newsome (mainly around the town centre), Dewsbury and Batley. It should be noted that hot spots might either be associated with better reporting mechanisms and reporting rates or more actual incidents taking place.

Chart 39 – Hate incidents by Ward



Map 16 – Hate Incidents



The next section of the PSIA considers a number of areas which contribute to the Partnership Plan of “Protecting People from serious harm”. These cover a wide variety of areas in which it is critical that both specialist staff and frontline contact officers are alert to picking up signs and ensure people receive support at the earliest possible opportunity.

Domestic Abuse

The PSIA will use the same definition of domestic abuse contained in the Kirklees domestic abuse strategy;

“any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality.”

The domestic abuse strategy makes it clear that this abuse encompasses but is not limited to physical, sexual, financial, psychological and emotional including verbal abuse. The domestic abuse strategy includes “honour” based violence, female genital mutilation and forced marriage.

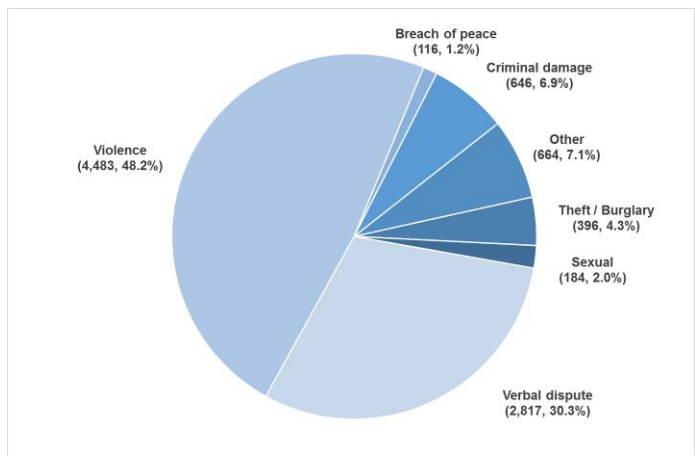
The current Kirklees Domestic Abuse Strategy, ‘Taking up the Challenge Towards Freedom’ (2015 – 2018) estimates that in Kirklees in 2013/14 12,020 adult women and 8,501 adult men may have been victims of domestic abuse. Using police data and BCS methodology to calculate local prevalence in Kirklees, it is estimated that reporting could be as low as 18.8%, suggesting the problem is more acute locally than at a national level.

Police Data

According to figures from West Yorkshire Police, there were 9,306 domestic abuse incidents (involving 8,908 victims) reported to the police in between January-December 2017. Of these incidents, victims were mainly female (76.1%) with the age profile peaking between 20 and 29 years of age.

Chart 40 shows that the two most commonly reported incidents are violence and verbal disputes:

Chart 40: Breakdown of domestic abuse incidents reported to WY Police



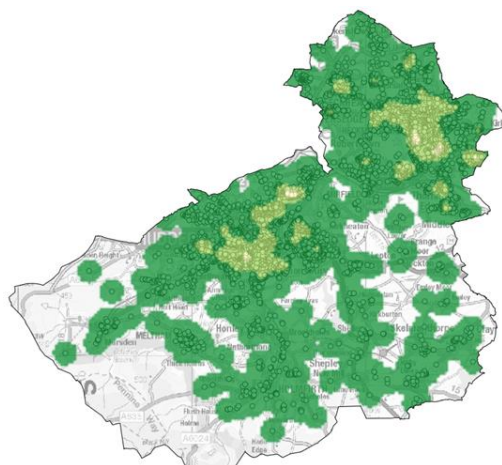
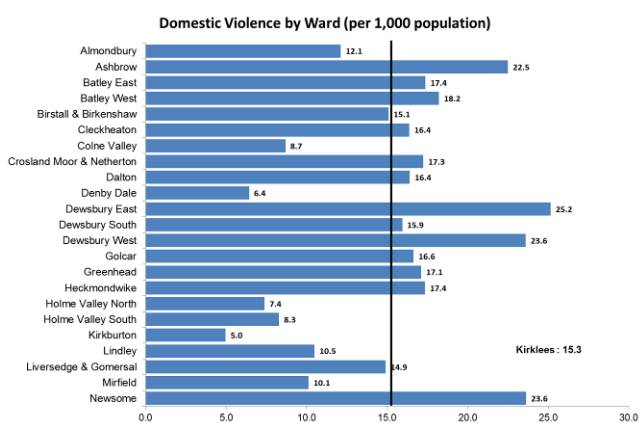
The same figures highlight the following key issues relating to domestic abuse incidents reported to the police;

- Arrest rate (31.8%) is slightly lower than the WY average (32.8%).
- Repeat victim rate (44.4%) is slightly lower than the WY average (45.4%).
- Repeat suspect rate (31.8%) is slightly lower than the WY average ((32.1%).
- Incidents involving alcohol (7.4%) is the same as the WY average and drugs (1.6%) compared with 2.3% for WY.
- Incidents where children were present (26.1%) is lower than the WY average (30.4%).

When Police incidents are broken down by location, the wards with the highest number of recorded incidents are Newsome, Dewsbury East and Ashbrow (NOTE : this may be explained by better reporting mechanism or better victim confidence – it does not necessarily mean that these areas have more of a domestic violence problem).

Chart 41 : Domestic Abuse Incidents by Ward

Map 17: Domestic Abuse hotspots



As part of the Needs Assessment for the Domestic Abuse Strategy, estimates of incidents were made based on data gathered from reported police incidents, the Council’s Care First system, specialist initiatives such as the Independent Domestic Violence Advocacy Service (IDVAS), Multi-Agency Risk Assessment Conferences (MARACs), Daily Risk Assessment Management Meetings (DRAMM) and Pennine Domestic Violence Group (PDVG). The data below provides an indication of the prevalence of domestic abuse locally and key issues:

- MARACs are held when there is a high risk to the victim of injury or serious harm. Data for April 2017 to December 2017 shows that Kirklees MARAC heard 697 high risk adult cases. In the same period, 1,571 cases were heard at the DRAMM.
- Victims of domestic abuse homicides are predominately female.
- Geographically, recorded incidents are significantly higher in Dewsbury& Mirfield and Huddersfield, slightly more in Batley than would be expected and Kirklees Rural estimates are in line with the representation in the local population (note that some of this might be explained by under reporting).

Forced Marriage

The definition of forced marriage used by the Home Office is “where one or both people do not (or in cases of people with learning disabilities, cannot) consent to the marriage and pressure or abuse is used”.

The pressure put on people to marry against their will can be;

- Physical including threats, actual physical violence and sexual violence
- Emotional and psychological for example, when someone is made to feel like they're bringing shame on their family
- Financial abuse such as taking wages or not giving someone any money

In some cases, people may be taken abroad without knowing that they are to be married. In these cases, when they arrive in that country, their passport(s) / travel documentation may be taken to prevent them returning to the UK.

An arranged marriage is not the same as a forced marriage. In an arranged marriage, the families take a leading role in choosing the marriage partner, but both parties are free to choose whether to enter into the marriage or not.

The Foreign and Commonwealth Office and the Home Office established the Forced Marriage Unit in January 2015 to lead the Government's Forced Marriage strategy. According to the latest (2016) statistics from that unit, of the 1428 cases they dealt with in that year, the majority of cases were under 25 and mostly (80%) female. The main countries dealt with overseas were Pakistan (43%), Bangladesh (8%), India (6%) and Somalia (3%). Yorkshire and Humberside made up 9% of the caseload although it is highly that there is significant under reporting of Forced Marriages.

Child Sexual Exploitation

Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and / or another or others performing on them, sexual activities.

Recent high profile court cases, local inquiries and reports have raised awareness of the extent of child sexual exploitation.

Data from West Yorkshire Police highlighted key themes from cases flagged as CSE (although the CSE assessment does acknowledge deficiencies in the reporting and recording of CSE which

means that there is an intelligence gap in the area). Some of the key themes relating to the data set were;

- No location hot spots can be established
- White Girls aged 13-18 are most likely to be at risk of CSE the peak age being 15
- Asian men aged between 30 – 40 are most likely to be flagged as a perpetrator (although this does differ on the type of CSE eg Cyber enabled)
- Future data sharing procedures will yield a greater intelligence picture

The majority of the more recent offences can also be classed as Cyber Enabled. This is because the initial contact between victim and suspect has taken place over various social media applications e.g. snapchat, WhatsApp, Instagram & Facebook.

The data relating to CSE offences will include crimes that are happening now and also historic offences which may have occurred a significant time ago.

Work is currently being undertaken with partners to increase the intelligence picture relating to possible CSE by ensuring front line staff know the possible signs of CSE and report any concerns through the intelligence portal.

The Police intelligence assessment of CSE highlights a number of risk factors which include family problems, mental health issues, substance misuse, missing children and children in care of the local authority (LAC).

Missing Children

Missing is defined by the Department for Education as “Anyone whose whereabouts cannot be established and...the person may be subject of a crime or at risk of harm to themselves or others”. This risks associated with being missing include involvement in crime, anti-social behaviour or serious harm including drugs, alcohol and child sexual exploitation.

The Children’s Act (2004) places a requirement on Local Authorities and other partners (both safeguarding and community safety) to ensure their services are delivered in a way which safeguards and promotes the welfare of children and young people.

It is essential that missing children and young people are identified through effective analysis of multi-agency data so that they can be protected from possible harm at the earliest possible opportunity.

Children who are looked after by the Local Authority are more likely to go missing on more than one occasion than children living at home (an average of 8 times for girls and 4 times for boys compared with 2 times for children in family setting).

The age that children go missing tends to increase from aged 13, with a significant cluster between 14 and 16, peaking at 15.

Overall, girls go missing more frequently than boys (64% vs 36%). However, up to the age of 13 boys go missing more than girls before this reverses.

The latest figures (April – December 2017) indicate that 16% of missing children were judged to have a risk of CSE. However, this increases to 26% for children in care and to 35% for girls in care.

Many of the locations where children are found are children's home (when missing children return) but also town centres locations such as the bus station and fast food restaurants (to meet friends and to access free Wi-Fi).

The most common day for children to go missing is on a Friday with the peak time reported missing being 11pm with the most common time found being around 2am.

According to interviews of young people who have gone missing, the two main reasons cited for going missing were problems at home (Arguments / conflicts and Boundaries / control) and lifestyle / personal issues (to be with friends). However, there is significant opportunities to improve intelligence in this area as a significant number of young people who go missing do not have a return interview undertaken.

On the whole, children go missing one occasion (61% of cases) although some go missing on multiple occasions the latest figures (April – December 2017) show 7 children in Kirklees going missing on over 40 occasions.

Human Trafficking

The National Crime Agency defines Human Trafficking as the “movement of a person from one place to another (both cross border and within a country) into conditions of exploitation, using deception, coercion”. The themes in this definition largely mirror the 3 elements in the most frequently used international definition from the United Nations Convention (2000);

- The **movement** – recruitment, transportation, transfer, harbouring or receipt of people
- The **control** – threat, use of force, coercion, abduction, fraud, deception, abuse of power or vulnerability, or the giving of payments or benefits to a person in control of the victim
- The **purpose** – exploitation of a person, which includes prostitution and other sexual exploitation, forced labour, slavery or similar practices, and the removal of organs

All three elements need to be present for an adult to be defined as a victim of human trafficking. Only the Act and Purpose need to be present for a child to be deemed a victim of human trafficking.

In 2016 there were 3,805 potential victims referred into the National Reporting Mechanism (NRM) which is the UK system of identifying victims of human trafficking. This represents a 17% increase on the previous year and is generally thought to be a combination of more trafficking but crucially far better reporting mechanisms.

Reportedly, the potential victims originated from 108 countries; this represents a 5% increase on 2015 country of origin totals.

The 3,805 referrals comprised of 2,527 (66%) referred for adult exploitation categories and 1,278 (34%) referred for exploitation as a child. Child exploitation referrals increased 30% on 2015 totals. Adult cases were generally more likely to be cross border whilst child referrals were within the UK.

Collectively, UK Police Forces referred 830 potential victims into the NRM. West Yorkshire Police was the 4th highest referrer with 76 referrals. Of those, 29 were adults and 47 were children. Within West Yorkshire, labour exploitation accounted for 19 of the adult and 13 of the child referrals. Sexual exploitation accounted for 8 adult and 30 child referrals, domestic servitude applied to 2 adult and 2 child referrals and 1 adult was the subject of unknown exploitation.

Human Trafficking threats are both within the UK and from other countries (in West Yorkshire this is predominantly Poland, Hungary, Czech Republic, Slovakia, Romania and Vietnam) to the UK. This internal trafficking could be of foreign nationals once they are in the UK, or of UK nationals. In 2016, the highest recorded nationalities of victims reported to the NRM were Albania (699 of which 472 adults and 227 children), Vietnam (519 of which 292 adults and 227 children) and the UK (315 of which 68 were adults and 247 were children).

Source: National Crime Agency NRM Referral Statistics. End of Year Summary 2016

Female genital mutilation (FGM)

FGM is a collective term, also known as genital cutting and female circumcision, for all procedures that involve partial or total removal of the external female genitalia or other injury to the female genital organs for cultural or non-medical reasons. The practice of FGM is illegal in the UK under the Female Genital Mutilation Act 2003.

FGM is a deeply rooted tradition, widely practised mainly among specific ethnic populations in Africa and parts of the Middle East and Asia. It serves as a complex form of social control of women's sexual and reproductive rights.

The World Health Organization estimates that more than 200 million girls and women worldwide have experienced FGM and around 3 million girls undergo some form of the procedure each year in Africa alone.

Women and girls in the UK from the following communities are at heightened risk of FGM:

- Egyptian;
- Eritrean;
- Ethiopian;
- Indonesian
- Kenyan;
- Kurdish;
- Nigerian;
- Sierra Leonean;
- Somali;
- Sudanese;
- Yemeni.

The age at which girls undergo FGM varies enormously according to the community. The procedure may be carried out when the girl is new born, during childhood or adolescence, just before marriage or during the first pregnancy. However, the majority of cases of FGM are thought to take place between the ages of five and eight and, therefore, girls within that age bracket are at

a higher risk. FGM has significant, sometimes fatal, physical and mental health consequences for women and young girls experiencing it.

The Female Genital Mutilation (FGM) Enhanced Dataset supports the Department of Health's FGM Prevention Programme by presenting a national picture of the prevalence of FGM in England. Key facts include:

- There were 1,760 individual women and girls FGM who had an attendance where FGM was identified or a procedure for FGM was undertaken in July 2017 to September 2017. These accounted for 2,205 attendances reported at NHS trusts and GP practices where FGM was identified or a procedure for FGM was undertaken.
- There were 1,060 newly recorded³ women and girls in the period July 2017 to September 2017. Newly recorded means this is the first time they have appeared in this dataset. It does not indicate how recently the FGM was undertaken, nor does it mean that this is the woman or girl's first attendance for FGM.

Intelligence relating to FGM is very limited in Kirklees – in part with the community make up in the district but also because of significant under reporting. The police intelligence that is available for Kirklees highlights;

- In the period January 2016 to January 2018 there have been 3 crimes in Kirklees District that have been flagged as FGM.
- The first was recorded in February 2016 although it is thought the offence took place in 2015. The case was not progressed due to evidential difficulties.
- The second was recorded in February 2017 although the offence related 1993. The outcome of this was that action was undertaken by another body/agency.
- The third was recorded in May 2017 although the offence date was 2013. The outcome of this was also action undertaken by another body/agency.
- No arrests were made in these 3 cases.

Drugs & Alcohol

Drug and alcohol services in Kirklees have historically out-performed regional and national averages.

The latest data available (PCC Support Pack 2018/19: key drug and alcohol data (Kirklees) highlights drugs and alcohol as key drivers contributing to a number of community safety issues. The report indicates that people dependent on opioids and/or crack cocaine are responsible for an estimated 45% of acquisitive crime (shoplifting, burglary, vehicle crime and robbery) and those abusing alcohol are linked with approximately 40% of all violent crimes. In addition to these areas, drug and alcohol abuse can also underpin numerous issues such as anti-social behaviour, domestic abuse and child safeguarding.

Based on the latest (2014/15) prevalence rates per 1,000 population, Kirklees has slightly higher rates of opiate use (8.43 vs 7.33), crack cocaine (6.41 vs 5.21) and dual crack / opiate use (8.97 vs 8.57). Alcohol use is slightly lower than the national rate per 1,000 population (13.67 vs 13.81).

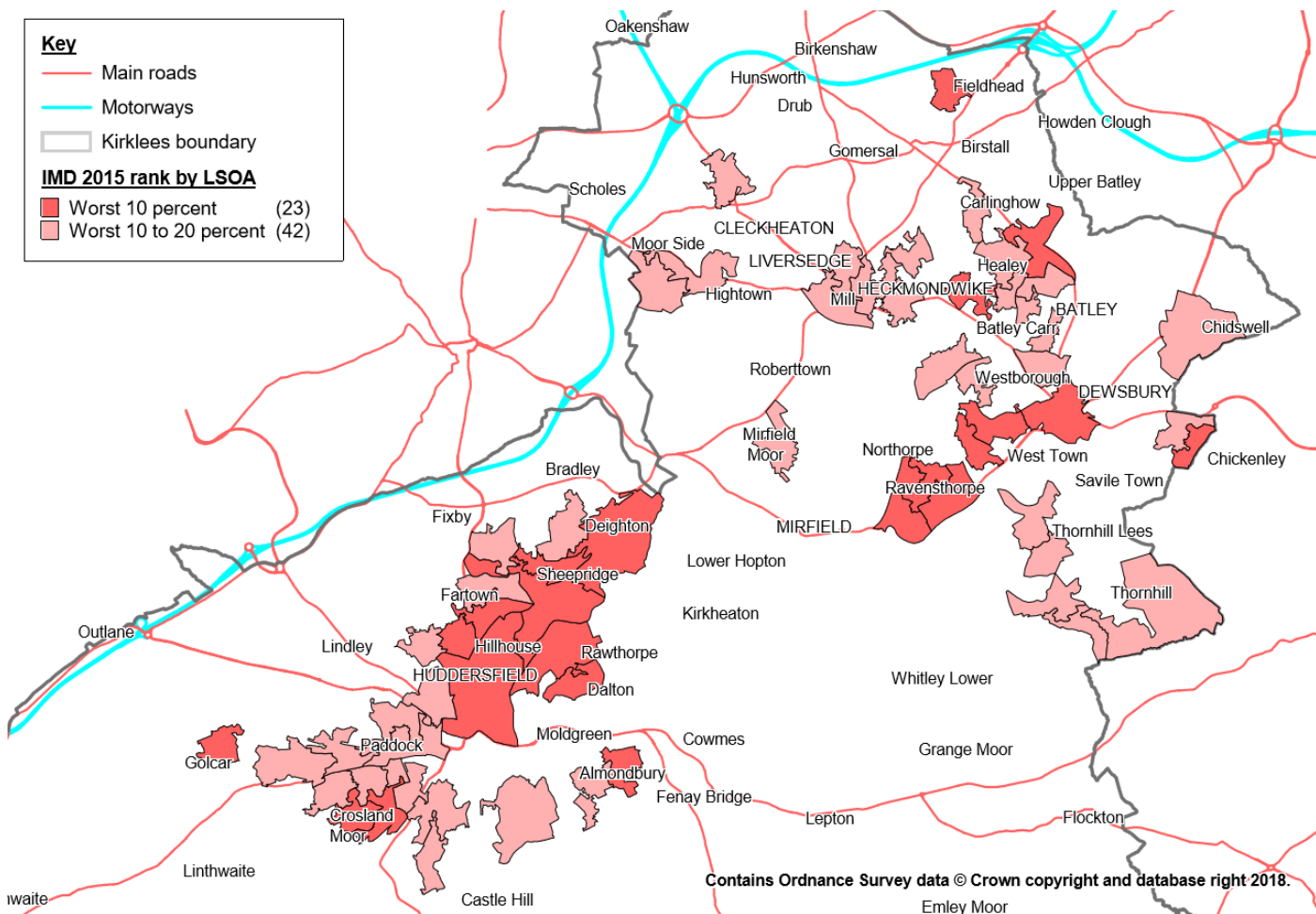
In terms of treatment, the proportion of people with drug and alcohol dependency is either in line or better than the national average.

Looking at the volume of alcohol sold, Kirklees has a slightly higher number of litres sold per head of population for all alcohol although it is slightly lower than the national average for Wine and Spirits but slightly higher for beer. The figures relating to Kirklees indicate higher levels of abstinence and lower levels of binge drinking and people drinking of recommended limits that the national average.

The PCC support pack provides an indication of numbers of people in community treatment which has been seen to have a positive impact on reduced offending and substance misuse where people are engaged and completing treatment. The same report highlights that there is a 44% reduction in the number of people re-offending and a reduction in offences of about 33%. It is estimated that there is a 30% reduction in social and economic costs to society as a result of drug treatment and a 49% saving for alcohol treatment.

Appendix 1

Figure 1 : Map showing Indices of Deprivation



Compared with the previous index of deprivation in 2010, the following areas have shifted into or out of the 10% most deprived areas;

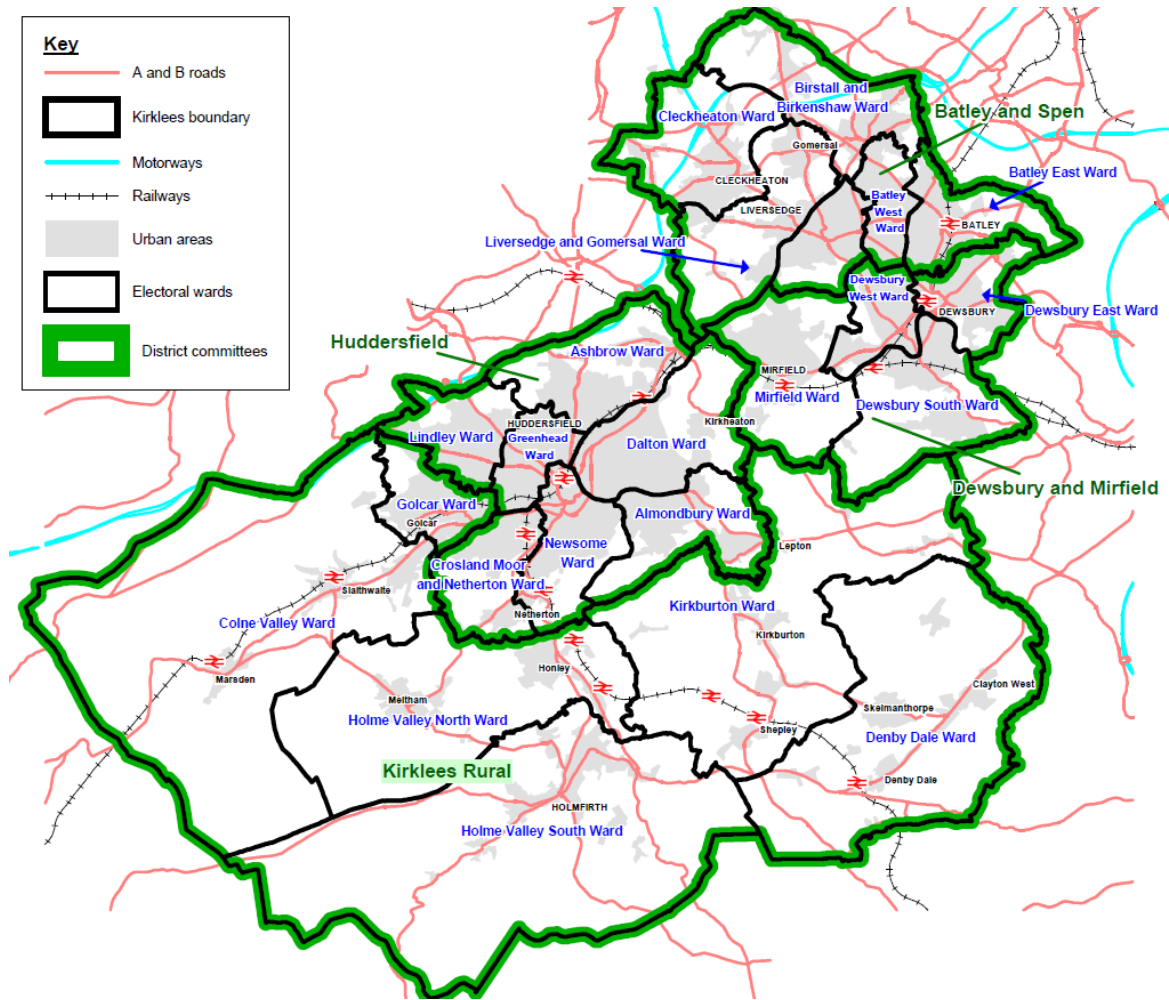
SOA's moved out of top 10% most deprived	SOA's in the Top 10 most deprived	SOA's moved into top 10% most deprived
Almondbury, Delacy Avenue Dewsbury Moor, Moorside Estate Carlinghow, Wilton Estate Batley, Cemetery, Healey Birkby, Bay Hall Crosland Moor, Yews Hill Thornton Lodge Brackenhall / Ferndale Chickenley (west)	Batley, Town Centre Healey / Staincliffe Fartown Green, Red Doles Hillhouse Birstall, Fieldhead Estate Lockwood, Yews Hill Road Walpole Estate Rawthorpe Dalton, Ridgeway Deighton, Riddings Bradley, Colne Bridge Leeds Rd, Sheepridge Bradley Mills, Town Centre	Ravensthorpe, Fir Cottage

Westborough, Schools Estate Lowerhouses / Ashenhurst Lockwood / Rashcliffe Highfields Liversedge, Windybank Thornhill, Overthorpe	Chickenley (east) Dewsbury, Town Centre, Flatts Ravensthorpe, Fir Cottage Ravensthorpe, Sackville Street Dewsbury, Crow Nest Park Dewsbury, Pilgrim Farm Ravensthorpe, Northstead Est Ravensthorpe, Huddersfield Rd Golcar, Botham Hall Fernside, Aldonley	
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Figure 2 : Comparison of Crime 2017 vs 2016

	2016	2017	% Change
Homicide	4	6	50.0%
Other violence	12,293	15,635	27.2%
Sexual offences	897	1,300	44.9%
Burglary Dwelling	2,206	2,601	17.9%
Burglary Other	2,106	1,283	-39.1%
Robbery	368	429	16.6%
Drugs offences	723	810	12.0%
Theft from vehicle	2,388	2,398	0.4%
Theft etc of vehicle	816	805	-1.3%
Other theft	7,889	7,685	-2.6%
Fraud/Forgery	543	582	7.2%
Handling	39	24	-38.5%
Criminal damage	5,386	5,721	6.2%
Others	990	1,194	20.6%
TOTAL CRIME	36,648	40,473	10.4%

Figure 3 : Map showing Town and Ward locations



Appendix 3 - Ward Summary table (Ranked 1 to 23 – where 1 is worst and 23 best)

	Reducing Crime				Anti-Social Behaviour								Satisfaction					Protecting People from Serious harm			
	Property		Personal		Police ASB	Criminal Damage	Aband. vehicle	Flytipping	Domestic Noise	KNH Reported ASB	Del Prim. Fires	Sec Fire	Sats with area	Safe After Dark	Safe During Day	People Pull together	Live Harmoniously	Domestic Abuse	Hate Incidents	Road Casualties	Acc. Dwell. Fires
Burglary Dwelling	Vehicle Crime	Violent Crime	Robbery																		
Almondbury	13	22	15	9	16	17	21	23	13	16	20	19	18	15	15	14	17	16	19	19	14
Ashbrow	11	16	5	7	12	7	13	8	10	4	13	8	7	5	2	11	22	4	10	10	1
Batley East	12	6	6	5	5	10	1	1	8	6	3	5	3	9	5	15	11	6	3	11	3
Batley West	8	5	9	10	10	6	10	18	14	13	11	2	6	2	9	6	9	5	8	14	18
Birstall & Birkenshaw	2	1	11	16	6	4	8	12	6	2	5	14	14	13	7	10	1	14	16	5	19
Cleckheaton	3	9	14	11	4	11	5	13	15	10	4	11	15	12	17	17	6	12	13	3	12
Colne Valley	15	17	19	18	17	18	11	4	19	18	19	13	17	20	20	19	15	19	23	7	8
Crosland Moor & Netherton	4	11	10	8	13	13	22	6	4	12	12	10	9	10	4	8	16	8	17	21	5
Dalton	21	15	7	6	8	12	4	3	2	7	6	12	10	6	10	4	19	11	5	2	21
Denby Dale	20	23	22	23	20	22	19	7	22	19	15	23	22	21	16	20	10	22	18	16	20
Dewsbury East	10	2	2	2	1	2	18	17	5	5	9	3	2	7	3	2	2	1	4	4	16
Dewsbury South	22	18	12	13	11	9	14	14	9	11	2	6	4	8	12	3	8	13	6	15	22
Dewsbury West	1	4	3	3	3	1	7	5	3	8	1	1	1	1	1	1	4	3	2	9	4
Golcar	16	14	13	15	15	14	2	16	7	9	14	20	13	14	13	9	18	10	15	18	23
Greenhead	6	3	4	4	19	8	3	2	12	21	7	9	12	4	8	5	20	9	7	6	6
Heckmondwike	5	8	8	14	7	5	6	10	17	15	18	4	8	3	6	7	7	7	11	13	13
Holme Valley North	23	12	20	17	21	16	15	15	20	17	22	18	19	19	22	21	12	21	21	23	10
Holme Valley South	19	21	21	19	22	21	20	20	21	22	17	15	21	22	19	23	5	20	22	20	15
Kirkburton	18	20	23	22	23	23	23	19	23	23	23	22	23	23	23	22	14	23	20	8	9
Lindley	14	10	17	20	18	19	12	11	16	20	16	16	20	18	18	16	23	17	9	12	17
Liversedge & Gomersal	9	13	16	12	14	15	17	22	11	3	8	17	11	17	14	12	13	15	12	17	11
Mirfield	17	19	18	21	9	20	16	21	18	14	21	21	16	16	21	18	3	18	14	22	7
Newsome	7	7	1	1	2	3	9	9	1	1	10	7	5	11	11	13	21	2	1	1	2

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Name of meeting: Cabinet

Date: 18 June 2019

Title of report: Corporate Plan 2019 Refresh

Purpose of report

To present Cabinet with an update on some of the activities which have helped contribute to achieving the outcomes we set in the two year Corporate Plan, approved July 2018.

To affirm ongoing delivery commitments and identify new delivery priorities to help us achieve the outcomes we have set, over the next twelve month period

If agreed this will become the refreshed Corporate Plan for the remainder of the 2019/20 period, with a particular focus on the narrative for our organisational journey, and the content prioritised under each of the outcomes. After Cabinet the report will be presented to Council for agreement.

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?	Yes If yes give the reason why The Corporate Plan sets out the shared outcomes and objectives with borough-wide impact.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall – Director Corporate Strategy, Commissioning & Public Health: 6 June 2019
Is it also signed off by the Service Director (Finance)?	Eamonn Croston: 5 June 2019
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft: 5 June 2019
Cabinet member portfolio	Cllr Shabir Pandor

Electoral wards affected: All

Ward councillors consulted: All

Public or private: Public

(Have you considered GDPR?) Yes. The only personal details in the Corporate Plan refresh are the 'I'm Kirklees' case studies. Consent from the individuals involved has been received and recorded.

1. **Summary**

- 1.1 The Corporate Plan 2018-20 is being refreshed for 2019/20 to highlight key delivery to date, as well as our priorities and continued direction of travel for the next 12 months. Our shared outcomes, aims and impact measures remain consistent with the 2018-20 plan. However, this refresh provides the opportunity to update both our We're Kirklees journey, and the ways in which we'll deliver against our outcomes.

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

- 2.1 The 2018-20 Corporate Plan was approved by Council in July 2018. This refresh reflects key achievements over the last 12 months, sets out our key delivery priorities for the year ahead, based on ongoing commitments and new priorities for action, and describes the current stage of our 'We're Kirklees' journey , which focuses on people, partners and places.
- 2.2 The refresh is an update on the Council's approach to our shared outcomes. A new Corporate Plan will be published next summer when the 2018-20 Plan expires, which will provide the opportunity for a more fundamental reshape of the document, although it is not expected that the focus on people, partners and place through We're Kirklees will change.
- 2.3 The introduction highlights our level of ambition for creating a more inclusive economy and society, and a more inclusive organisation. It reflects the pride the Council has in its staff and its commitment to an ongoing journey to change the way we work.
- 2.4 This sets the scene for an update on what 'We're Kirklees' means: our approach of working with people, not doing to them, the importance of our partners in delivering our shared outcomes, and our adoption of place-based working.
- 2.5 The Plan summarises the vision, key achievements, and work-streams sitting under each of our seven shared outcomes (plus our own efficient and effective outcome). As this is not a new Corporate Plan, the continuity with the objectives set out in the original Plan is clear. This refresh reflects how our delivery against each of the outcomes is evolving – reaffirming the delivery we will continue to progress and identifying the new areas of emphasis we are developing.
- 2.6 The previous 2018-20 Plan featured a case-study showcasing project delivery for each outcome. The 2019 refresh includes Kirklees Council staff talking about their roles, their contributions to our shared outcomes and why they are proud to work for the organisation, under the heading 'I'm Kirklees'. This is reflective of the communications being rolled out in the next phase of our We're Kirklees approach.
- 2.7 In keeping with the 2018-20 document, the back page displays the scale and scope of the Council's delivery, along with its partners. The final designed version will incorporate infographics which have been updated to showcase our delivery over the last 12 months.

3. **Implications for the Council**

3.1 **Working with people**

The 2019 refresh includes an update on our journey to work *with* people rather than *do to* them. It includes detail on how we are building restorative practice capacity

within the organisation, as part of our approach to embedding this way of working across the Council in all services, as well as with partners and communities.

3.2 Working with partners

Our commitment to partnership working is articulated in our description of 'We're Kirklees'. The Plan is clear that in delivering all our shared outcomes, our work with partners is critical and fundamental to all we do. The last page looking at our achievements over the previous 12 months explicitly states that these have only been possible through joint working with our partners, and are shared achievements to match our shared outcomes.

3.3 Place based working

Place-based working is weaved throughout the Plan. There is a description of this developing approach in the introductory section of the document, and subsequent examples are given under each outcome – better understanding our resident's needs, equipping communities with the skills and resources they need to achieve their aims, and working in partnership to enhance delivery across the whole system.

3.4 Improving outcomes for children

While there is a specific outcome dedicated to outcomes for children (Best Start), the other seven outcomes all impact on children and young people – good jobs and progression for parents, lifelong learning, a cleaner and safer environment, and a Council that works efficiently will all improve the lives of children in Kirklees.

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

The Corporate Plan is a non-statutory plan which forms part of the Council's Policy Framework under Article 4 of the Constitution. It requires full Council to approve or adopt it following the Cabinet's approval and recommendation to full Council.

The Corporate Plan helps inform the relative resourcing and priority of resources allocated in the Council's medium term budget plan.

The Corporate Plan acts the key document to communicate to staff, helping them see how their work fits with the organisation's strategic priorities and direction of travel. Council staff will continue to be fully engaged in the Corporate Plan so that they identify with the approach set out and understand how this impacts on the way in which they carry out their work. An ongoing communication and engagement plan will continue to be delivered and developed to ensure that this takes place.

4. Consultees and their opinions

4.1 All departments have inputted into the development of the Corporate Plan content.

4.2 The Plan was discussed at Leading Members on 5 June 2019.

4.3 All officers have been in agreement that the document should clearly demonstrate what services have achieved over the last 12 months, while ensuring continuity with the 2018-20 Corporate Plan in setting out priorities for the next 12.

5. **Next steps and timelines**

- 5.1 The draft Corporate Plan refresh will be considered by Overview and Scrutiny Management Committee on 17 June. Input from Overview and Scrutiny Management Committee will be shared verbally with Cabinet.
- 5.2 The Plan is scheduled for Council on 17 July 2019.
- 5.3 Following approval, the Plan will be released to managers. Work will continue on the communication and staff engagement plan,

6. **Officer recommendations and reasons**

- 6.1 To recommend approval of the Corporate Plan 2019/20 to full Council at its meeting on 17 July 2019 (and delegate authority to the Chief Executive to make any required amendments in consultation with the Leader following approval by full Council at its meeting on 17 July 2019).
- 6.2 Reasons: the Corporate Plan 2018/20 is an overarching plan forming part of the Council's Policy Framework, that sets out how the Council will deliver against our shared outcomes and identifies how the "We're Kirklees" approach will shape how the Council works in the coming years.

7. **Cabinet portfolio holder's recommendations**

- 7.1 The Cabinet Portfolio Holder recommends that Cabinet recommends approval of the Plan to full Council on 17 July 2019.

8. **Contact officer**

Christina Andrew christina.andrew@kirklees.gov.uk / Kate McNicholas
kate.mcnicholas@kirklees.gov.uk

9. **Background papers and history of decisions**

The original 2018-20 Corporate Plan can be found at:
<https://www.kirklees.gov.uk/beta/delivering-services/corporate-plan-201820.aspx> .

10. **Service Director responsible**

Andy Simcox – Service Director, Strategy, Innovation and Planning

Corporate Plan

2018-20 (2019 refresh)

Draft
Cabinet version

DRAFT

Introduction

Cllr Shabir Pandor, Leader of the Council

Kirklees is a great place in which to live, work and invest, but we can always be more ambitious. During my first 12 months as Leader, I've shared with officers, community groups and other partners the importance I place upon ambition. Now is the time to move with both pace and passion to deliver real improvements for people.

A strong and vibrant economy and society should benefit all local people, but we know that some people are less likely to benefit from economic growth and feel less involved in their communities. The twin pillars of inclusivity and productivity in our new Kirklees Economic Strategy 2019-25 reflect my own personal commitment and that of colleagues to put inclusion at the heart of this council's agenda. We are committed to reducing inequalities in health, education, skills and employment opportunities. Through the Kirklees Inclusive Growth Group I've been working with the leaders and key stakeholders in local organisations to champion inclusion and generate ideas and action that we can make progress on individually and together.

Last year we said it is only through working in partnership that we can create the long-lasting change we need. That very much remains the case. We have an important role in enabling action and working closely with people to ensure everyone in Kirklees benefits. This approach is important in all our services, and especially our vital adult social care, children's services, libraries, highways, and waste services that provide the basics for people to get on with life as well as crucial safeguarding services for those who need our help to stay safe.

We are tackling some of the key issues of our time. We are developing an action plan around our declaration earlier this year of a climate emergency. And we're starting work on a new cohesion strategy to help us build stronger communities, celebrate diversity and build common ground and good relations.

Finally, we're making big efforts to be a more inclusive organisation. The unanimous approval of our Inclusion and Diversity Year 2 Action Plan at Full Council shows the importance of inclusion for this council, and is creating the conditions for all council staff to be able to make a difference, progress and thrive.

Creating a more inclusive local economy and society, and a more inclusive organisation: that's my ambition for this council, that's my ambition for Kirklees.

Jacqui Gedman, Chief Executive of the Council

I'm incredibly proud of the people who work here. The passion of our colleagues for the difference we can make, their confidence about our abilities to get things done, and their flexibility in meeting challenges are among our greatest assets as a council. Every day I meet colleagues who display the kind of behaviours that help us become more passionate, confident, and flexible.

I firmly believe that we are now well into the next phase of our ambitious journey. Through 'We're Kirklees' we can deliver our shared outcomes by working with people (rather than doing to them or for them), working in partnership (rather than trying to do things alone), and working in a place-based way (recognising that the biggest and most sustainable changes come from the grassroots up).

The purpose of this plan is to set out our priorities so that these are understood by all staff and key partners, to track the progress we are making in meeting the ambitions we have set ourselves and to make sure that our values, ethos and ways of working inform everything that we do. Each and every one of us can make a huge difference to local communities by focusing on delivering our outcomes. We have much to do and we'll continue to work hard to ensure the organisation and its people have the tools they need to deliver.

We're Kirklees

We're Kirklees is about our pride in Kirklees and our ambition for the future. We're ambitious for the place and our people and we want to celebrate all that makes Kirklees special.

We're Kirklees is also the journey we're on to keep improving to become the best organisation we can be. It is about a focus on delivering the best for all those who live, work, visit and invest in the area, working together with our communities and partners in ways that benefit all the towns and villages within Kirklees.

And We're Kirklees is a journey we are committed to continuing: we will maintain our focus on People, Partners and Places, and we want all our staff to do the same.

Working with people, not doing to them

Our focus is on engaging people, building relationships based on trust, working with people and communities to solve problems and make the most of opportunities in order to give them better control of their lives. This means providing the appropriate level of challenge and support to empower citizens and communities to feel able and encouraged to do more for themselves and become more independent. The focus on restorative practice that started in our Children's Services teams and strengths-based practice in Adult Social Care is cascading across the organisation. Supporting councillors in their community leadership roles is also critical to this approach.

We are determined that those in contact with the council have the power, opportunity and support to help shape services – whether they are residents, key partner organisations or local businesses. Working collaboratively informs everything we do.

The council has a unique role to play in supporting vulnerable people. We are developing different ways to help people live independent lives for as long as possible, especially by helping people stay fit and healthy. This includes giving young people the best start in life through support for expectant and new families, and means that as people get older, they can look after themselves using more of the support already available in their community. An important part of our work is preventing problems before they happen and helping people get back to living the way they want after a period of illness or injury.

We are continuing to modernise our approach to inclusion and diversity. Our [Inclusion and Diversity Statement](#) and our [Year 2 Action Plan 2017-21](#) are significant steps to both tackling inequalities and embracing inclusion and diversity as a real asset. We are incorporating this positive approach by effectively and routinely respecting diversity, valuing different perspectives and supporting inclusion.

Delivering change: restorative practice

We've been developing our skills in restorative practice over the last year, enhancing staff behaviours, interactions and approaches to help build and maintain positive, healthy relationships, resolve difficulties and repair harm where there has been conflict. When we work with and alongside people, and focus on removing barriers, promoting a sense of community, social responsibility and shared accountability, there is strong evidence that outcomes are improved. We have delivered training to over 500 staff, with over 75% reporting that they have found it very or extremely useful in their roles. One participant said:

"My approach has always been reflective and relationship based, this training has given me the language to use and a framework to practice in an evidence based way – leading to my increased confidence and being able to encourage this approach in my team"

Working with partners

Many of the issues and opportunities we face are complex and we need to use the broadest range of knowledge, experience and resources to get the best results. Our partners in Kirklees bring a vast amount of positive insight, skills, and understanding to the table, from grassroots community engagement in the voluntary and community sector, to local businesses driving productivity and innovation, and other public sector organisations. Working together with a shared sense of purpose, and using the expertise held across these sectors, makes our work towards our shared outcomes more effective and impactful.

We're committed to making the time and space to build trust and understanding with our partners to find shared solutions. Effective partnership working means having both strategic discussions and agreement among the leadership of our organisations, and day-to-day, flexible and informal collaboration between staff teams, allowing people to make the most of their skills and resources. And so our partnership working takes many forms, from the statutory Health and Wellbeing Board to focused work on joining up systems and delivery via the Integrated Commissioning Board to action focused networks around issues like gangs and hate crime. We also work closely with our sub regional partners because we can make a difference in Kirklees and beyond when we work at this scale.

Delivering change: Kirklees youth summit

Our partnership working is focused on achieving real change. Together with partners from both the Communities and Children's partnership boards, we held a Youth Summit in May 2019 to improve our knowledge and understanding of serious violence and gangs, and child criminal exploitation. With a national spotlight on these crimes and data showing they are on the rise, we are working with partners on an approach that stops activities and crimes happening in the first place, and when they do happen, equips us to spot them early and intervene to support the victims and their families.

The event helped us to bring together the people with the knowledge, skills and connections to design just this approach, and allowed us to listen carefully to the feedback we are getting from frontline workers and young people who experience these issues first hand.

Place-based working

Place-based working starts with an intelligence-led recognition of the diversity and strengths to be found across Kirklees. We recognise that one size doesn't fit all. To be relevant to the diverse range of our citizens and communities, we need to work with people to design, develop and deliver support and services.

Our approach is based on developing local connections and networks with citizens, community groups, businesses, the third sector, our statutory partners – anyone with a stake in the future of Kirklees. Working this way taps into the huge pride that the people of Kirklees have for the places in which they live, work and play, and valuable skills, strengths and local knowledge. It also allows us to deliver our shared outcomes and make a real difference within our varied communities.

Delivering change: Community Plus

We're starting to work differently in different parts of Kirklees. Our Community Plus team of place-based Community Coordinators connects individuals and groups in their areas. In 2018/19 they worked with over 1,300 people of all ages for 4 – 6 weeks. The team are piloting ideas, trialling ways of working and exploring opportunities based on people's bespoke needs. They have worked with users of GP services to identify where people may benefit from an alternative or complementary activity in addition to their medical requirements. Our community investment fund, called 'Do Something Now' has provided funding for small grassroots activities across Kirklees, with 16 community led activities funded in the first quarter of 2019, to deliver outcomes including connecting lonely and isolated people, increasing confidence through volunteering and supporting families on low incomes to live a better life.

Our Vision and shared outcomes

Our Vision

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

Our shared outcomes



Best start

Children have the best start in life



Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



Well

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



Safe and cohesive

People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm



Independent

People in Kirklees live independently and have control over their lives



Clean and green

People in Kirklees experience a high quality, clean, sustainable and green environment



Aspire and achieve

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

PLUS



Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.



Best start

Children have the best start in life

The first few years of every child's life help shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed and to ensure every child in the district starts school healthy, happy and ready to learn.

Children's journey through school and into adult life shapes the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

Over the last year we have ...

1. Reduced the number of children per children's home and reduced the number of children living in residential care by, among other things, increasing the number of fostering and family-setting placements, while at the same time reducing the number of children placed more than 20 miles outside Kirklees.
2. Improved the percentage of decisions made on children's social care referrals within 24 hours from 53% in April 2018 to 98% in September 2018.
3. Developed ADHD, autism spectrum conditions and learning disability pathways, enabling early identification and screening to ensure children's needs are identified at the initial point of contact and the correct pathway is followed to meet those needs.
4. Established an enhanced mental health crisis and home treatment team, and implemented ChatHealth and Kooth. The ChatHealth app offers instant messaging for 11-19 year olds and the parents of 0-19 year olds, to address any health related issues that children, young people and their parents have. Kooth is an online counselling service available to 11-19 year olds which allows the user to remain anonymous and is available up to 10pm, every day of the year.

We'll continue to ...

1. Support parents to access high quality learning and childcare provision, including access to 30 hours funded provision, and supporting providers to develop sustainable business models.
2. Supporting children to get a good start with reading and other skills by increasing the number of volunteering programmes and peer support roles.
3. Deliver the Kirklees Integrated Healthy Child Programme (through the 'Thriving Kirklees' partnership) including expanding antenatal education, launching an early years parenting course and integrating data across Thriving Kirklees partners.
4. Expand Fit and Fed – a programme that is reducing the number of children who are hungry in the school holidays.
5. Work closely with communities and partners to ensure local support for families that builds on their strengths and brings back and keeps our children living in Kirklees.
6. Develop great family homes and neighbourhoods that nurture children.

With further emphasis on

1. Integrating the commissioning and provision of services and activity to improve outcomes for children and young people from conception to age 19 (age 25 for children, young people and families with additional needs).
2. Reducing waiting times for face to face interventions.
3. Further developing our inclusive practice and special educational needs and disabilities (SEND) offer.
4. Re-launching and re-shaping the Children and Young People's Partnership in 2019, working with partners across sectors.
5. Developing a shared Children and Young People's Plan, concentrating on the actions and priorities that make the most difference to give Kirklees children the best start in life.

What we're aiming to achieve

- Confident children ready to do well at school and in life
- Better outcomes for vulnerable children
- Child focused activities which support families
- As many children as possible staying with their families

Measuring our impact

- School readiness: good level of development at the end of reception
- Placement stability for our looked after children

I'm Kirklees

Sean Hurry – Stronger Families Consultant

"I currently work with eleven schools in the Colne Valley area, embedding a whole family approach. Much of my role involves providing advice and information and coaching staff to think about the factors often associated with poor and challenging behaviours in school, which can lead to detentions, isolation and fixed term exclusions.

I truly believe everyone in society should have an equal opportunity to live, grow and feel safe in a culturally enriching environment such as Kirklees, where children and families have a sense of wellbeing, respect, and pride in the community where they live. I believe developing strategies based on the lived experiences of children and families leads to a sense of ownership and sustainable outcomes, not just for families, but the whole community.

I have worked hard to promote prevention and early intervention strategies in schools, advising staff to look at their resources, and how they can adapt their own strategies to support pupils and families at the earliest opportunity. This is helping us to move away from an over reliance on social care and family support throughout the schools in the Colne Valley area."

Well

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

No matter where they live, we want people in Kirklees to be able to live their lives confidently, in better health and for longer. Preventing problems and supporting people early will help people choose healthy lifestyles and increase physical and mental health and wellbeing.

Over the last year we have ...

1. Launched the new Care Offer for Adult Social Care in Kirklees, embedding the approach to meeting needs through promoting independence and supporting people by connecting them to local support through the involvement of Community Plus and Care Navigators.
2. Established an Integrated Commissioning Board with the two local CCGs and with healthcare providers to join up how health and care is planned and delivered.
3. Developed physical activity programmes for target groups of people, encouraging walking and cycling, and commissioned Kirklees Active Leisure (KAL) to manage and improve facilities which provide choices for everyone to be physically active.
4. Worked with over 400 people in communities who received training and support to enable them to lead fun, safe sessions that benefit people's health and wellbeing through physical activities.
5. Delivered 80 bibliotherapy sessions in libraries, care homes, memory cafes and community venues, aimed at adults living with dementia and those with low level mental health issues.
6. Produced a local Health Impact Assessment for new housing developments to encourage developers to consider ways they can maximise the health opportunities for communities living in and around new developments.

We'll continue to ...

1. Support people to remain healthy and physically active, by working with individuals to help themselves and make the changes that matter to them, and supporting groups that empower people to manage common long term conditions.
2. Fully implement our model of working with communities to help and support people and families who might be struggling to lead a better life by connecting them with local resources, groups and individuals.
3. Deliver family group conferencing where appropriate to empower families to identify solutions and make decisions about their children and young people.

With further emphasis on

1. Embedding the Care Offer in Adult Social Care as an enabler of more efficient ways of working by empowering people to take more control of their care.
2. Launching a further drop-in support centre for care leavers in Dewsbury (by September 2019).
3. Working to implement an integrated approach to health improvement (Integrated Wellness Service) that will provide more holistic and person-centred support that helps keep people well.
4. Coordinating our approach to helping people to achieve and maintain healthy weight across Kirklees, with commitment from partner organisations.
5. Developing our plans and readiness for the CQC system reviews, using collaborative opportunities to see, learn and act on what works well across Kirklees, Wakefield and Calderdale.

What we're aiming to achieve

- People have access to opportunities to improve their health and wellbeing
- A joined up health and care system in Kirklees
- Support, help and advice for people in the communities where they live
- Protection of the public's health through education, support, and interventions

Measuring our impact

- Healthy life expectancy

I'm Kirklees

Lucy Wearmouth – Public Health Manager

"I work in Public Health, part of the Corporate Strategy, Commissioning & Public Health directorate. I'm a Public Health Manager and I'm passionate about reducing inequalities through meaningful systems change. My goal is communities living in environments which enable them to enjoy good health, social and financial wellbeing.

I manage the 'wider factors' theme. As little as 10% of a population's health and wellbeing is down to access to health care. A broad range of other factors influence our ability to live happy and healthy lives – things like housing, our local environment, access to education, access to transport, family and community networks and our financial stability.

It's my job to try and connect public health with colleagues from across the council and with other external organisations in order to influence policy and decision making. I've worked with colleagues from planning, housing, policy, licensing, environmental health, parks and open spaces as well as partners from health organisations. I really enjoy working with lots of different people and adding value to work which is already happening as well as influencing ways of working and decision making. Over the past few years I feel that the role and importance of Public Health in the council has really grown. I feel really proud to have been a part of that."

Independent

People in Kirklees live independently and have control over their lives

We want people in Kirklees to live their lives confidently, independently and with dignity. The right advice, help and support at the right time will empower people to take control of their own health and wellbeing, and connect people with caring and supportive communities.

Over the last year we have ...

1. Created an integrated team with the two local CCGs, to deliver the quality of care offer to care homes across Kirklees, using a preventative approach to quality improvement.
2. Continued to support the homecare market in Kirklees through regular and positive provider forums that help us collectively shape both the future of the market and the interface between the council and providers.
3. Been ranked the 7th best value for money council for adult social care, retaining a place in the top 10 in the country.
4. Agreed a new 5 year Housing Strategy, which aims to see Kirklees offering a range of good quality mixed tenure housing, where people live in suitable, warm, safe and affordable homes in attractive and prosperous places throughout their lives, including the development of more specialist housing for people with disabilities and for older people.
5. Through Community Plus and Kirklees Libraries, promoted the 'Looking out for our neighbours' social marketing campaign, to prevent loneliness and its associated health risks by encouraging communities to look out for vulnerable people.
6. Lent 873,160 physical books, 48,143 e-books and e-audiobooks and 35,052 e-magazines and newspapers.
7. Held our fourth Vision Connect event, where over 300 people visited to find out more about the technology, equipment and services available for blind and partially sighted people of all ages.

We'll continue to ...

1. Make sure everyone has access to the advice and information they need to make informed choices and the best use of the support that exists in local communities.
2. Put people in control of their own care, and develop individual and community capacity to be able to take positive action to make long term improvements.
3. Take a more collaborative approach with care providers so they deliver more flexible, person-centred care and support, and it is easier for people to transfer from one form of care to another.
4. Develop a range of housing that meets the needs of vulnerable people, and enables people to live as independently as possible, as well as providing information and advice and a Personal Housing Plan to all people threatened with or who are homeless.
5. Make best use of technology, equipment and adaptations where appropriate, to enable people to live as independently as possible in their own homes.

With further emphasis on

1. Working with providers and service users to focus our commissioning on the needs of the person receiving services, bringing more flexibility and emphasis on the provider working with the person to improve their lives.
2. Developing the Kirklees Independent Living Team (KILT) model in collaboration with NHS partners to enable people to better regain their independence after an accident or illness.
3. Working with the personal advisors of our care leavers not in employment, education, or training to support them in accessing their chosen pathways.
4. Meeting the housing needs of our most vulnerable people including a focus on people sleeping rough, young people struggling to access the private rented sector and older people leaving hospital who need somewhere to stay before they can move into a suitable home of their own.

5. Developing specialist day support buildings for people living with dementia or with complex disabilities.

What we're aiming to achieve

- Joined up and personalised support which enables independence, helps people to live as close to home as possible, draws on support from their communities and prevents or delays inappropriate admission to hospital or long term care.
- If people need it they can choose between a broad range of high quality options for care and support and are always treated with dignity and respect.
- People can successfully manage the changes in their lives.
- People live in suitable and affordable homes in attractive places within a supportive community.

Measuring our impact

- Percentage of people who need help or support to continue to live in their own home.

I'm Kirklees

John Kipling – Housing Solutions Officer

"I'm a housing solutions officer in the Private Sector Compliance Team at Kirklees Council. I contribute to Kirklees shared outcomes, particularly keeping people well and independent. I look at hazards in single family dwellings as well as houses of multiple occupation, so we look at things like is a property damp or mouldy, is it excessively cold, is there an increased risk of fire, electrical hazards, gas safety issues, or risk of falling on the stairs? If we do identify something which is particularly hazardous then we may have legal powers to force a landlord to deal with the hazards in the property and keep people safe and well.

We also deal with tenancy relations issues – landlord tenant relationships where those relationships may have broken down, where the tenant might be at risk of eviction, we can look at the legality of the notices they've been served, if they have been served a notice – we try to prevent illegal evictions and sustain the tenancy wherever we can. If we identify that the tenant has financial difficulties we can refer them to the right agencies for support.

I'm proud to help the people of Kirklees to live independently and have control of their lives."

Aspire and achieve

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

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

Over the last year we have ...

1. Supported Kirklees College to open the new Springfield Sixth Form College in Dewsbury.
2. Doubled the hourly pay of apprentices working for the council.
3. Developed English for Speakers of Other Languages (ESOL) courses which have been accessed by 175 adults and 50 children to help them overcome language barriers and improve access to learning and development opportunities.
4. Recruited and trained 15 mentors from local businesses and communities to work with vulnerable young people to raise aspirations and engage in positive activities.

We'll continue to ...

1. Secure enough high quality learning places.
2. Progress our educational attainment strategy that helps children do better at reading and maths and reduces the gap between how well boys and girls do in their first years in education.
3. Work with the Education and Learning Partnership Board to speed up the progress of pupils with Special Educational Needs and Disability (SEND).
4. Work on our joined-up skills system which helps people improve their skills, and improves their prospects for employment and higher incomes, including via active community hubs close to where people live and work.
5. Deliver our 'Works Better' scheme which provides a personalised and joined-up service to help people aged over 25 enter the labour market, and support apprentices within the council.

With further emphasis on ...

1. Setting out our long-term ambitions and plans for local sufficiency of placements, education and training, and health and wellbeing support services for our children in care, and care leavers.
2. Supporting adult education and retraining to ensure a flexible workforce that can meet the future needs of the local and regional economy, and building findings from our 12 month career learning pilot into national government policy.
3. Developing employment opportunities in the adult social care workforce. Having supported more than 400 individuals into local social care jobs in the last 12 months, we will explore a range of activities and incentives to encourage those who want to work into the market.
4. Promoting our apprenticeships scheme, with 22 new apprentices to start in Operational Services, following 12 apprentices gaining employment and development in the service over the last year.
5. Supporting young people to travel to and from school in a safe and sustainable way, by developing a sustainable travel to school policy and developing child centred solutions to school travel.

What we're aiming to achieve

- People in Kirklees have access to the highest quality, inclusive learning and education provision.
- Learning provision responds to the needs of people throughout their lives.
- Children making good progress and achieving the best outcome, and improved life chances for everyone.
- A highly skilled population able to secure good jobs now and in the future.

Measuring our impact

- Performance at the end of Key Stage 4 (i.e. at end of GCSEs)
- Adults qualified to level 4 or above (i.e. equivalent to a BTEC)

I'm Kirklees

Sarah Francis – Apprentice in the Employment and Skills Team

"I'm a level four apprentice in the Employment and Skills team. Our work contributes to the corporate priorities of Independent, Aspire and Achieve, and Sustainable Economy. The team works with a wide range of voluntary sector partners and employers to create opportunities for residents to become independent, find sustainable employment opportunities, and achieve their goals no matter how large or small.

I'm responsible for supporting multiple projects across our team. My key tasks include data management and helping monitor project performance. My role is fundamental to the wider team – I help to ensure that things go smoothly, suggesting and implementing changes where needed. I've also established and built strong and positive relationships with partners. I'm now their first point of contact when they need help, and if I can make partners' jobs easier, then they can focus on supporting residents and delivering a quality service.

I have always lived in Kirklees and I'm passionate about supporting people in my community from different backgrounds to achieve their aspirations. Working in this team I can see the impact we have from the success stories and responses from residents, and I'm proud to say that I'm helping that happen. In 2018 alone we supported over 4,374 people into work or learning!"

Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses

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

Over the last year we have ...

1. Agreed a new Economic Strategy 2019-25, focused on supporting a more inclusive and productive economy, and established the Kirklees Inclusive Growth Group.
2. Agreed an ambitious Local Plan that will lead to more investment and development in the area.
3. Supported 4,374 residents to find work with a net benefit of £6.1 million.
4. Supported 200+ employers, and awarded grants to SMEs to create new local jobs.
5. Worked with partners and businesses to support the night time economy, stimulating safe, vibrant and welcoming town centres.
6. Inspected and audited over 1,800 food businesses and audited, providing them with support and guidance to develop successful and safe food practices, and proportionate and graduated action to ensure compliance where necessary.

We'll continue to ...

1. Deliver Huddersfield and Dewsbury town centre regeneration projects, including the public consultation on the Huddersfield town centre masterplan.
2. Develop a joined up business growth support system which helps businesses to improve competitiveness, profitability and provide good jobs.
3. Develop and deliver activities, events and public art projects, to help make our town centres more vibrant and build a sense of cultural identity.
4. Work with regional partners to secure external investment for priority projects including Leeds City region business rates pool resources.
5. Work more closely with business partners to change attitudes and promote the district as a place to invest and start-up a business, developing a shared brand and place narrative to support that work.

With further emphasis on ...

1. Developing and delivering a local wealth building programme with other big local organisations to connect local people to local jobs, increase the impact of procurement and spend, use assets in ways that revitalise communities and develop a more coherent approach to addressing poverty in Kirklees.
2. Establishing a business-led economic partnership, a framework for business engagement and support with a focus on economic growth, and a refreshed and relaunched business hub.
3. Developing a strategic approach to our inward investment activity.
4. Supporting the vision to become a connected town, working in partnership with organisations such as Cityfibre to deliver a gigabit town, and developing a Digital Innovation Zone.
5. Making the most of our planned infrastructure investment, including the transpennine upgrade, and developing inclusive growth corridors to make sure local people benefit.

What we're aiming to achieve

- More and better quality jobs in Kirklees
- Create the environment to enable major regeneration activity to support economic resilience and greater inward investment into the district
- People have access to an appealing cultural offer and vibrant town centres

Measuring our impact

- Disposable income per household (£)
- Productivity per head (£) – Gross Value Added

I'm Kirklees

Roy Walton – Senior Highways Operative (from I'm Kirklees video)

"I'm a Senior Highways Operative, I also work as part of the winter maintenance team at the council – our aim is to keep the roads as safe and usable as possible when there's extreme weather. I can receive a call at half past three any morning, I have to get up, get ready, and make sure the car is safe to drive on the road to start with. My duty is to make sure the gritter is safe to drive, I then get the wagon loaded with salt by a colleague on the loading shovel, and head out onto my route, making sure I drive safely.

My aim is to keep the roads safe and the traffic flowing so the general public can get to work without any issues. I'm proud to contribute to the clean and green environment, ensuring a sustainable economy by keeping people moving around Kirklees."

DRAFT

Safe and cohesive

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

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

Over the last year we have ...

1. Appointed local area coordinators in our Community Plus team and begun making more connections between people in their communities and local activities.
2. Launched two new victim's hubs in North Kirklees (Dewsbury and Batley), with Safer Kirklees working in partnership with Victim Support.
3. Delivered 673 events, projects, workshops and training sessions and engaged 12,187 people to develop strong effective relationships which sustain community engagement, cohesion and connectedness.
4. Joined the Intercultural Cities network to help make sure all our policies and practices promote inclusion and diversity.
5. Developed the #KirkleesWelcomes approach with support from a wide range of council services and local partners, and funding from MHCLG, to be clear Kirklees is a place of welcome, and support people to settle, orientate and access the support they need.
6. Used the Place-Standard in Golcar and Shepley to help local people have a discussion about their ambitions for their places.

We'll continue to ...

1. Help to build community capacity, and increasing the amount of voluntary and community activity across the district, in order to increase community connectivity, wellbeing and cohesion.
2. Develop our approach to citizen engagement, working with communities in ways that reflect the diversity of the towns, villages and people of Kirklees so they are actively involved in the decisions that affect them, and developing relationships and partnership working with community hubs.
3. Deliver investment in the voluntary and community sector in order to increase and coordinate the resources and assets that are available and maximise their impact.
4. Make it clear that safeguarding is everyone's responsibility, by joining up with partners including schools, ensuring children and adults have good access to well informed advice, support and decision making from social work professionals, and there are effective, timely and proportionate responses when abuse or neglect occur.

With further emphasis on ...

1. Developing community capacity which builds good community relations, improves understanding between people from different backgrounds and works with existing community assets in order to increase community connectivity and cohesion, wellbeing and tackle inequality. Our work on a new cohesion strategy and input from the Intercultural Cities network will assist with this.
2. Developing relationships and collaborative working with community safety partners and local people to make communities safer by preventing and tackling community safety issues (such as crime and anti-social behaviour) at the earliest possible opportunity.
3. Joint work with the voluntary and community sector to stimulate collaborative working, including providing guidance to organisations on accessing funding and business planning.
4. Making sure vulnerable migrants, asylum seekers and refugees can access the support that is available to them from the council and partners including the voluntary and faith sectors, to ensure their settlement and community integration. We are also developing guidelines to support people who have no recourse to public funds.

What we're aiming to achieve

- More people active in their communities and engaged in local democracy
- A thriving voluntary and community sector
- High quality, joined up and accessible services which safeguard children and adults from harm

Measuring our impact

- Proportion of adults who say people get on well together
- Proportion of people who say they feel safe
- Recorded crime

I'm Kirklees

Ali Amla – Cohesion and Integration Manager (from I'm Kirklees Video)

"I'm the Cohesion and Integration Manager at Kirklees Council. The Cohesion team contributes to our safe and cohesive shared outcome in a number of ways – our primary mechanism is working towards commonality between communities, breaking down barriers between communities, particularly for young people, understanding and managing tensions, as well as understanding and managing perceptions of fairness. One of our projects is a participatory budgeting scheme called 'It's Up To You'. Individuals can apply for up to £100, and groups for up to £500, and the decision making is actually given back to the communities themselves through funding events where residents decide which projects they would like to see receive funding.

We also meet the aspire and achieve shared outcome by breaking down barriers for children and young people through a range of projects delivered in schools and education, for example, our interfaith schools work increases religious literacy for young people by facilitating visits to different places of worship. This equips young people with a broad understanding of modern society in Britain, and helps them to understand and interact with difference more effectively.

I'm proud to play my part in ensuring the people of Kirklees live in safe and cohesive communities, where they aspire to achieve their ambitions through education, employment, training and lifelong learning."

Clean and green

People in Kirklees experience a high quality, clean and green environment

Our built and natural environment contributes to people's quality of life and makes the district a more attractive place in which to live and invest. We want to connect people and places, improve air quality and green infrastructure and be resilient in the face of extreme weather events and climate change, as well as helping people reduce waste and recycle more.

Over the last year we have ...

1. Established a new garden waste collection system, delivering over 10,500 brown bins in the first 4 months, with high rates of public uptake, and delivered an education programme for residents about what can and can't be recycled, by checking each of the 9,000 bins across Kirklees.
2. Designed and secured funding for the Green Streets® 'Grey to Green' green infrastructure interventions on the A62 Leeds Road corridor.
3. Committed to investing 9.5million in play areas across Kirklees, keeping all our play areas open, while 137 undergo repurposing.
4. Completed the Huddersfield Heat Network feasibility study that has confirmed the viability of a Huddersfield district heating system, utilising low carbon heat and power from the Energy Waste Plant to provide a resilient, lower cost energy offer for the town centre.
5. Developed a local Air Quality action plan and strategy, increasing the number of electric fleet vehicles, improving our physical infrastructure to ensure that walking and cycling is an easier option and implementing traffic management systems which will reduce vehicle queuing times and increase through-flow.
6. Declared a 'climate emergency', and established a councillor-led working party to identify practical measures to reduce emissions, encourage action across Kirklees and propose targets for future action.

We'll continue to ...

1. Review how we provide key services to residents such as waste collection, recycling and street cleansing, including continuing our communication with residents.
2. Deliver an ongoing highways maintenance programme and securing investment in infrastructure across Kirklees from the West Yorkshire Transport Fund, as well as improving digital connectivity and access to high quality digital infrastructure and working with Kirklees Neighbourhood Housing (KNH) to increase digital inclusion.
3. Improve the quality of greenspaces which enable people to be active and increase biodiversity, by encouraging people to volunteer, and developing a greenspace strategy.
4. Deliver the Big Build, aiming to build 10,000 homes by 2023, with 1,000 of these on council-owned land and via new council house building.

With a further emphasis on ...

1. Developing a new and ambitious waste strategy that puts Kirklees at the forefront of environmental best practice, with significant investment in our frontline services that gets us ready for the new government strategy and the end of our waste PFI contract in 2023.
2. Delivering our ward squads that place councillors at the heart of improving their communities. They will take forward a rolling programme of ward workarounds that builds on last year's pathfinder project and supports greater community capacity.
3. Investing over £3.5m in improving Huddersfield town centre public realm, both modernising and introducing greenspace and play to create a family-friendly environment.
4. Responding to our declared climate emergency, completing an audit and developing an action plan that includes a delivery plan for White Rose Forest, working to increase tree cover by a third.

What we're aiming to achieve

- Well planned places and sustainable communities
- Better infrastructure for our communities
- People have access to greenspaces including appropriate sports and leisure opportunities

Measuring our impact

- Overall satisfaction with local area (%)
- Waste recycling rate
- Amount of household waste produced
- Air quality

I'm Kirklees

Ayesha Iqbal, Environmental Strategy Assistant (Streetscene)

"Recently, my team has supported and coordinated the launch of the brown garden waste bins, the recycling bin campaign, and the move to online registration for people using the Recycling Centres. These projects have received a lot of attention and profile and some people have had questions about these schemes and how they might be affected by them. My role is to assist them with any part of the process, making sure they're involved in the decisions we're taking. This is a new and innovative programme so there has been lots of public engagement, with many people expressing their support for our proactive approach to tackling low recycling rates, especially as the issue of climate change is so important to people nationally and locally.

My role helps to communicate the reasons for our decisions and be more transparent with people about things that directly affect their lives. My team is also supporting me to play an active role in the Young Employee Network and to undertake extra apprenticeship training around data analysis."

Efficient and Effective

Kirklees Council works smart and delivers efficiently and effectively

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

Over the last year we have ...

1. Taken our approach to recruitment out on the road, encouraging and supporting people from a range of communities to apply for council jobs.
2. Promoted coaching as an opportunity to all employees, with work undertaken with our employee networks to encourage participation, and launched a staff volunteering scheme which gives every member of staff the opportunity to use 2 days paid leave to support community groups to deliver our shared outcomes.
3. Won the Procurement team of the year award at the UK Public Procurement Awards 2019/20, for the power of the team's unified approach to leadership, communication, innovation, and collaboration to deliver excellence.
4. Continued to develop and grow our self-service and assisted digital agenda, with 80,000 calls received from residents related to welfare and benefits, resulting in a household income contribution of £46.2m for residents in Kirklees – ensuring residents have been able to claim the benefits and welfare support they are entitled to.

We'll continue to ...

1. Develop our approaches to attracting, retaining and developing our staff.
2. Develop systems, processes and culture to support intelligence led decision making and developing a clear set of strategies that set direction and shape delivery.
3. Understand and manage demand, identifying opportunities to improve outcomes, making better use of resources and achieving efficiencies, including via a shift towards digital by design.
4. Support local supply chains and work with other big organisations to increase the way our collective resources deliver social value and our shared outcomes, and update our procurement strategy.
5. Develop the way we work with partners and engage at a regional level.
6. Deliver on the recommendations of the Democracy Commission by encouraging greater active citizenship and developing a new democratic relationship between Kirklees residents.
7. Be clearer on our messages, joining up communication to encourage pride in our places and community action.

With a further emphasis on ...

1. Develop a talent bank to ensure we attract people with the right skills to our jobs from areas and backgrounds where we do not receive enough applications.
2. Developing staff skills in working with people, to help employees manage challenging situations while constructively challenging and supporting each other.
3. Reinvigorating our employee networks, consider our approaches to recruiting to jobs at Grade 13 and above where the evidence from our workforce profile data shows us that there is under-representation of black and minority ethnic (BME), disabled and younger people, and introducing diversity training and development for the Executive Team and managers.
4. Updating the council's policy framework and developing a toolkit to support the development of outcome and impact-focused strategies.
5. Taking forward the findings from the Local Government Association peer challenge, which will help us identify good practice and areas for improvement across the council.
6. Changing our approach to transformation to focus more strongly on outcomes as well as savings.
7. Using our robust and effective scrutiny process, to ensure councillors advise on and shape the work we deliver as an organisation.

What we're aiming to achieve

- Staff that are healthy, motivated and supported by management in order to use the right skills and behaviours to work with people and partners.
- Strong political leadership, intelligence led decision making and strategies and policies.
- Getting the basics right, with robust systems, processes and governance that make best use of available resources.
- Collaborative partnership working to inform and shape priorities and action across the public, private and voluntary sectors in Kirklees.
- Transforming our organisation so that it is fit for purpose now and in the future.

Measuring our impact

- Short-term employee sickness
- % of spend with suppliers with a branch in or based within Kirklees

I'm Kirklees

Stacey Gilman - Procurement Team

"I am the Strategic Category Manager for Adults and Public Health. My role is about having strategic oversight of spend, contracts and suppliers that support the commissioning requirements of the Adults and Public Health directorates. A category led approach to procurement is new to Kirklees, and with it comes many challenges but equally many opportunities to achieve great outcomes. This is an exciting time for the procurement team as we continue to challenge and improve our practice.

My role allows me to network with key stakeholders proactively, to fully understand commissioning intentions and market risks, and advise on alternative, innovative and compliant ways of packaging contracts that achieve enhanced added value. Essentially, my role allows me to challenge the norm and make a difference. And I'm proud to be part of the team that won the Procurement Team of the Year Award for 2019 for leadership, innovation and collaboration."

In the last year, Kirklees Council, supported by its partners, has ...

Best Start

- 74% of eligible 2 year olds engaged in free early education
- 2,800 families in Kirklees benefiting from 30 hours free childcare

Well

- 67,660 adults & 44,298 children attended events at Kirklees Libraries designed to contribute to the early intervention and prevention agenda
- 937 clients seen by Health Trainers, and 2,941 clients seen by the Practice Active Leisure Scheme (PALS)
- Rated 6th out of 150 councils for achieving best value and positive outcomes for people receiving Adult Social Care services

Independent

- Over 1,000 older people completing rehabilitation aimed at maintaining their independence in their homes
- Prevented 955 households from homelessness by working with them to keep or find a suitable home

Aspire and Achieve

- 79.2% of pupils in good or outstanding primary and secondary schools
- 4,400 people supported by council employments and skills provision

Sustainable Economy

- Generating 996 business grant applications, with £6.1m of grants awarded for business expansion

Safe and Cohesive

- Community Plus worked with over 1,300 people of all ages for 4 – 6 weeks

Clean and Green

- An average of 12,700 tonnes of household waste collected per month
- An average of 300 planning applications decided each month

Effective and Efficient

- Our 2019 staff survey found that 85% of our employees understand how their work contributes to the success of the service
- We delivered planned savings of £13.1m in our General Fund, and £2.8m in our Housing Revenue Account in 2018/19

Name of meeting: Cabinet
Date: 18 June 2019
Title of report: Huddersfield Business Improvement District (BID)

Purpose of report

This report is to note:

- a) progress on the development of the BID project in the run up to the forthcoming July BID ballot, and
- b) the financial implications and consider potential waiver of any eligible admin costs incurred by the Council.

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?	Yes If there is a Yes vote to the BID then the Council will be obliged to pay the levy on its corporate and empty commercial properties over the 5 years. It will also have to undertake collection of the levy which will incur additional costs to the Council.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes 15.05.2019
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Karl Battersby - 5.06.2019
Is it also signed off by the Service Director (Finance)?	Eamonn Croston - 4.06.2019
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft - 4.06.2019
Cabinet member portfolio	Councillor Peter McBride

Electoral wards affected: Newsome

Ward councillors consulted: Cllr Karen Allison, Cllr Andrew Cooper & Cllr Susan Lee-Richards

Public or private: Public

GDPR – no personal or sensitive data; or other information covered by GDPR is included in this report

1. Summary

This report is to note:

- c) progress on the development of the BID project in the run up to the forthcoming July BID ballot, and
- d) the financial implications and consider potential waiver of any eligible admin costs incurred by the Council.

2. Information required to take a decision

2.1 Background

The Huddersfield BID is being led by Huddersfield Partnership with consultancy advice. The BID steering group is made up of representatives from a variety of stakeholders.

Huddersfield Partnership funded a feasibility study which was presented to the Council in October 2017 with a request for:

- a) funding of £27k to undertake further research and to develop the BID Business Plan to get it to ballot stage. This was approved in 2018.
- b) Council officer time to work with the BID Development Team. It was agreed that an officer would be identified to take on a co-ordination role between the Council and the BID Development Team up to ballot stage.

During 2018 and 2019 the BID Development Team has been speaking to Huddersfield Town Centre businesses through interviews, face to face surveys, workshops and meetings. The outcome of these discussions has led to the development of a Business Plan (see attached Appendix 1) and Prospectus which is on the BID website www.huddersfieldbid.co.uk.

The proposals are subject to ballot, to be held in July 2019n and if there is a Yes vote the BID will last 5 years. The area of the BID covers 2 zones within Huddersfield Town Centre ring road and the immediate surrounding areas (see pg 10 of the business plan).

The aim of the BID is to bring the Huddersfield business community together to act with one voice with an open policy to encourage dialogue and involvement from other businesses and organisations which may not be in the area but have a direct stake in the town centre.

The vision for the BID is:

“...to develop Huddersfield into an accessible, safe, vibrant and attractive destination which celebrates its culture and heritage, services its local business, university and residential community and is recognised nationally and internationally as a great place to be”.

After extensive research by the BID Development Team the Business Plan consists of 4 key objectives as follows:

- a) Promotion of a lively Huddersfield;

- b) Creating an accessible Huddersfield
- c) A safe and attractive plan to be; and
- d) A great business, leisure and cultural offer.

It is envisaged the BID will charge an additional levy on top of existing business rates of 1.5% or 0.75% for those businesses within the 2 Zones. The estimated total levy income is £2.16m. Wherever possible the BID company will seek additional funding to increase the benefits that can be delivered to businesses.

To succeed the ballot has to pass 2 tests. A simple majority vote of those who vote must register a YES and the aggregate rateable value of those who vote YES must be greater than that of those that vote NO. If these two criteria are met the business plan is activated and all businesses in the area concerned will be required to pay the levy.

The role of the Council in relation to a proposed BID is to:

- a) Undertake the ballot or sub-contract it to another party. The Council has engaged UK Engage to carry out the ballot and is bearing the costs of this;
- b) Provide baseline data for services it provides in the proposed zones; and
- c) Collect the levy if the ballot is successful.

If there is a Yes vote the Council will also have to pay the levy over the 5 years for its corporate buildings and any empty commercial buildings within the 2 Zones.

2.2 Options

The BID has been led by a collaboration of businesses and organisations from Huddersfield Town Centre. As noted in the BID (England) Regulations 2004, the Council has to support the development of the BID through providing National Non Domestic Rates (NNDR) information to the BID Development Team and timetabling and sub-contracting the ballot. This work has now been completed by the Council's Elections Service and Exchequer Service.

If the ballot is successful the local authority also has to collect the business levy through the annual business rates billing process.

The Council has also to complete BID baseline services agreements which set out existing levels of service provision they undertake, this will enable the BID to demonstrate the additionality it will provide over its lifetime. These include:

- Festive lighting
- Markets and street trading
- Marketing, events and tourism
- Highway maintenance and signage
- Highways parking on and off-street
- Town centre compliance (includes Environmental Health and Licensing)
- Environmental Services (including street cleansing, waste collection, fountains and statutes)
- Grounds maintenance and arboricultural services
- Community safety (including wardens and public area CCTV)

These baselines will be reviewed annually.

2.3 Cost Breakdown

Within the Business Plan there is a detailed section on the levy criteria (pgs 32 to 36). Any business within the 2 Zones will have to pay a levy of 1.5% (Zone 1) and 0.75% (Zone 2). There are exemptions including:

- a) Any businesses who have a rateable value of under £12,000.
- b) Any factory, warehouse or workshop.

The levy by objective, is set out in the business plan as follows:

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% to total
Income							
BID levy revenue (Note 1)	£ 415,544	£ 423,855	£ 432,332	£ 440,979	£ 449,798	£ 2,162,508	91%
Other Income (Note 2)	£ 40,000	£ 40,800	£ 41,616	£ 42,448	£ 43,297	£ 208,162	9%
Total Income	£ 455,544	£ 464,655	£ 473,948	£ 483,427	£ 493,095	£ 2,370,669	100%
Expenditure							
Objective A: Promotion of a lively Huddersfield	£ 85,000	£ 85,726	£ 86,466	£ 87,221	£ 87,991	£ 432,403	19%
Objective B: Creating an accessible Huddersfield	£ 92,593	£ 93,383	£ 94,190	£ 95,012	£ 95,851	£ 471,029	20%
Objective C: A safe and attractive place to be	£ 130,000	£ 131,110	£ 132,242	£ 133,396	£ 134,574	£ 661,322	28%
Objective D: A great business, leisure and cultural offer	£ 36,774	£ 37,088	£ 37,408	£ 37,735	£ 38,068	£ 187,073	8%
Central Management Costs, Administration, Office (Note 3)	£ 80,000	£ 81,600	£ 83,232	£ 84,897	£ 86,595	£ 416,323	18%
Levy Collection costs	£ 10,400	£ 10,608	£ 10,820	£ 11,037	£ 11,257	£ 54,122	2%
Contingency (Note 4)	£ 20,777	£ 21,193	£ 21,617	£ 22,049	£ 22,490	£ 108,125	5%
Total Expenditure	£ 455,544	£ 460,707	£ 465,974	£ 471,346	£ 476,825	£ 2,330,396	100%
Accrual for Renewal (Note 5)	£ -	£ 3,948	£ 7,974	£ 12,081	£ 16,271	£ 40,274	

Notes:

- 1 Assumes a 95% collection rate and 2% per annum inflation
- 2 Including income from landlords, associate members of the BID and other sources (including in-kind)
- 3 Central admin, office and fixed overheads
- 4 Calculated as 5% of total levy billed
- 5 Accrual retained from levy revenue to provide for costs of renewal of the BID for any additional term, otherwise they will be spent on additional projects in the final year.

2.4 Timescales

The BID was launched at Lawrence Batley Theatre on 14 May 2019 and the BID prospectus put on their website. The ballot will take place on the 11 July 2019 (up to 5.00pm) with an announcement scheduled for the 12 July 2019.

The Council had to send the Secretary of State a copy of the 42 day notice of the ballot by the 23 May 2019. This has been completed.

If the BID is successful at ballot stage the proposed start date is the 1 October 2019 and would run until 31 March 2024.

2.5 Outcomes

Within the BID Business Plan there are the 4 objectives with funding, measures and results for each. These will be monitored through a new and separate company which will be set up to act as a BID company. It will be a not for profit, limited by guarantee company which will be legally and operationally responsible to the businesses in the

BID area, for the delivery of the BID business plan and its associated activities and will act on their behalf.

2.6 Evaluation

The BID Business Plan states the Council will be committed to the regular monitoring of the operation of the BID Operating Agreement and reviewing its effectiveness in conjunction with the BID Company. This will be carried out as follows:

2.6.1 By the Council monitoring performance of its baseline services (listed in 2.2 above) identified through the baseline reports submitted to the BID team. Where there is a specific issue with service delivery within the BID area the respective Head of Service will discuss this with the BID Company.

2.6.2 Through annual reviews of the baselines provided to the BID company and discussed to reflect the services that will be delivered in the following year.

The BID Board will monitor and measure its effectiveness by monitoring key performance indicators, including footfall, customer surveys, business surveys, photographic evidence, vacant properties and footfall trends. This will be undertaken throughout the lifetime of the BID.

2.7 Sustainability

The BID lasts for 5 years, in this case up to 31 March 2024, after this time it can be extended or renewed – but only after being subject to a renewal ballot.

2.8 Services and agencies involved

The objectives set out in the Business Plan will be delivered by the BID Company. A Board will be elected predominantly from those paying a levy in the area and made up of representation of business and stakeholders of the area and key agencies. It will be driven by the private sector and will include one Councillor (who will be a Director) and one Council officer who will act as a key operational link/observer but not as a Director.

3. Implications for the Council

3.1 Working with People

The BID was pulled together after extensive research by the BID Development Team. Research by the BID Development Team with potentially affected businesses included personal visits, workshops, surveys, launch event, letters, e-bulletins etc. This was to gain an in depth understanding of the views and aspirations of the businesses in the area. This links closely with the Council's objectives of working with people to solve potential problems.

3.2 Working with Partners

The BID Steering Group is made up of a wide range of stakeholders across the town centre including the Council which has led to the production of the business plan. This will continue if the BID ballot is successful as it will be crucial the BID Steering Group works in partnership with stakeholders across the town centre to deliver its objectives including the Council.

The BID activity also compliments the proposed Huddersfield Masterplan so it will be key to ensure the BID links with the Council to ensure activities complement each other to maximise opportunities.

3.3 **Place Based Working**

Town Centre businesses doing more for themselves and contributing funding via the additional business levy has the potential to bring about a change to the town by undertaking the activities within the BID business plan which have been brought about through consultation with stakeholders within the BID area.

3.4 **Improving outcomes for children**

The BID has an objective A Safe and Attractive Place to Be. This will be focussed on developing and maintaining a safe and attractive environment for visitors, residents and people working in the town and surrounding areas. Whilst the BID might not directly deliver outcomes for children, it will have the potential to attract those with children to come into the town and feel safe thus having a positive impact on the town centre.

3.5 **Other**

3.5.1 **Legal**

Business improvement districts were introduced by part 4 of the Local Government Act 2003 and their formation, enforcement and operation is regulated by the 2003 Act and regulations thereunder such as the Business Improvement Districts (England) Regulations 2004 (SI 2004/2443) as amended.

If there is a Yes vote following the postal ballot an Operating Agreement will be drawn up between the BID Company and the Council. The Operating Agreement defines the principles and contractual processes for collecting the BID levy; enforcing the payment of the BID levy; reporting on collection and bad debt; monitoring provisions between the Council and the BID and providing regular detailed and summary information on the service to the BID. The council will be legally required to continue to provide baseline services for the duration of the BID in accordance with a baseline services agreement. Legal Services will provide scrutiny of these documents.

3.5.2 **Financial**

To date, the Council has invested about £27k of its own resources in supporting the development of the BID. There would be additional specific system and associated costs that would require additional Council investment over the next 5 years if the BID were to go ahead. These are estimated to be in the region of £40k per annum.

There would also be a further investment requirement from the Council in terms of Council owned buildings in the BID area that would be part contributors towards the estimated additional £2.4m BID levy generated over a 5 year period. The Council's additional share is around £142k over the period.

The Council's financial reserves strategy includes specific earmarked resources set aside to support the Council's priority ambitions around economic vibrancy and regeneration, which could cover the above additional investment

requirement. Longer term assessment of the impact of the BID on overall Council business rates income would also be factored in due course into updated medium term overall Council budget plans through the annual planning cycle.

The Council can apply a charge to the BID for the collection of the levy. MHCLG guidelines are:

The local authority is permitted to charge a reasonable fee for this service. There have been wide variations on charging policies across the country with approximately one third of local authorities providing the service at no charge to the BID, whilst others at the other end of the spectrum charging over £100/hereditament (Source: British BIDs Nationwide BID Survey). As a consequence, levy payers have increasingly challenged these charges on the basis that there appears to be no correlation between the levy collection rate and its relative collection charge. The Industry Criteria and Guidance Notes (published by British BIDs annually on behalf of the British Retail Consortium, the British Council of Shopping Centres, the Federation of Small Businesses and the Inter Bank Rating Forum) recommend an industry standard of 'a maximum charge of £35/hereditament or 3% of annual levy income, whichever is the lower'.

Illustrative Council BID levy collection costs are included earlier in the report at paragraph 2.3, at £54k. The recommendation here is that the £54k would be retained instead for re-investment through the BID.

3.5.3 Human Resources

Costs have been included for an additional 2 officers within Exchequer Services – one Grade 8 and one Grade 6. The Grade 6 will be on a temporary basis for 12 months with a review built in as to whether it should be extended for a further 4 years. This is required as the BID scheme for the 2 zones is extremely complicated and will require a member of staff at grade 8 to make the relevant decisions and officer support for all the processing required. This includes setting up ready for the October 2019 start date, there is a considerable amount of work to be completed which includes purchase of a Northgate BID module (IT system for collecting business rates), IT set up, thorough testing, developing bill templates etc. The first bill will be sent out to cover the period October 2019 – March 2020 which again will need additional resources. The second bills will be issued in March 2020 for the next 12 month period.

The full recovery for non-payment of BIDS includes the issue of a Magistrates Court summons by the Council on behalf of the Magistrates Court which we expect will result in more customer contact. The business rates team will also handle these customers at court and also present at court to obtain liability orders to enforce recovery in a similar process to recovering business rates

4. Consultees and their opinions

4.1 Finance

As covered in Section 3.5.2 above.

4.2 Legal

As covered in Section 3.5.1 above.

5. Next steps and timelines

The BID will go to ballot on the 11 July 2019. UK Engage who are undertaking the ballot on behalf of the Council will be sending out ballot papers on the 13 June 2019 (28 day postal ballot).

Work on the potential Operating Agreement between the Council and the BID will be ongoing in case of a Yes vote ready for the operational date of 1 October 2019.

If there is a Yes vote then it will be key for Exchequer Services to purchase new software for Northgate (the IT system which manages the Council's business rates) and set up a new bank account for managing the levy. The first billing to collect the levy will cover the period 1 October 2019 - 31 March 2020 and will be separate from the Council's annual billing process due to its timing. The second billing will be incorporated with the business rates billing process in the financial year 2020/21 (but a separate bill will have to be produced and not incorporated with the Council's business rates bill).

6. Officer recommendations and reasons

- 6.1 to waive the charges for the collection of the business levy associated with the BID. The BID resonates with the Council's ambition by working with key business partners/stakeholders to deliver priority outcomes around town centre regeneration and bring further economic vibrancy to Huddersfield.
- 6.2 to note the potential financial implications if the BID is successful as this will have an effect on Council's budgets for a minimum of 5 years up to 31 March 2024.

7. Cabinet portfolio holder's recommendations

The Economy Portfolio Holder, Cllr Peter McBride supports the officer recommendations as follows:

- 7.1 to waive the charges for the collection of the business levy associated with the BID; and
- 7.2 to note the potential financial implications if the BID is successful.
- 7.3 Subject to the outcome of the ballot, to authorise the Service Director Legal, Governance and Commissioning or her authorised representatives, to approve the terms of, and execute any legal documentation to which the council is to be a party, necessary to finalise the implementation of the BID.

8. Contact officer

Carol Carr, Housing Growth Manager
01484 221000 ext. 74720
carol.carr@kirklees.gov.uk

9. Background Papers and History of Decisions

Huddersfield BID Feasibility Study
Economic Portfolio Briefings (8 January 2018, 29 October 2018, 8 May 2019)

Executive Team – 13 March 2018

The Business Improvement Districts (England) Regulations 2004

http://www.legislation.gov.uk/uksi/2004/2443/pdfs/uksi_20042443_en.pdf

10. **Service Director responsible**

Naz Parkar, Service Director Housing & Growth

01484 221000

naz.parkar@kirklees.gov.uk

Appendices

Appendix 1 – Huddersfield BID Business Plan

Huddersfield BID Business Plan

(see attached document)



BID Proposal and Business Plan

Huddersfield Business
Improvement District
2019 - 2024

www.huddersfieldbid.co.uk



Huddersfield BID

Business Improvement District

Contents

1. Foreword	1
2. Executive Summary	3
3. What is a Business Improvement District?	6
4. Huddersfield BID - Working together will make a difference.....	8
5. Where will the Huddersfield BID operate?.....	10
6. Services provided by the Public Bodies	11
7. The Research and Consultation Process	14
8. Research results.....	16
Is business good in Huddersfield?.....	17
Developing the town’s identity to attract more visitors	18
Crime and safety	19
Access into and around the town.....	19
The town and its commercial attractiveness.	20
9. The BID’s response	21
10. Vision and Objectives	22
Objectives, Activities and Results.....	22
Objective 1: Promotion of a Lively Huddersfield	22
Objective 2: Creating an Accessible Huddersfield	23
Objective 3: A safe and attractive place to be.....	24
Objective 4: A great business, leisure and cultural offer	25
11. Organisation, Resources and Delivery	27
12. Huddersfield Budget and Finances	29
Huddersfield BID 5 year Budget: 2019 – 2024.....	30
13. BID Levy Criteria for the Huddersfield BID	32
14. Risk analysis.....	37
15. Final thoughts	39
Appendices	40
Acknowledgements	44
Further information	44

Huddersfield Business Improvement District (BID) Proposal and Business Plan 2019 – 2024

1. Foreword

Message from the Chair of the Huddersfield BID Steering Group

I am proud to be writing the introduction to this Proposal and Business Plan for the Huddersfield Business Improvement District (BID). Over the last 18 months we have been working hard conducting surveys, consultations, workshops and studying successful BIDs across the UK. Based on this work we have identified a set of initiatives that we believe will make a real difference to the success and prosperity of the Huddersfield business community.

Businesses and organisations in Huddersfield's town centre and surrounding area are not alone in facing challenges of economic uncertainty, the pressures from changing lifestyles, increased mobility, new competition, greater customer choice and changes in working practises. However it will be those towns which are able to offer a great experience and an attractive environment which are going to thrive in the future.

One of the biggest challenges Huddersfield has to overcome is the negative perception by many who have never even visited the town and from those who live in and around the town. It has its economic challenges but its strength in its manufacturing base and its acclaimed University provide great platforms from which to develop the town into an exciting place to live, work and invest and not a place which simply looks forlorn, tired and locked in the past.

This BID Business Plan has been created by a volunteer working group of business people like you with a wide range of business experience, representing your interests. They have given their time freely because they believe in the future of Huddersfield and are willing to play their part in helping to shape it.

The working group has welcomed representatives from various other organisations such as Kirklees Council, Huddersfield Unlimited, the University, the Civic Trust and the Chamber of Commerce who have shared their vision and projects. As a result, we see the focus of the BID working perfectly with these groups and organisations, complimenting work that is ongoing in wider infrastructure projects, in attracting inward investment and creating a brand of longevity that the people of the town can really get behind.

This plan sets out projects and initiatives which will support businesses and complement the programmes of others and the investment in the town which, we believe, will make a positive difference to your business.

Our cumulative investment will provide a business-driven focus to ensure essential improvements to Huddersfield, a means of promoting its businesses and organisations and changing those negative perceptions. This investment will also set standards in the town centre and surrounding area which reflect our own aspirations as businesses and organisations, with a budget, over the five-year BID lifetime of over £2 million.

This is a realistic plan with realistic targets at a realistic cost. It is a chance for us to come together and help drive the way in which the town presents itself and is perceived. The only way in which the town can realise its full potential is to work effectively and together as a single community of businesses and organisations who share the same vision and goal for the town. Let's not allow this unique opportunity to slip away. We urge you to look carefully at the proposal and to give it your full support at the formal BID vote in June.

Vernon O'Reilly
Manager of the Piazza Shopping Centre
Chair of Huddersfield BID Steering Group

Current BID Development Board and Steering Group Members

The Huddersfield's BID Steering Group made up of business representatives from across the town including members of Huddersfield have been guiding the development of this BID and is the body which has proposed the BID for the purposes of the BID Statutory Provisions.

A totally separate and independent company will be set up, limited by guarantee and be responsible for the implementation of the BID plan. The membership of the board of the company will be open to all businesses in the BID area.

The members of the BID Steering Group are as follows:

Name	Business Name
Vernon O'Reilly (Chair)	Piazza Shopping Centre
Adam Fletcher	Ridley and Hall
Andrew McConnell	University of Huddersfield
Barney Mynott	Federation of Small Businesses
Bill MacBeth	Textile Centre of Excellence
Brent Woods	The Media Centre
Chris Jennings Asst Mgr	Boots Kings Street
Cllr Julie Stewart-Turner	Kirklees Council
Daniel Krigers	Chadwick Lawrence Solicitors
Donna O'Hara	Boots
Emma Grain	Northern Tea House
Gareth Davies	Voodoo SMS
Hayley Higgins	Boots Opticians
Ian Ferguson	pfbb UK
Jennifer Wolstenholme	Green Island Café
Joanna Wellden	Leeds Building Society
John Hirst	Huddersfield Partnership
Karen O'Neill	Lawrence Batley Theatre
Karl Battersby	Kirklees Council Strategic Director, Economy and Infrastructure
Kay Mulligan	Subway
Kevin Chatham	Northern Tea House
Martin Venning	Venning consultants
Michelle Hodgson	Literature Festival
Milton Brown	Kirklees Local TV
Paul Clarke	McDonalds
Peter Branson	Huddersfield Unlimited
Peter Sargent	Huddersfield Civic Society
Samantha Sharp	Packhorse Shopping Centre
Simon Taylor	Kirklees Council, Head of Strategic Investment
Steven Leigh	Mid Yorkshire Chamber of Commerce
Vanessa Scrimshaw	New Dawn Resources and Huddersfield Partnership Vice Chair

2. Executive Summary

BID background

Business Improvement Districts are created by businesses and organisations which come together to collaborate on initiatives that improve the location where they trade or do business. Business Improvement Districts are driven by participating businesses - who work together to draw up a business plan which is voted on and, if agreed, is then funded through a levy based on business rateable values, as well as trying to lever in additional funding where possible for investment into the delivery of projects for the benefit of businesses.

This levy is collected by the council and paid directly to the Business Improvement District company. This is a not for profit company which will be set up by the businesses and will be accountable to the businesses in Huddersfield town centre to manage the business improvement district business plan.

The benefits of the Huddersfield Business Improvement District

After a deep recession, the economic uncertainty of 'Brexit' and the dynamic change of the retail world impacting on all town and city centres, the need for businesses to work together for a better future has never been greater.

The benefits of a BID do not just come from the ability to deliver projects and services from a guaranteed budget but come from the collective influence of the businesses in the BID area. Influence to change perceptions about a place, of potential visitors to the town that it has something different, of new businesses that they will get a return on their investment if they come to the town and of residents that they have pride in the place once again.

The influence of the collective voice of businesses working together also translates into productive relationships and outcomes, when working with other organisations such as the local authority and Huddersfield Unlimited.

Huddersfield is located at the edge of beautiful countryside of hills, moorlands and rivers. Huddersfield's location is largely responsible for its pioneering industrial pedigree although its industrial past has created problems as well as a rich heritage.

Historically, Huddersfield has been a proud and important town but perhaps over time has lost some of its sense of identity. Although more broadly the town has a developing advanced manufacturing sector with nationally and globally recognised brands and businesses and an outstanding University with an international reputation, the perception of the town is poor. It needs investment in its infra-structure and public realm to give it real hope and aspiration for the future to attract new businesses to the town and re-establish itself as one of the leading towns of England.

The research and consultation with businesses undertaken in preparing this plan reflects the clearly stated view that Huddersfield has a lot to offer as a town and the potential to re-invent itself to meet the needs of its residents, visitors and its businesses as they are today. Businesses have recognised that this is an important opportunity to develop Huddersfield's identity and raise its profile for the benefit of all businesses.

This new business plan has been developed to ensure that it:

- is balanced to cover all business sectors

- clearly defines the role of the BID
- seeks to create and take advantage of new opportunities
- has focussed activity but remains relevant for next five years
- has deliverable and achievable objectives

It clearly lays out a business-led programme of investment to tackle issues identified by businesses with the aim of creating a positive and more profitable trading environment to potentially benefit all business sectors. To achieve this, the BID levy will be 1.5% of rateable value in the town centre and 0.75% for the surrounding area with all charges rising in line with inflation each year for five years. More detailed levy criteria is identified in Section 13.

In addition to receiving the broad benefits that BID offers your business in terms of driving local business investment and growth, you will gain direct access to collective promotional campaigns and have the opportunity to link into social and digital media activities. You will have access to collective business security initiatives, the opportunity to participate in seminars and workshops offering business support and advice, invitations to regular BID networking events to develop greater local business community collaboration and much more.

As a business who pays into the BID this is an investment. The aim of the BID is to deliver as much value back in benefits, if not more, than the money you pay in.

The Area

The area covers the town centre within the ring road and the immediate surrounding area.

The aim of the BID Area is to bring the Huddersfield business community together to act with one voice with an open policy to encourage dialogue and involvement from other businesses and organisations which may not be in the area but have a direct stake in the town centre.

The Vision

Through this business-led programme of investment the vision is:

'To develop Huddersfield into an accessible, safe, vibrant and attractive destination which celebrates its culture and heritage, serves its local business, university and residential community and is recognised nationally and internationally as a great place to be'.

Strategic Objectives and Projects

The programme of investment will be delivered through the four strategic objectives and their related projects.

1. Promotion of a Lively Huddersfield

To create a vibrant town centre and immediate surrounding area which has a strong sense of identity and a positive awareness locally, regionally and nationally.

2. Creating an Accessible Huddersfield

To create an accessible town centre for visitors, residents and people working in and around the town centre and immediate surrounding area to explore.

3. A safe and attractive place to be

To develop and maintain a safe and attractive environment for visitors, residents and people working in the town centre and the immediate surrounding area to enjoy.

4. A great business, leisure and cultural offer

To encourage the growth, development and investment of businesses and organisations which support the development of Huddersfield's identity.

Costs and funding

The budgeted income over the five-year period of the BID is approximately £2.2 million. The yearly income will be made up of some £430,000 from the levy revenues and a sum averaging around £40,000 from voluntary, private and public-sector contributions.

3. What is a Business Improvement District?

A Business Improvement District (BID) is a precisely defined geographical area within which the businesses have voted to invest collectively in local improvements to enhance their trading environment.

BIDs were enabled by parliament through the Business Improvement Districts (England) Regulations 2004. This legislation was based on the experience of some twenty years of successful BID activity in America and Canada. Since 2004, over 300 BIDs have been proposed and approved by business communities in England and Wales. These include Altrincham, Stockport, Chester, Manchester city centre, Halifax, Leeds, Birmingham and many London boroughs.

There are a more than 120 BID areas which have been operating for more than five years and have gone through a renewal ballot and more than 30 have now entered their third term having gone through a third ballot. In most cases BIDs going on to a second term have received an even greater endorsement in the vote than they did the first time. BIDs have brought significant improvements to the trading environment of the businesses based in these locations. Further details are available on the Association of Town and City Management web site: www.atcm.org.

The lifetime of the BID is prescribed by the Regulations and is set at no more than 5 years. It is possible for a BID to be extended by proposing a new Business Plan at the end of the BID lifetime for a fresh formal vote by the businesses.

The purposes of a BID are to provide new or expanded works and services or environmental enhancements within the prescribed BID area, funded via a BID Levy charge. All services/improvements will be additional to those already provided by Kirklees District Council. This charge is payable by non-domestic rate payers and is collected by the council in much the same way as business rates. The manner in which the BID Levy charge is calculated is defined in Section 13.

All works and services will be contracted by the Huddersfield BID Company, the BID body for the BID area. The objectives and aspirations of the Huddersfield BID are set out in this BID Proposal and Business Plan.

This BID Proposal and Business Plan has been prepared in line with best practice and guidelines issued by MHCLG.

A set of definitions for terms used throughout this document is contained in Appendix 1.

The vote

To succeed the ballot has to pass two tests: A simple majority vote of those who vote must register a 'YES' and the aggregate rateable value of those who vote 'YES' must be greater than that of those that vote 'NO'. If these two criteria are met, the Business Plan is activated and all businesses in the area concerned will be required to pay the levy.

The persons entitled to vote, and be liable for the levy, are the ratepayers of non-domestic premises in the Business Improvement District. Properties with a rateable value of less than £12,001 will be excluded from the vote and levy.

The Ballot Holder for the Business Improvement District vote is the Kirklees District Council. Scrutinising and administration of the ballot will be undertaken by UK Engage on behalf of the Ballot Holder. Details of voting procedures can be found by contacting UK Engage on Tel 0345 209 3770 or by e-mail enquiries@uk-engage.org .

Alteration of arrangements

The Business Improvement District, its boundaries, business plan and the levy percentage cannot be altered without an alteration ballot, although its board can adjust projects and spend as they feel appropriate, provided the basic tenets and budgets are not compromised. This is explained in more detail in Section 11.

The levy

A levy of 1.5% of rateable value (RV) is proposed for businesses inside the ring road with an RV of £12,001 or more and a levy of 0.75% of rateable value (RV) is proposed for businesses outside the ring road with an RV of £12,001 or more which fall within the levy criteria laid down in Section 13. Properties which fall under the management of a shopping mall operator and/or who pay a service charge to the shopping mall operator and organisations which are registered charities or have charitable status will receive discounted levy tariffs or be exempt, dependent upon the criteria identified in Section 13.

This levy arrangement will generate around £2.2 million of ring-fenced funding over the five year life of the BID and will also be used to lever in additional funds where possible adding a further £200,000 over the life of the BID. This will be used to fund the projects identified in this Business Plan

Duration and commencement date of BID Arrangements

Subject to the successful ballot in June 2019 our proposal is for the Arrangements for the Huddersfield Business Improvement District Proposal and Business Plan to operate for five years and to commence, on the 1st October 2019. After five years, in 2024, it can be extended or renewed – but only after being subject to a renewal ballot.

Timescales

Action Point	Action	Day and Date	
1	Notice by BID Proposer to Billing Authority & Secretary of State of intention to hold ballot (at least 84 days before Ballot Holder requested to hold ballot Action Point 4)	Fri	01 February 2019
2	Establish Register of Businesses as specified in BID proposal	Target Date:	
		Thu	09 May 2019
		Latest Date:	
Thu	30 May 2019		
3	BID Proposer requests Billing Authority to instruct Ballot Holder to hold a Ballot (BID proposals need to be completed)	Target Date:	
		Thu	09 May 2019
		Latest Date:	
Thu	30 May 2019		
	BID Proposer mail out copies of the BID Prospectus to potential levy payers	Thu	16 May 2019

4	Billing Authority formally requests Ballot Holder to hold ballot	Target Date:	Mon	20 May 2019
		Latest Date:	Thu	30 May 2019
5	Ballot Holder issues Letter to Business Ratepayers to give information about the ballot and identify named person to receive ballot paper (latest date is 42 days before Ballot Day)	Target Date:	Thu	23 May 2019
		Latest Date:	Thu	30 May 2019
6	Ballot Holder publishes Notice of Ballot (latest date = 42 days before ballot day) also to send copy to Secretary of State , a copy of the published notice of ballot, as per Schedule 2 3(d) of the 2004 Business Improvement Districts (England) Regulations	Target Date:	Thu	23 May 2019
		Latest Date:	Thu	30 May 2019
7	Ballot Holder Issues ballot papers (at least 28 days before Ballot Day)		Thu	13 June 2019
8	Last day to appoint a proxy (tenth day before Ballot Day)		Mon	01 July 2019
9	Replacement of lost and spoilt ballot papers (no later than 3 working days before the Ballot Day)		Mon	08 July 2019
10	Ballot Day (up to 5pm)		Thu	11 July 2019
11	Count and announcement of result		Fri	12 July 2019

4. Huddersfield BID - Working together will make a difference

Having started to recover from a deep recession from 2008 to 2013, the national economy of ‘Brexit’ is facing uncertain times and many challenges lie ahead. Besides the challenges of the economy, lifestyles are changing and influencing the way in which we use our time and spend our money. Technology continues to develop and change the way we live, work and use our town and city centres both as individuals and as businesses.

As of 2015, roughly 80 percent of UK internet users did online shopping, the highest online shopping penetration rate in Europe. In 2018 nationally, e-commerce already accounted for 22% of all retail sales and will continue to increase. In the UK sales via mobile phone are rising dramatically, last year sales via mobile devices represented 40% of all e commerce transactions.

We need to think about ways in which we can work together to create multi- media opportunities for smaller businesses and create an experience in Huddersfield town centre which makes people want to come to the town to shop as well as simply clicking and buying online.

Over the last ten years volume of alcohol purchased per person in the UK from the off-trade increased by 38% while the volume of alcohol purchased on-site fell by nearly half. The future of a town’s night life will not rely on an offer of drink-only establishments and provides new opportunities for businesses and organisations to develop their offer and encourage a wide range of people to enjoy the town in the evening and at night.

The UK professional services sector is by far the largest part of the economy, accounting for about three quarters of economic activity. It is also the sector which showed the first signs of recovery after the recession. This sector is completely hidden from view and although limited within the commercial core of the town centre, it is an essential part of the local economy of Huddersfield. This sector provides Huddersfield as a whole, with an opportunity to shape its identity and to promote itself as a centre of quality and internationally acclaimed professional service businesses.

The role of heritage and culture in town and city centres are also growing as important sources of economic prosperity and growth with heritage alone contributing around 2% of GVA to the UK economy.

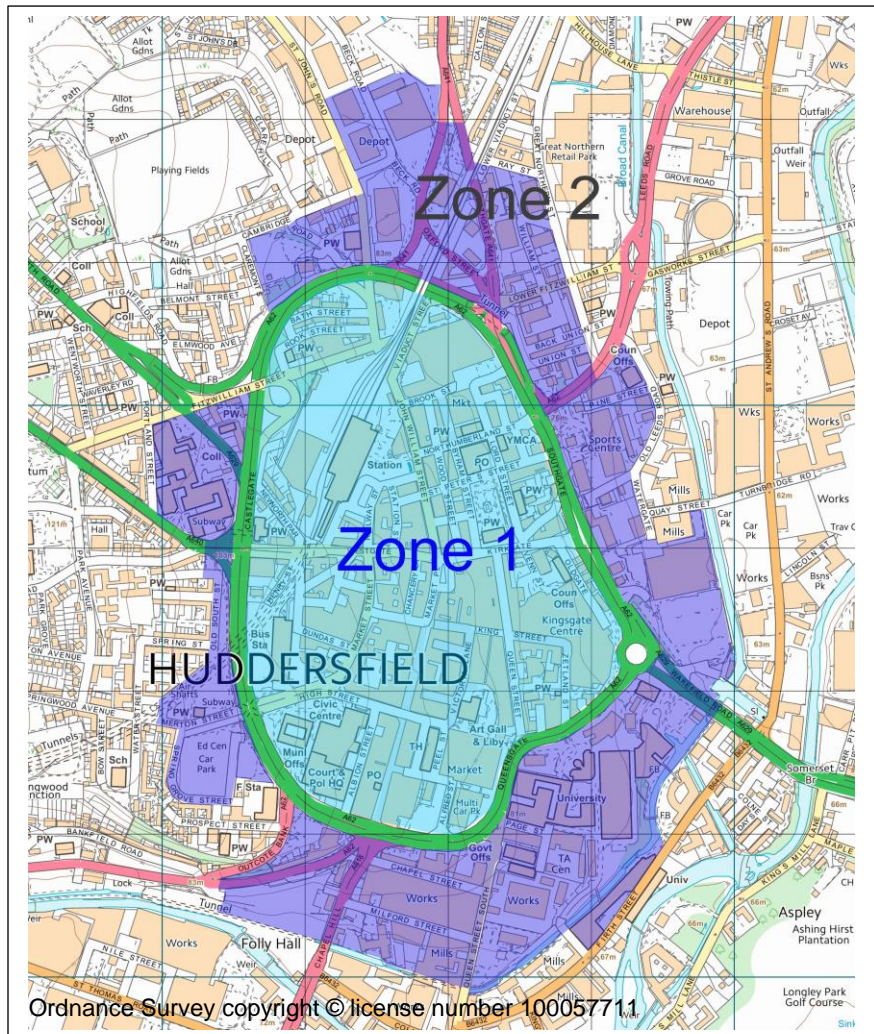
This is an opportune time for businesses and organisations of the town and the surrounding area to come together with a vision and a plan which compliments key plans being developed by others. The Kirklees Council is pulling together its masterplan for Huddersfield and key stakeholders of the wider town environment have come together to form a private sector led inward investment marketing company called 'Huddersfield Unlimited'. The success of these external projects will no doubt have a positive impact on the BID and, in a similar way, a BID which enhances and promotes the town centre can only benefit projects in the wider environment and increase the attractiveness of investment into Huddersfield

The extensive surveys, interviews and workshops undertaken to develop this BID Proposal identified a clear desire expressed by businesses from across Huddersfield to work more closely together and with others to raise the town's profile and improve the appeal to visitors, skilled people and business investors. This collective and focused approach would serve to improve the trading and operating environment and allow existing businesses to flourish and grow and attract new business investment.

Huddersfield is within easy reach of large audiences and business markets but it does not currently fully tap into the great potential of its own assets by working as a cohesive business community and promoting its collective strength.

Taking onboard all of the above, this Business Plan has identified opportunities and taken account of the needs and challenges faced by all business sectors across the BID area. By working together and with others through a Business Improvement District there is huge potential to make Huddersfield a great place to visit, live, work and grow a business.

5. Where will the Huddersfield BID operate?



The shaded area of both Zones 1 and 2 represents the full extent of the Huddersfield Business Improvement District.

A full list of streets within the BID area is shown in Appendix 2. All non-domestic hereditaments within the BID area will, if the BID is approved, be liable for the BID levy (subject to the criteria in section 13). The BID covers those businesses, whose rateable value is £12,001 or greater. Thus banks, building societies, car parks, council facilities, the college and university, restaurants, clubs and pubs, estate agents, leisure operators, some charities, recruitment agents, retail and health and beauty outlets, office based businesses and organisations, and transport and travel agents and all other non-domestic hereditaments are included within the BID and will, subject to the detailed levy criteria in Section 13, contribute to the BID's collective funding and activities flowing from the combined budget.

The BID Area includes any smaller business areas located off these roads or streets that are located within the boundary of the BID Area defined by the shaded area illustrated on the map and any other road or street, even if they are not listed in Appendix 2 and will include any new road or street which is developed or created during the life of the BID which is within the BID Area.

6. Services provided by the Public Bodies

Council's Support for the Huddersfield BID

Kirklees District Council fully supports the Huddersfield BID. In particular, it endorses the fundamental principle of additionality within the BID by agreeing to maintain the provision of existing services from the council to businesses at their current level (subject to budgetary constraints) across the Huddersfield BID area. Thus, in line with BID legislation, BID services within the Huddersfield will be additional to (not in substitution for) those provided by the council. If there is a need for any change in service levels provided by the council these will not be disproportionate to other parts of Kirklees District outside the BID area.

The council's commitment to the Huddersfield BID and the working relationships between the council and Huddersfield BID Company are set out in complementary documents agreed between the council and Huddersfield Steering Group currently acting on behalf of the Huddersfield BID Company which has yet to be formed:

- A Memorandum of Understanding and Operating Agreement which defines the working relationship between the council and Huddersfield BID Company and sets out the council's operational support to the BID on a number of specific issues
- A set of Baseline Agreements, each defining the benchmark for a specific service provided by the council and other agencies to the businesses in the area

Council's Vision for the BID

Beyond its clear commitments set out in the Memorandum of Understanding, the council welcomes the opportunity offered by the BID disciplines to develop a strong and more dynamic partnership between the council itself and Huddersfield's businesses. The council intends that this forward looking evolution of its relationship with businesses should take shape along the following lines during the five year BID period:

- Establishing a serious dialogue with Huddersfield businesses on issues that can promote a stronger trading environment for them.
- Exploring more effective means of delivering council services to businesses. This will include more cohesive ways of tailoring and delivering specific services to Huddersfield.

Council Services for Business

Businesses will continue to benefit from all the standard council services provided for the benefit of all stakeholders in the town (cleaning, access, safety, maintenance and public amenities). In addition, the council delivers a wide range of services either directly or indirectly specifically for businesses, these include:

- Commercial Properties and Council land use
- Planning and Building Control
- Business start up advice and signposting
- Licensing
- Commercial Waste and recycling
- Business Rates
- Tendering for council business

Individual Baseline Statements

In full support of the above commitments, Heads of Service within the council will draw up Baseline Statements on the specific services they are responsible for. These documents define the benchmarks for the provision of these services and the fact that any change will not disproportionately impact upon the BID area more than any other area outside the BID within the Borough's administrative boundary. They also cover how the services will be measured. The council attaches particular importance to the incorporation of value for money principles and measures within all the Baseline Statements.

The Baseline Services are defined below:

- Festive lighting
- Markets and street trading
- Marketing, events and tourism
- Highway Maintenance and Signage
- Highways parking on and off-street
- Town Centre Compliance (includes Environmental Health and licensing)
- Environmental Services (including Street Cleansing, waste collection, fountains and statues)
- Grounds Maintenance and Arboricultural services
- Community Safety (including Wardens and public area CCTV)

The process of creating the baseline agreements proves valuable to both the service providers and the BID company. The development of these partnerships and the additional focus on the services provided in the area, will give tangible benefits over and above those derived from the projects outlined below.

Council's Operational Support for the Huddersfield BID

The council's support for the BID will take practical shape in the following specific ways:

- Conducting, through the council's Democratic Services, the formal BID vote in accordance with current BID legislation and procedures
- Assuming a positive outcome to the BID vote, collecting the BID levy defined in the BID Business Plan from Huddersfield businesses and transferring the levy sums direct to the Huddersfield BID Company. The council will pay the gross levy sums to the Huddersfield BID Company within 30 days of collecting it.
- Nominate a Councillor to sit as a Director on the BID Company Board
- Provide a senior council officer to provide a business-focused dynamic link on all BID matters with senior council staff
- Paying the appropriate BID levy set out in the Business Plan in respect of all its own hereditaments within the Huddersfield town centre BID area.

Monitoring and Review

The council is committed to the regular monitoring of the operation of the BID Operating Agreement and reviewing its effectiveness in conjunction with Huddersfield BID Company. This will be carried out as follows:

- The council monitors performance of key services through the council's Business Plan with monitoring reported to the Cabinet. Where there is a specific issue with service delivery within the BID area the respective Head of Service will discuss this with the Huddersfield BID Company.

- There will be annual reviews of each of the specific services for which a Baseline Statement is shown above. This will be led by the Kirklees District Council that will discuss with the Huddersfield BID how the service commitments have been actually delivered during the period, and if necessary update the service levels to reflect the services each will be provided in the following year. These reviews will be scheduled to best effect for the Kirklees District Council and Huddersfield BID Company's yearly budgeting cycles.

7. The Research and Consultation Process

Background

The last eighteen months has seen extensive research undertaken across a wide range of stakeholders to ensure that the plan which has emerged has an in depth understanding of the views and aspirations of the businesses in the area as well as an appreciation of the perceptions of those who visit and also work in the area.

The research encouraged participation from all businesses across the town centre and the surrounding area:

- All potential levy paying businesses in the proposed BID area were mailed survey forms and asked to complete them seeking their opinions on a variety of issues.
- All potential levy paying businesses were included in mail shots and publicity including BID newsletters and frequently asked questions and e-bulletins where e-mail addresses were available.
- 44% of all businesses which meet the levy criteria, had a personal visit to discuss the BID.
- 30% of all businesses which meet the levy criteria participated in detailed one-to-one interviews and completed detailed four-page surveys.
- A launch and information event at the start of the project.
- A series of five Vision and Objective Setting workshops at the start of the development where all businesses were invited and discussed their challenges, opportunities and vision for the future of the town centre.
- A series of three Budget Setting workshops, where businesses were invited to allocate funds to projects emerging from the research process.
- Businesses were invited to submit their views via letters, e-bulletins and the BID website.
- Press releases and features in the local newspaper promoting all the events and providing feedback and opportunities for businesses to contact the BID development team.
- Active participation and decision making by the business representatives from the Huddersfield BID Steering Group in all aspects of the development of this plan.

What were the aims of the research?

The objective of the research was to:

- Identify the key issues which impact upon all businesses in the area across all business sectors and to develop solutions to address the and which will help businesses achieve their own internal objectives
- Identify and assess the impact and the relative importance of different potential initiatives on businesses

8. Research results

Surveys and interviews were carried out across a range of businesses from all sectors and sizes of Huddersfield town centre.

Fig 1: Profile of Surveys from across different sizes of business

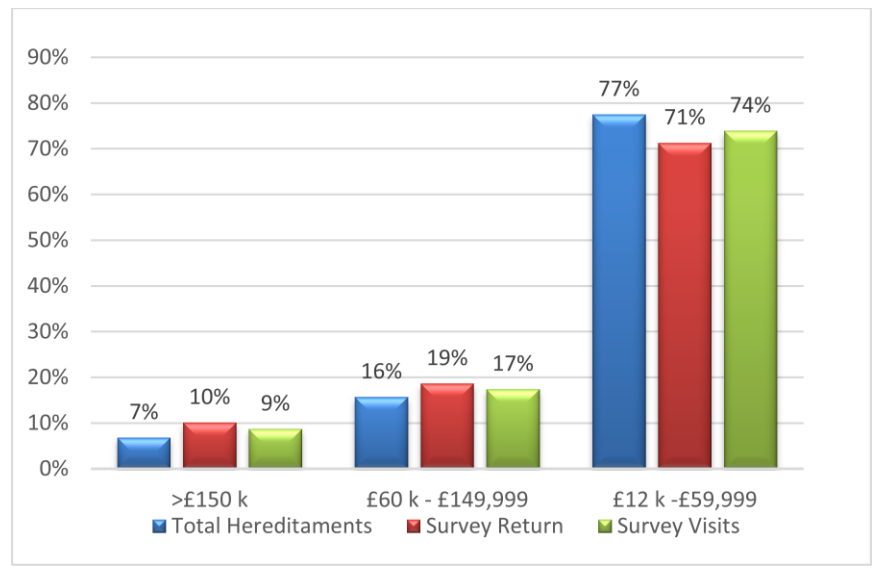
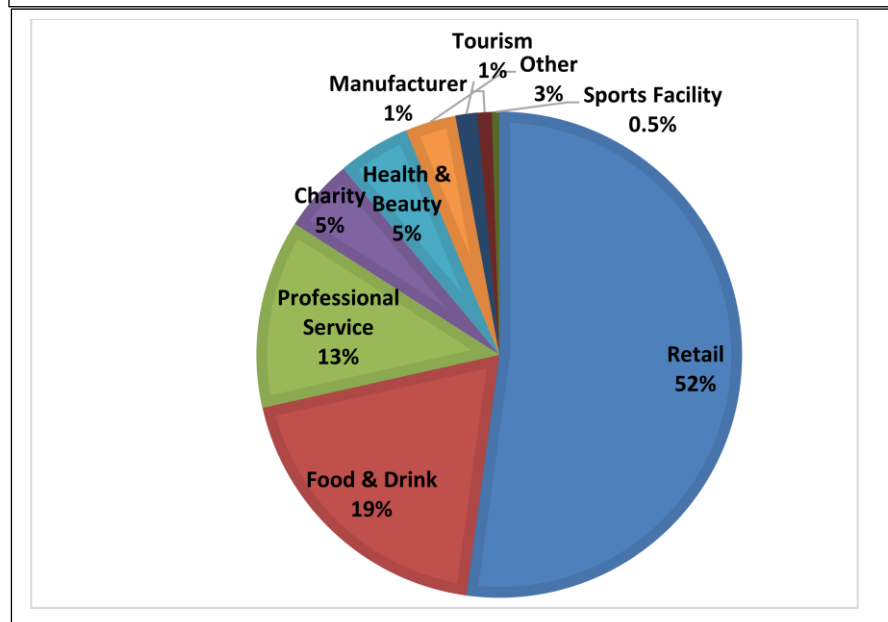
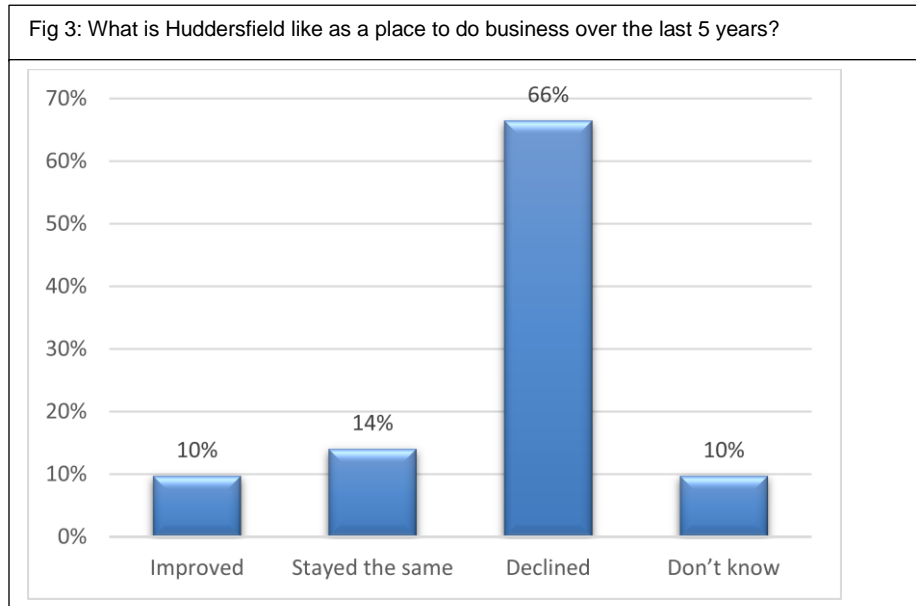


Fig 2: Profile of Surveys from across different business sectors

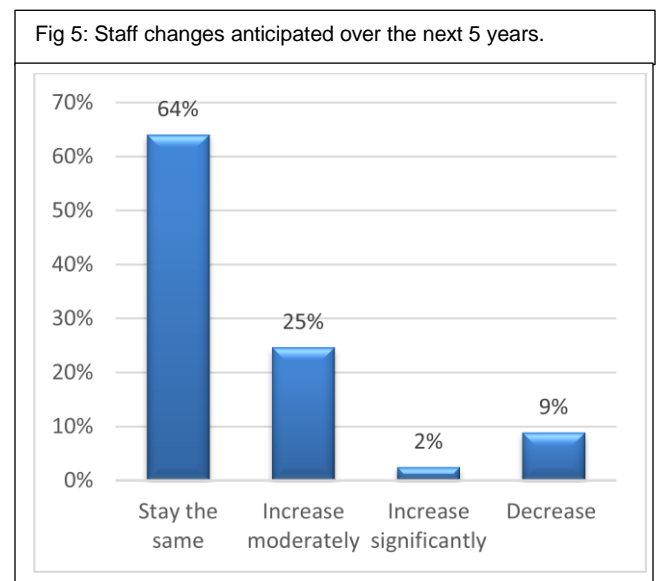
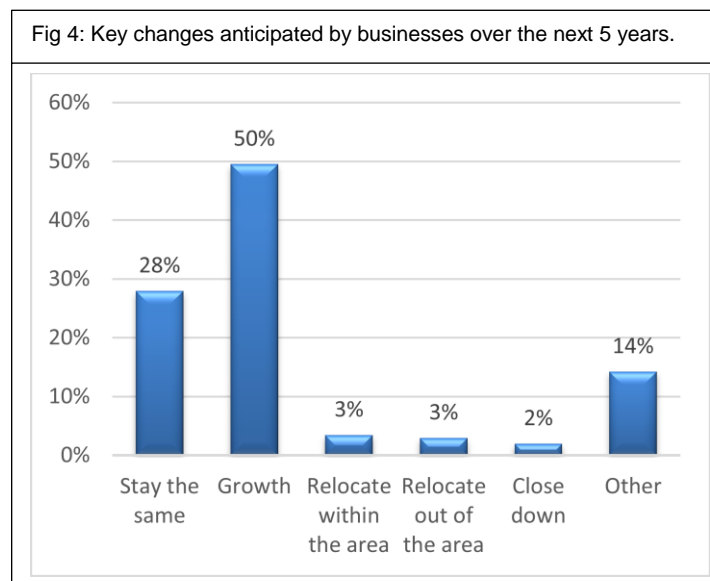


Is business good in Huddersfield?

The view about whether or not Huddersfield has been a good place to do business over the last five years was consistent across the BID area in that 66% of businesses said that Huddersfield had declined over the last five years.



When assessing the future confidence of businesses going forward, 50% anticipate growth with 28% remaining the same. However the growth does not necessarily translate into extra jobs with only 27% anticipating increasing numbers of staff either moderately or significantly.

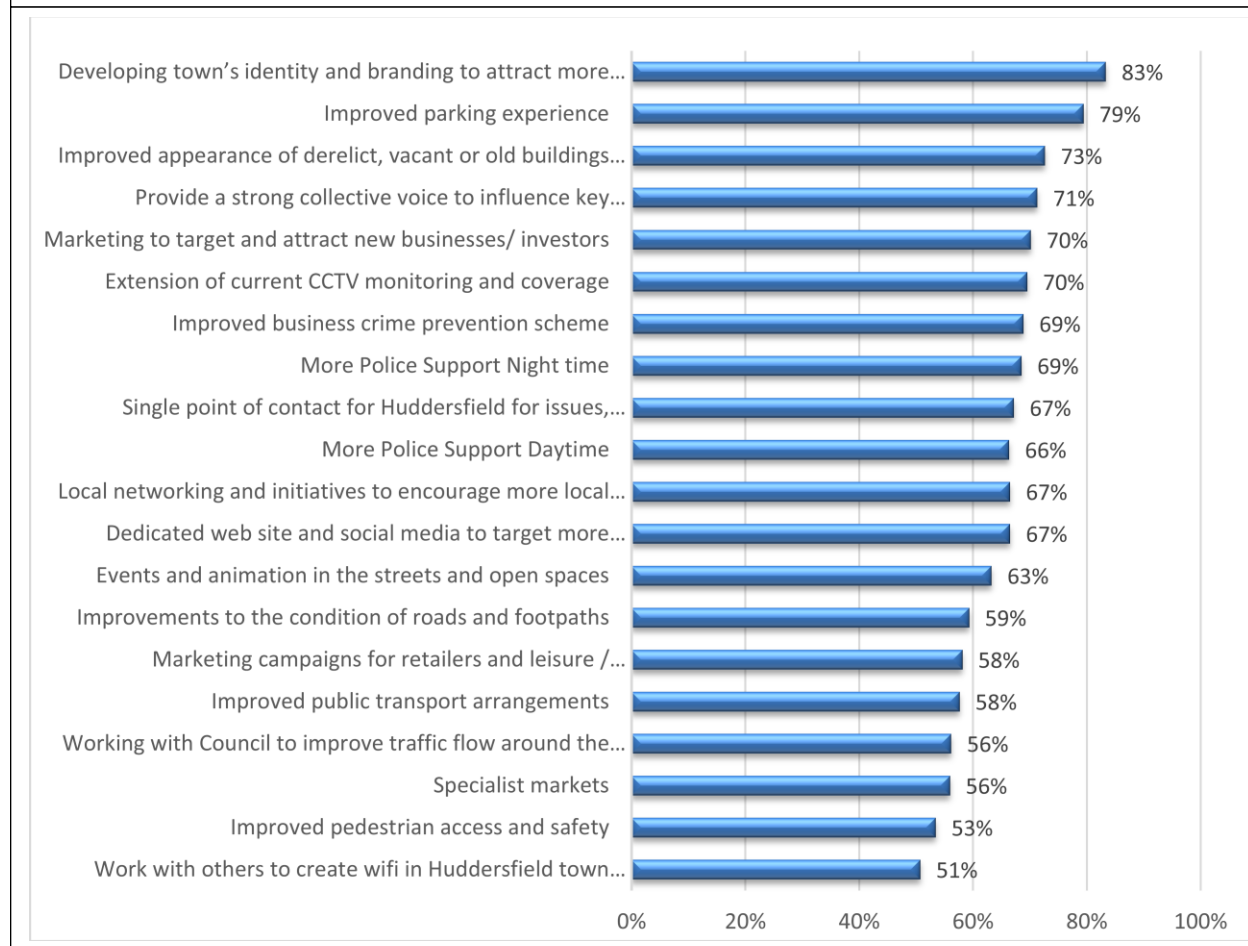


Developing the town’s identity to attract more visitors

‘Developing the town’s identity and branding to attract more visitors’ was the initiative which most businesses (83%) thought would be of most benefit to them. However, it was the night-time perception of the town which had 60% of businesses saying it was poor or very poor (putting it in the top five issues), ranking above the daytime perception where only 42% of businesses thought it was either poor or very poor.

The initiatives of ‘Marketing campaigns for retailers and leisure / hospitality venues’ and having a ‘Dedicated web site and social media to target more customers / clients’ both appear in the top twenty initiatives with 58% and 67% of businesses seeing these of benefit to them. 63% of businesses also think that events and animation in the streets and open spaces would benefit them.

Fig 6: Top twenty initiatives ranked by businesses as being beneficial



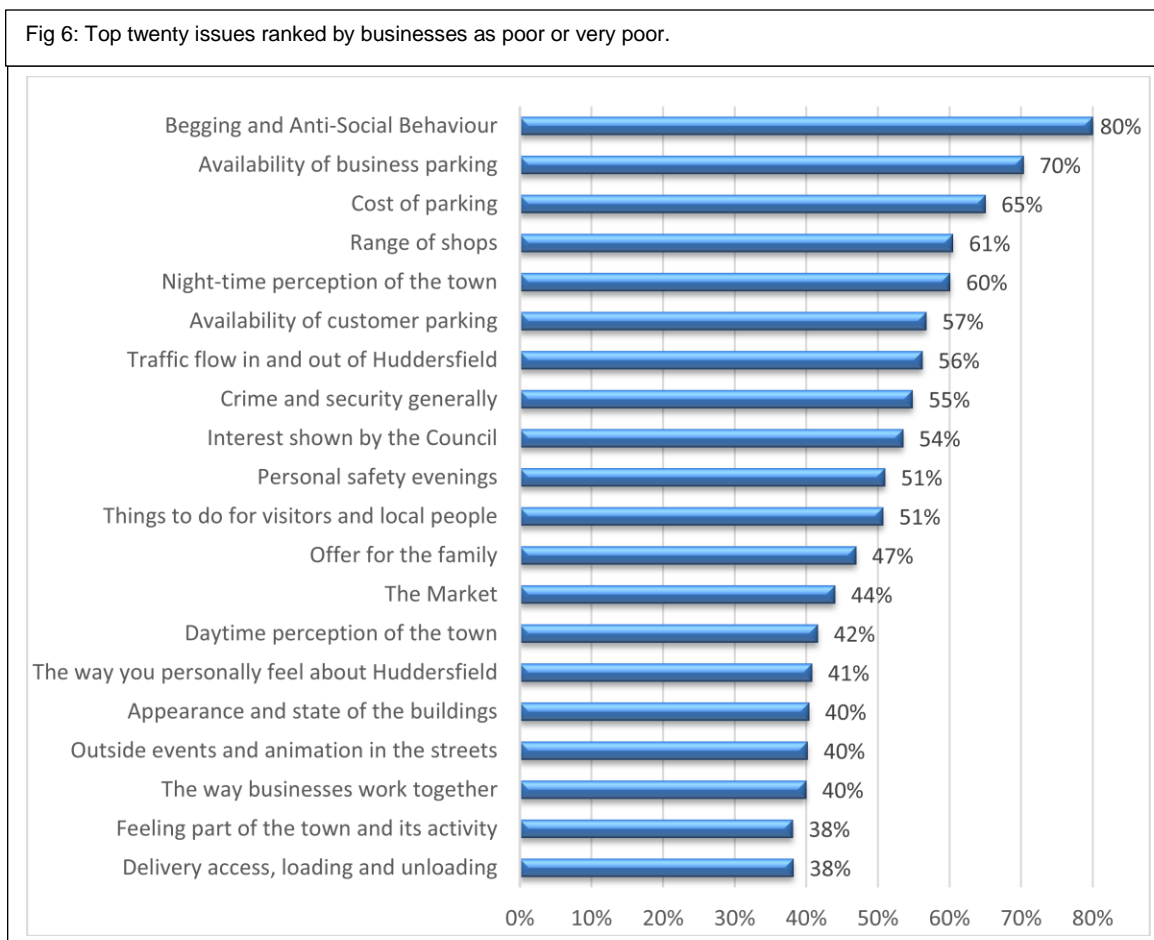
Businesses also considered that things to do in the town for visitors and local people, together with things to do in the evening and events and animation generally were all ranked in the top twenty as being poor or very poor and issues which need to be addressed.

Crime and safety

Personal safety both evening and night time and crime and security generally all appear in the top ten issues as poor or very poor. This was also one of the key factors which affected the way in which people feel about Huddersfield even during the day. Perceptions of the town are also shaped adversely during the day by anti-social behaviour, shop theft and the openness of drug dealing in the street. Crime and safety was also the second most important issue discussed in the workshops after access. This applied in particular to anti-social-behaviour and begging but also applied to shop theft where business managers from national branches said that Huddersfield was one of the worst stores in the region for shop theft.

When considering the most beneficial initiatives for business four out of the top ten, all related to crime and safety with an improved business crime prevention scheme and an extension of current CCTV monitoring and coverage being regarded as beneficial to many, ranked by 69% and 70% of businesses respectively.

Fig 6: Top twenty issues ranked by businesses as poor or very poor.



Access into and around the town

The most talked about issue in the workshops was actually getting into and around the town itself with traffic flow, parking, poor public transport provision and signage all being considered key challenges for the town. In fact three out of the top seven issues from the surveys ranked as poor or very poor related to parking in terms of costs and availability, particularly in the evening. This was

aggravated by poor bus services in the evening being considered a key issue when discussing challenges of access to the town in the workshops. The seventh worst issue was traffic flow in and around the town, ranking above crime and safety as poor or very poor. Businesses felt that the ring road acts as a barrier to access into the town with poor signage to car parks and insufficient capacity for long stays. Pedestrian flow from outside the ring road and into and around the town was also considered to be a key issue with poor signage and dangerous crossings with fast flowing traffic acting as a real deterrent to access the town centre on foot.

The town and its commercial attractiveness.

The overall perception of the town centre, discussed above, is affected by many things and besides the low level crime and safety concerns the other key issue was the range of shops, which 61% of businesses considered overall to be poor or very poor.

There were some aspects to the way in which the town looked, which came out well including the floral and greenery of the town however there were factors which impacted upon the overall appearance including derelict and vacant premises. 'Improved appearance of derelict, vacant or old buildings and sites' and 'Marketing to target and attract new businesses/ investors' came into the top ten initiatives beneficial to businesses.

When businesses were asked an open question for two suggestions which would help benefit their business, addressing the access issues of the town was considered the most important issue.

9. The BID's response

Following our extensive research four key project areas of the Huddersfield BID have emerged reflecting the key issues and opportunities identified by the businesses. The activities within each of the project areas have been specifically designed to address and take advantage of these.

It was clearly evident from the comments and feedback that Huddersfield is currently exposed to the changing dynamics of the way in which people use towns and city centres in terms of its limited retail, leisure and evening economy offer. It also suffers from the simple ability to easily and safely gain access into the town centre itself and exploring the town as a whole is a challenge and potentially confusing for any new visitor to the town.

In many respects it is well placed to take advantage of the desire for a 'great experience' if it can raise its profile. It should take advantage of its heritage both within the town centre and its surrounding area, create a greater sense of animation and develop its business, leisure, cultural and in particular its evening offer. In fact Huddersfield has many advantages over other competing town centres if it can address the issues identified by businesses.

The BID could act as a catalyst for businesses and organisations to come together and play a key role in this new and exciting era in the life of this town. This BID Proposal and Business Plan has been designed to ensure that the activities benefit as wide a range of businesses as possible. It will do this by becoming an 'Accessible, safe, vibrant and attractive destination which celebrates its culture and heritage, serves its local business, university and residential community and is recognised nationally and internationally as a great place to be'.

All businesses and organisations stand to benefit from these additional projects and activities which have been identified by businesses across Huddersfield as being crucial to their future.

How will the delivery be monitored?

Monitoring and measuring the performance and effectiveness of the BID activities is an integral and essential part of the plan. Businesses need to be confident that their levy money is being invested as productively as possible to maximise results.

The effectiveness of the measures undertaken will be gauged by key performance indicators monitored and relevant for each project area, including footfall, customer surveys, business surveys, photographic evidence, vacant properties and footfall trends. These measures and key performance indicators are identified for each objective and need to be monitored on a regular basis throughout the life of the BID.

10. Vision and Objectives

Assuming a positive BID vote by a majority of businesses by both rateable value and number, BID operations will start on 1st October 2019 and will continue for a total of 5 years.

The Vision

Through this business-led programme of investment the vision is:

‘To develop Huddersfield into an accessible, safe, vibrant and attractive destination which celebrates its culture and heritage, serves its local business, university and residential community and is recognised nationally and internationally as a great place to be’.

Strategic Objectives and Projects

The programme of investment will be delivered through the four strategic objectives and their related projects.

1. Promotion of a Lively Huddersfield

To create a vibrant town centre and immediate surrounding area which has a strong sense of identity and a positive awareness locally, regionally and nationally.

2. Creating an Accessible Huddersfield

To create an accessible town centre for visitors, residents and people working in and around the town centre and immediate surrounding area to explore.

3. A safe and attractive place to be

To develop and maintain a safe and attractive environment for visitors, residents and people working in the town centre and the immediate surrounding area to enjoy.

4. A great business, leisure and cultural offer

To encourage the growth, development and investment of businesses and organisations which support the development of Huddersfield’s identity.

Objectives, Activities and Results

Objective 1: Promotion of a Lively Huddersfield

To create a vibrant town centre which has a strong sense of identity and a positive awareness locally, regionally and nationally.

Amount the BID will spend:

An initial budget of £85,000 p.a, increasing to £88,000 by year 5 – a total of £432,000 over five years.

Activities

- a. Work with all stakeholders to define, develop and promote the identity of Huddersfield town centre and its immediate surrounding area which reflects its strengths, culture and heritage and creates a sense of pride by its businesses and local population.
- b. Work with businesses and other organisations to develop and organise events and event spaces to create an animated feel to the town as a whole, to benefit and integrate the businesses and

organisations based in and around the town and which build the reputation of Huddersfield as a great place to be entertained.

- c. Develop the use of digital and social media channels, traditional marketing and PR which informs and increases awareness of Huddersfield as a town, its business sectors, its events and all it has to offer, in a way which is consistent with its identity, to residents, students, visitors and businesses alike.
- d. Design and coordinate campaigns across all business sectors relevant to their target markets, highlighting their strengths and taking advantage of new trading and business opportunities.
- e. Promote and develop customer service excellence through award schemes which profile businesses and individuals and celebrates, recognises and promotes a great shopping, eating, drinking and cultural experience in Huddersfield town centre and its immediate surrounding area.
- f. Develop and implement effective communications between businesses and between businesses and the BID to promote awareness of: different issues which may affect trading conditions or their immediate environment or opportunities for their benefit.
- g. Act as a collective voice and represent business interests with all stakeholders to influence any aspect of marketing and promotion of the town centre, its immediate surrounding area and its businesses to ensure that it is in line with the BID business plan objectives.

Measures and Results:

- Increased levels of sales activity across the whole of the town centre and its immediate surrounding area.
- Footfall to the town which is stronger than national trends
- Increased number of active users of digital media promoting Huddersfield and its businesses.
- Positive media exposure locally, regionally and nationally measured through numbers of articles, publications, click-throughs on digital media and value through using advertising value equivalent. (a.v.e)
- Numbers of businesses and organisations actively engaged in BID activities and the use of and their association with Huddersfield in their own marketing and promotion.
- Numbers of businesses, organisations and public regularly engaged and involved in a loyalty scheme

Objective 2: Creating an Accessible Huddersfield

To create an accessible town centre for visitors, residents and people working in and around the town centre to explore.

Amount the BID will spend:

An initial budget of £92,000 p.a, increasing to £95,000 by year 5 – a total of £471,000 over five years.

Activities

- a. Work closely with the Council and other car park operators to improve signage and access to car parks and the provision of a 'parking experience' across Huddersfield for both visitors and

those who work in the town, in a way which is commercially sustainable, increases patronage and meets the needs of the town centre's and immediate surrounding area's businesses.

- b. Work closely with the Council and others to improve the availability and tariff structures of car parking in a way which takes account of the use by those working in the town centre and immediate surrounding area and for those who visit.
- c. Work with public transport providers and the local authority to encourage easier use, access and integration of public transport with the use of the town centre and its surrounding area during the day, evening and night.
- d. Work with others to improve safety, access and pedestrian flow between different parts of the town centre, the immediate surrounding area, its businesses and its attractions, to encourage people to explore and make more use of the town and all it has to offer.

Measures and Results:

- Increased numbers of cars using car parks and street parking in Huddersfield BID area.
- Improved perception of the 'parking experience' in Huddersfield BID area.
- Numbers of parking spaces available in or near the BID area both on and off-street.
- Increased numbers of bus passengers recorded using the buses into and out of the BID area.
- Increased numbers of people using taxi services in the BID area.

Objective 3: A safe and attractive place to be

To develop and maintain a safe and attractive environment for visitors, residents and people working in the town centre and the immediate surrounding area to enjoy.

Amount the BID will spend:

An initial budget of £130,000 p.a, increasing to £135,000 by year 5 – a total of £661,000 over five years.

Activities

- a. Uniformed day time Rangers to:
 - I. help promote the area, to welcome visitors and provide support for the implementation of events and animation in the streets and open spaces
 - II. support businesses in tackling and communicating issues which affect their business on a day to day basis.
 - III. work closely with the Police and other agencies in tackling antisocial behaviour and crime issues which impact upon the visitor experience
- b. Work with businesses and other partners including the Police and Local Authority to create a safe, clean and attractive evening and night time environment in the town centre and immediate surroundings for all people to enjoy of all backgrounds and ages to enjoy.
- c. Tackle anti-social behaviour, street drinking, begging and crime issues which impact upon the visitor experience and businesses, by developing the existing business crime prevention scheme by working with partners and organisations in the town centre and immediate surroundings including voluntary organisations, the Police and CCTV.

- d. Enhance where possible the appearance and vibrancy of the streets and open spaces by targeted and additional cleaning, additional floral displays, public art and festive and creative lighting in a way which complements and develops the heritage and culture of the Huddersfield BID area.
- e. Support the development and implementation of initiatives which improve and protect the public realm and the buildings of the town and which complement and develop the characteristics of Huddersfield town centre and its immediate surrounding area.
- f. Work with landlords, agents and others to ensure that vacant premises or derelict properties are maintained and presented in a smart and tidy appearance and do not detract from the appeal of the immediate environment.
- g. Influence, support and encourage plans and proposals for new buildings, signage, building refurbishments and public realm developments which build upon the town's strengths, serve to develop its identity and complements its heritage and culture.

Measures and Results:

- Footfall to the town centre which is stronger than national high street trends
- Increased numbers of people visiting Huddersfield from the catchment area and beyond
- Improved perception of attractiveness of the town centre and the surrounding area measured through surveys of visitors and those who work in the BID area.
- Improved perceptions of visitor and business safety and feeling of welcome.
- Reduction of incidents of crime and anti-social behaviour

Objective 4: A great business, leisure and cultural offer

To encourage the growth, development and investment of businesses and organisations which support the development of Huddersfield's identity.

Amount the BID will spend:

An initial budget of £36,000 p.a, increasing to £38,000 by year 5 – a total of £187,000 over five years.

Activities

- a. Work with others to develop a retail, leisure and cultural framework for the town and support its implementation with partners.
- b. Work with partners, landlords and property agents to market the town centre and immediate surrounding area to potential new businesses and investors in line with recommendations from a retail, leisure and cultural framework for the BID area.
- c. Encourage and support relationships between businesses and organisations which seek to develop skills and have a positive impact upon their current business performance and future business development.
- d. Work with other organisations to monitor footfall, commercial performance, parking statistics, customer perceptions and other key measures across the Huddersfield BID area and provide regular reports and performance updates for businesses.

Measures and Results:

- Increased range of retail, leisure, cultural and evening economy offer.
- Reduced levels of vacant and derelict properties in the Huddersfield town centre and surrounding area.
- Numbers of business enquiries through commercial property agents
- Monitoring of footfall and sales performances across Huddersfield town centre and the surrounding area with regular reports and feedback to businesses.
- Gain the 'Purple Flag' award

11. Organisation, Resources and Delivery

The preparation of this plan has been managed by the Huddersfield's Town Centre Partnership Company's Board which has been acting as the BID Development Board and Steering Group. It has been made up of a cross section of businesses and organisations from across Huddersfield town centre together with representatives from Kirklees District Council.

A new and separate company will be set up to act as the BID Company. It will be a not for profit BID company, limited by guarantee which will be legally and operationally responsible to the businesses in the BID area, for the delivery of the BID business plan and its associated activities and will act on their behalf.

There will be a Board responsible for the governance of the BID Company and for creating a management structure which will aim to encourage continuous business involvement in determining priorities and shaping and evolving activities within the terms of this BID Proposal and Business Plan. All businesses will be encouraged to be actively involved in the BID and associated working groups to represent the levy payers.

The Board will be elected by the members of the BID Company, drawn predominantly from those paying a levy in the area and made up of a representative cross-section of the businesses and stakeholders of the area and key agencies associated with the successful delivery of the BID project. It will be driven by the private sector and will include one Councillor from Kirklees District Council as a Director and one Council Officer who will act as a key operational link, but not as a Director.

The main role of the Board is to safeguard the interests of levy payers by ensuring that the business operates in line with the BID plan, is professional and offers consistent value for money in line with its targets. The Board will ensure that the implementation of the BID will be monitored and delivered cost-effectively, through keeping overheads to a minimum and using methods which will optimise the use of the revenue budget and add real value to the delivery of the plan.

The Board will provide a consistent, collective and effective voice for the businesses in Huddersfield town centre.

All roles on the Board and specific working groups are voluntary and are undertaken with a commitment to represent the interests of all businesses in the area.

Collaborative working will be actively encouraged to build upon the sense of the business community in the area and ensure that the skills and resources available for delivery of the BID are enhanced and deliver best value.

There will also be hands-on project and contract management to support the initiatives from the working groups. This support will provide administrative support to the BID Company, coordinate activity with partner organisations and ensure cost-effective delivery of projects through tendering and careful project and contract management.

The Huddersfield BID's financial accounts and governance arrangements will be audited annually and the effectiveness of the measures undertaken will be gauged by key performance indicators for each project area, including footfall, customer surveys, business surveys, photographic evidence and retail turnover movement full measures are identified in this plan with each objective.

Besides regular newsletters and other forms of bulletins, there will be an annual report providing details on activities and performance of the company against the objectives of the delivery plan for the previous year.

All levy payers shall be entitled to be members of the BID Company. There will be an annual general meeting at which all members are invited to attend and vote and at which Directors will be retired by rotation and new Directors elected in accordance with the articles of the company.

12. Huddersfield Budget and Finances

“An uncertain economy, changing lifestyles, rapidly changing technology and increased options for shopping, mean that the way in which towns and cities are used is changing dramatically and quickly. A BID provides the opportunity for businesses to have a real influence on their local environment to ensure that collectively we can take advantage of the new opportunities these changes will bring.

In the next five years we will strive to lever in additional cash funding and value in kind to support the delivery of this plan and add to the investment made by the Huddersfield businesses through the BID.

We feel that the investment we are seeking from businesses in the BID is modest in relation to what can be achieved. For the smallest business in the Business Improvement District, the daily cost is less than a first class postage stamp and even for a large business the daily cost is less than the price of a single cinema ticket.”

Daniel Krigers – a Partner and Head of Employment
Chadwick Lawrence Solicitors
Member of the Huddersfield BID Steering Group

With a 1.5 % levy, the indicative costs to a business are:

Rateable Value	Levy Rate	Annual	This equates to: Weekly	This equates to: Daily
£1 - £12,000	Zero	Zero	Zero	Zero
£12,001	1.50%	£180	£3.46	£0.49
£25,000	1.50%	£375	£7.21	£1.03
£75,000	1.50%	£1,125	£21.63	£3.08
£150,000	1.50%	£2,250	£43.27	£6.16
£350,000	1.50%	£5,250	£100.96	£14.38

With a 0.75 % levy, the indicative costs to a business are:

Rateable Value	Levy Rate	Annual	This equates to: Weekly	This equates to: Daily
£1 - £12,000	Zero	Zero	Zero	Zero
£12,001	0.75%	£90	£1.73	£0.25
£25,000	0.75%	£188	£3.61	£0.51
£75,000	0.75%	£563	£10.82	£1.54
£150,000	0.75%	£1,125	£21.63	£3.08
£350,000	0.75%	£2,625	£50.48	£7.19

Huddersfield BID 5 year Budget: 2019 – 2024

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income						
BID levy revenue (Note 1)	£ 415,544	£ 423,855	£ 432,332	£ 440,979	£ 449,798	£ 2,162,508
Other Income (Note 2)	£ 40,000	£ 40,800	£ 41,616	£ 42,448	£ 43,297	£ 208,162
Total Income	£ 455,544	£ 464,655	£ 473,948	£ 483,427	£ 493,095	£ 2,370,669
Expenditure						
Objective 1: Promotion of a lively Huddersfield	£ 85,000	£ 85,726	£ 86,466	£ 87,221	£ 87,991	£ 432,403
Objective 2: Creating an accessible Huddersfield	£ 92,593	£ 93,383	£ 94,190	£ 95,012	£ 95,851	£ 471,029
Objective 3: A safe and attractive place to be	£ 130,000	£ 131,110	£ 132,242	£ 133,396	£ 134,574	£ 661,322
Objective 4: A great business, leisure and cultural offer	£ 36,774	£ 37,088	£ 37,408	£ 37,735	£ 38,068	£ 187,073
Central Management Costs, Administration, Office (Note 3)	£ 80,000	£ 81,600	£ 83,232	£ 84,897	£ 86,595	£ 416,323
Levy Collection costs	£ 10,400	£ 10,608	£ 10,820	£ 11,037	£ 11,257	£ 54,122
Contingency (Note 4)	£ 20,777	£ 21,193	£ 21,617	£ 22,049	£ 22,490	£ 108,125
Total Expenditure	£ 455,544	£ 460,707	£ 465,974	£ 471,346	£ 476,825	£ 2,330,396
Accrual for Renewal (Note 5)	£ -	£ 3,948	£ 7,974	£ 12,081	£ 16,271	£ 40,274

Notes

- 1 Assumes a 95% collection rate and 2% per annum inflation
- 2 Including income from landlords, associate members of the BID and other sources (including in-kind)
- 3 Central admin, office and fixed overheads
- 4 Calculated as 5% of total levy billed
- 5 Accrual retained from levy revenue to provide for costs of renewal of the BID for any additional term, otherwise they will be spent on additional projects in the final year

Cost of the BID Development

The costs incurred in undertaking the research, developing the BID proposals and holding the ballot are being met by the Kirklees District Council, for which we give sincere thanks.

Sources of Additional Funding

The BID Company is committed to seeking additional funding where possible to increase the benefits that can be delivered by the BID to businesses. Other possible income sources will include grants where the criteria matches the aims of the business plan, voluntary contributions from property owners, companies and organisations outside the BID area and those not liable for the levy. It is estimated that this could be around £200,000 over the five year period.

Through discussion, developers, property owners and other stakeholders in the area will be invited to participate in the Business Improvement District and improve delivery against the business plan objectives even further.

Application of BID Funds

The BID funds will be ring-fenced and will be controlled by participating businesses. Details of the BID Company's accountability to businesses are given in Sections 10 and 13.

The budget headings and the project costs can be altered within the constraints of the revenue received through the levy. The BID Company will be empowered to move funds between budget headings and between financial years to provide the services which best meet the requirements of the BID area. Such adjustments will be fully accountable to the businesses through the performance monitoring arrangements set out in Sections 6 and 8.

Governance and management of the BID Budget

In order to ensure that the projects remain relevant and continue to address needs and priorities of the businesses in Huddersfield during its five year life, the various working groups may from time to time make recommendations to the Board that budget allocations are modified for each of the main projects and the management and administration of the BID.

It will be the responsibility of the Board to assess these recommendations and make adjustments to the allocations of expenditure budget as and when they deem appropriate. It will be the responsibility of the Board to ensure that all the main aims of the BID, stated in Section 9, continue to be addressed and that all BID activity contributes towards the achievement of the vision. The Board will also monitor and gauge the effectiveness of the BID operations and activities.

13. BID Levy Criteria for the Huddersfield BID

Every BID has to establish its own levy rules. Reference has been made to the technical guides prepared by MHCLG and business rates legislation in developing the rules which will apply to the Huddersfield BID.

The Huddersfield BID Steering Group has tried to balance the ambitions of businesses in the BID plan against the affordability of the levy and the requirement to ensure that the BID is able to deliver best value.

1. Assuming a positive BID vote by a majority of businesses by number and rateable value (R.V) of those who vote, the BID levy will be charged on all hereditaments listed in the local Non-Domestic Rating List located within the BID area. This applies irrespective of whether or how a business has voted in the formal BID ballot. Legislation within the Local Government Finance Act (2003) enables the local authority to issue a bill for the levy. The levy is collected by the Billing Authority, Kirklees District Council. The Huddersfield BID Company will invoice the Billing Authority, Kirklees District Council, for the levy collected for exclusive use of the BID.
2. All businesses which will be subject to the BID will be entitled to vote for the BID proposal in a 28 day postal ballot which will commence on 13th June 2019, with the close of ballot at 5pm on 11th July. The result will be announced the following day or as soon as possible thereafter.
3. If successful at the ballot, the BID will commence operation on 1st October 2019, and will be for a fixed term of 5 years ending on the 30th September 2024.
4. For business ratepayers who do not have hereditaments which fall under the management of a shopping centre and who do not pay service charges to the shopping mall operator the levy amount will be applied as follows:
 - a. The BID levy will be based upon a percentage of rateable value shown on the Kirklees District Council's (the billing authority's) NNDR billing system as at 30th May 2019 for each defined hereditament within the scope of the BID, with the exception of those hereditaments with a rateable value of less than £12,001 showing on the billing authority's system as at 30th May 2019.
 - b. The levy percentage of rateable value for hereditaments covered by this section and located within the ring road (labelled as Zone 1 on the BID area map in Section 5) will be 1.5%.
 - c. The levy percentage of rateable value for hereditaments covered by this section located outside the ring road (labelled as Zone 2 on the BID area map in Section 5) will be 0.75%.
5. For business ratepayers who do have hereditaments which do fall under the management of a shopping centre operator and/or who pay a service charge to a shopping centre operator, the levy amount will be applied as follows:
 - a. The BID levy will based upon a percentage of rateable value shown on the Kirklees District Council's (the billing authority's) NNDR billing system as at 30th May 2019 for each defined business property (including any property used and owned by the shopping centre operator for purposes relating to the management of the shopping centre or any other property for which the shopping centre operator is the liable ratepayer) within the scope of the BID with the exception of those properties with a rateable value of less than £12,001 showing on the

billing authority's system as at 30th May 2019.

- b. The levy percentage of rateable value for business rated properties covered by this section and located within the ring road (labelled as Zone 1 on the BID area map in Section 5) will be 1.25%.
 - c. The levy percentage of rateable value for business rated properties covered by this section located outside the ring road (labelled as Zone 2 on the BID area map in Section 5) will be 0.5%.
6. For ratepayers which are registered charities or have charitable status as an exempt charity under Schedule 3 of the Charities Act 2011, the BID levy will be based upon a percentage of rateable value shown on the Kirklees District Council's (the billing authority's) NNDR billing system as at 30th May 2019 for each defined hereditament within the scope of the BID, where either:
- aa) the main use of the property is for retail or for the commercial sale of food and drink and the rateable value is of £12,001 or above.
 - bb) or the rateable value of the hereditament is equal to or in excess of £250,000,
- the levy amount will be applied as follows:
- a. The levy percentage of rateable value for hereditaments covered by this section and located within the ring road (labelled as Zone 1 on the BID area map in Section 5) will be 1.25%.
 - b. The levy percentage of rateable value for hereditaments covered by this section located outside the ring road (labelled as Zone 2 on the BID area map in Section 5) will be 0.5%.
7. Any business ratepayer who is defined by the VOA as having a hereditament classed as a factory, warehouse or workshop, showing on the Kirklees District Council's (the billing authority's) NNDR billing system as at 30th May 2019 will pay nothing for these properties and will not have a vote for these properties although they will enjoy the benefits that come with trading in the BID area.
8. Business ratepayers with a rateable value of less than £12,001 showing on the Kirklees District Council's (the billing authority's) NNDR billing system as at 30th May 2019 will pay nothing for these properties and will not have a vote for these properties although they will enjoy the benefits that come with trading in the BID area.
9. The levy will be due from any business, organisation or individual who is liable to pay business rates, including un-occupied properties other than those that are exempt within the criteria laid out in Section 13 of this BID Proposal and Business Plan (this section). Exemption from the payment of business rates does not exempt the business, organisation or individual from being subject to the levy criteria as outlined in this Section 13 of this BID Proposal and Business Plan (this section).
10. The liable person is the ratepayer for occupied or un-occupied property. In accordance with the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 (S.I. 1989/1058) and the Non-Domestic Rating (Collection and Enforcement) (Miscellaneous Provisions) Regulations 1989 (S.I. 1989/1060), Kirklees District Council will be responsible for the imposition, administration, collection, recovery and application of the BID levy. The Council

will also be responsible for any enforcement action that may be appropriate in case of non-payment of the levy.

11. There will be an annual inflationary increase of all levy charges year on year for the duration of the Business Improvement District. This will be a minimum of 2% increase year on year or the inflation percentage as determined by the Consumer Price Index as at the 1st December of the year before the next billing process, whichever is the greater, rounded to the nearest tenth of a penny. (e.g if a levy bill is £200 the inflation applied to this at a level of 2% would be £4.00 per annum). Negative inflation will not apply.
12. The BID's first financial period will start on the 1st October 2019 and end on the 31st March 2020. Thereafter its financial year will start on 1st April and last for 365 days (366 in a leap year). The BID's chargeable period is a year or pro-rata, broken down into daily charges based on rateable value. The daily BID levy charge for each individual ratepayer is to be calculated by multiplying its rateable value by the BID percentage levy and dividing the result by the number of days in the financial year or period. It is to be paid in full in advance in one single payment. The first payment date will be the 1st October 2019 and the first charge will be pro-rata of the full year, up to 31st March 2020. Thereafter the charge will be a full annual charge for each year with a payment due date of the 1st April until the 1st April 2024 when the charge will be pro-rata until the 30th September 2024.
13. Businesses, organisations or individuals which cease to have liability for business rates at any point in the year will be entitled to a refund for the remainder of the financial period provided that; the amount due is in excess of £50 and the relevant business applies for the refund in writing to the Kirklees District Council as the Billing Authority. The new ratepayer will then be charged on a pro-rata basis for the balance of that financial period and for each financial period thereafter.
14. Any changes which come into effect from the 1st June 2019 or during the life of the BID will be handled as follows:
 - a. New premises, or properties which were not on the rate valuation list at the 1st June 2019 but become subject to rates in the BID area or new streets raised in the BID area since that date will be expected to pay a BID Levy based on the % criteria for that year, in relation to its new/current rateable value with effect from the date at which it becomes subject to a business rates charge.
 - b. Where property is split, two or more BID levies should be charged at the appropriate levy rate % of the new/current rateable values of the revised property from the effective date of the split valuation.
 - c. Where premises are merged the BID Levy should be charged at the appropriate levy rate % of the new/current rateable value of the merged property from the effective date of the merged valuation.
 - d. Any change of use or ownership (or the creation of a new business within the BID (boundary) will be liable to the levy rate % current at the time of the change.
 - e. Adjustments will be made for changes in occupation or is valued at zero rateable value or if a property is deleted from the rating list, revised bills or credits will be issued. The charge or refund amount will be calculated pro rata between the date of the change in occupation and the date of the financial year end.
 - f. No amendments will be made to the rateable value of any property in the BID area as a result of any general or property specific re-valuation other than for the criteria listed above.

15. No other relief will be given to any class of non-domestic ratepayer, unless it is a hereditament:

- a. whose owner is prohibited by law from occupying it or allowing it to be occupied.
- b. which is kept vacant by reason of action taken by or on behalf of the Crown or any local or public authority with a view to prohibiting the occupation of the hereditament or to acquiring it.
- c. which is included in the Schedule of monuments compiled under section 1 of the Ancient Monuments and Archaeological Areas Act 1979(b).
- d. the owner is entitled to possession only in his capacity as the personal representative of a deceased person.
- e. where, in respect of the owner's estate, there subsists a bankruptcy order within the meaning of section 381(2) of the Insolvency Act 1986(c).
- f. whose owner is entitled to possession of the hereditament in his capacity as trustee under a deed of arrangement to which the Deeds of Arrangement Act 1914(d) applies;
- g. whose owner is a company which is subject to a winding-up order made under the Insolvency Act 1986 or which is being wound up voluntarily under that Act.
- h. whose owner is a company in administration within the meaning of paragraph 1 of Schedule B1 to the Insolvency Act 1986 or is subject to an administration order made under the former administration provisions within the meaning of article 3 of the Enterprise Act 2002 (Commencement No. 4 and Transitional Provisions and Savings) Order 2003(e).
- i. whose owner is entitled to possession of the hereditament in his capacity as liquidator by virtue of an order made under section 112 or section 145 of the Insolvency Act 1986.
- j. where it is a building registered for religious worship
- k. where it is a hostel or organisation which provides a place of refuge, rehabilitation or support and guidance for victims of domestic abuse.
- l. where it is a property which is mainly or wholly used as a Food Bank.

in which case the hereditament will be exempt.

16. For clarity a hereditament which is the subject of a building preservation notice within the meaning of the Planning (Listed Buildings and Conservation Areas) Act 1990(a) or is included in a list compiled under section 1 of that Act will be subject to levy unless its use is covered by any of the other exemptions listed in Section 13 of this BID Proposal and Business Plan (this section).

17. The levy will be due from businesses or individuals who are liable to pay business rates, from any hereditaments on any roads which have not yet been constructed or named at the time of the ballot and any new hereditaments built or created within the shaded area of the map shown in section 5 in this Proposal and Business Plan which fall within the levy criteria of section 13, from the 1st June 2019 at any time during the life of the BID but which are not specifically identified on the map in section 5, with effect from the date at which their rateable value takes effect.

18. The BID levy contribution will not be reassessed if the rateable value is amended after the end of the BID. New or altered properties entered into the valuation list will become liable for the levy from the date they appear in the list as specified above.

19. Businesses with a rateable value of less than £12,001 will be exempt from the levy and will not be permitted to vote in the ballot. Any business with a rateable value which falls below this will be encouraged to enter into a voluntary arrangement direct with the BID Company so that they can benefit from the full range of services provided by the BID.
20. Subject to these criteria stated above and within the BID boundary as defined in this document, the BID levy is a statutorily compulsory payment regardless of whether the business exercised its vote or voted against the BID.

14. Risk analysis

The responsibilities of BID Company

The BID Company will be a legal entity and a significant business in its own right. It will not only have all the attendant risks and responsibilities that go with this but also, subject to the vote in favour of the BID, will have a mandate from the businesses in the area to deliver the BID Business Plan. This is a significant responsibility which has an influence over the commercial prosperity of Huddersfield, the businesses in the area and their staff who rely upon it for their living.

It is important therefore, to articulate some of the external and internal issues that have a direct bearing on the ability of the Company to trade successfully, as well as highlight the consequences of not adopting the principles of the BID and the benefits that accrue from the delivery of the plan.

BIDs have been proving their worth and commercial value across the UK over the last twelve years as effective mechanisms to improve trading environments for all sorts and types of businesses. Where BIDs have reached the end of their first term the majority have seen even greater votes in favour and larger turn-outs than the first time of voting. They are seen as providing businesses with very effective returns on investment.

There are other Business Improvement Districts in the region including Leeds, Halifax, Brighouse Wakefield and Sheffield and to the west Stockport and Altrincham and Manchester city and even smaller places such as Otley and Skipton.

Working with key partners

In order to deliver exceptional value for money within the framework of the aims and objectives of the plan, the BID will work closely with other key stakeholders such as property owners, developers, cultural organisations, the District Council and the Police. It will seek, wherever possible to influence and shape larger projects to the benefit of its own aims while supporting others to achieve their own objectives.

In working with others, the over-riding principle of the BID should not be compromised i.e that the BID is providing services and benefits additional to those which would have happened if the BID had not been in existence.

Sustainable mechanism for the development of Huddersfield

The BID is a unique mechanism which combines solid business support with a compulsory payment scheme which creates benefit for all on an equitable basis. It also guarantees constant cash flow to deliver the projects and priorities identified by the businesses. It provides a solid platform for the BID Company to control costs, plan over the longer term and rise to the expectations of its stakeholders.

A contingency is contained within each of the project areas, meaning, that should the income from the additional voluntary contributions fall short of those budgeted for any period, costs can be adjusted accordingly.

In the unlikely event that circumstances beyond the control of the BID Company mean that it fails to bring about the benefits envisaged, the business electorate will have the final say. At the end of the 5 years, if no discernible difference is detected then a vote against renewal can simply “switch off” the BID and with it all business contributions.

There is no plan to rely upon bank or other financial support other than the levy and so there is no prospect of financial insecurity. In any event, the Company will produce monthly management accounts and financial forecasts for information for the Board, nominated by the levy payers. Appointed auditors will produce end-of-year accounts, made available to all contributors and the Kirklees District Council and these will be filed at Companies House in the normal way.

The Company will be VAT registered to ensure that the tax can be reclaimed on expenditure. It is also anticipated that it will benefit from mutual trading status meaning that it is exempt from any Corporation Tax liability.

15. Final thoughts

“I have been privileged, over the last eighteen months to work closely with business people who have been committed to creating a new opportunity for all businesses across the whole of Huddersfield. It is a place which has a sense of community but is seeking direction, a sense of purpose and a clear identity in a rapidly changing world.

A Business Improvement District provides us with an opportunity to forge even stronger links between us and work on projects which we initiate and which are important to us as committed and hardworking business people. Towns and cities across the UK are changing rapidly and we need to ensure that Huddersfield does not get left behind but takes advantage of its unique position in terms of its attractive environment, its cultural heritage and the strength of its people through their passion for the town.

This plan provides us with a clear direction for a new exciting era in Huddersfield. I urge you to get involved and work together for the future of the town and our businesses by voting YES in the ballot in June”.

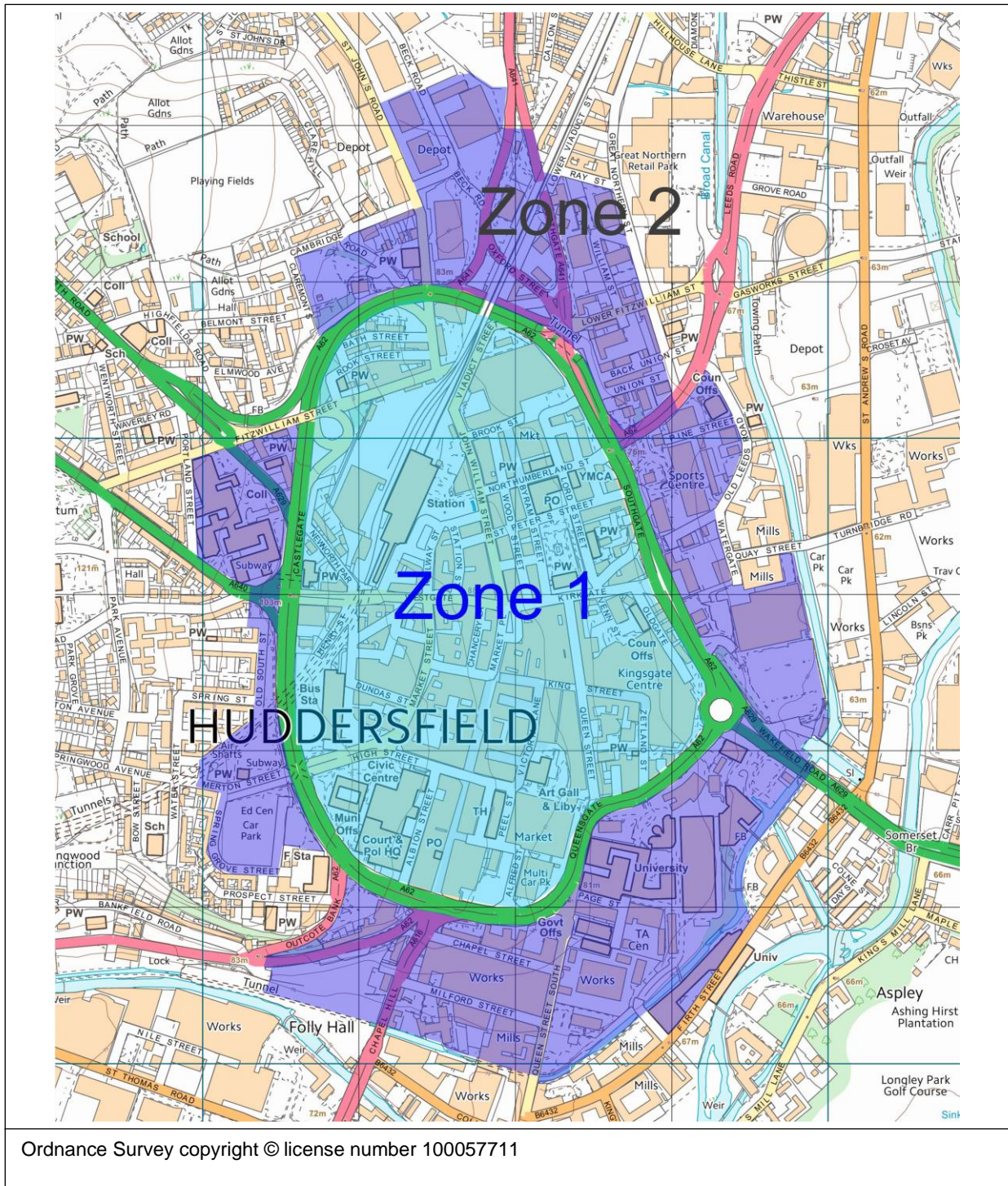
Vernon O'Reilly
Chair of Huddersfield Steering Group and Director of the Town Centre Partnership
Piazza Shopping Centre Manager

Appendices

Appendix 1 – Definitions

- The following terms, used throughout this Proposal document, shall have the same meaning as provided in the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004.
- “BID” means Business Improvement District.
- This document is a BID proposal for the purposes of the Act. If approved it will become the BID arrangements which govern the way in which the BID levy can be used.
- “the 2003 Act” means the Local Government Act 2003.
- “the 1988 Act” means the Local Government Finance Act 1988.
- “BID ballot” means a ballot under section 49(1) of the Local Government Act, 2003.
- “BID body” means, the body (whether corporate or not corporate) responsible for the implementation of the arrangements in this case defined in the plan as the ‘Huddersfield BID Company’ whose final company name has yet to be determined.
- “BID proposer” means a person who draws up BID proposals in the plan the ‘Huddersfield Town Centre Partnership’s BID Steering Group’
- “commencement date” subject to regulation 9(12) of the Business Improvement Districts (England) Regulations 2004, means the day, pursuant to section 53 of the 2003 Act, the BID arrangements are to come into force.
- “hereditament” means anything which is or is treated as being a hereditament by virtue of the provisions of or any provisions made under section 64 of the 1988 Act including any hereditament to which regulation 6 of the Non-Domestic Rating (Miscellaneous Provisions) Regulations 1989 applies but otherwise excluding any hereditament to which regulations made under section 64(3)(b) of the 1988 Act apply.
- “renewal ballot” means a ballot under section 54(2) of the 2003 Act.
- “BID Levy” means a charge imposed on the non-domestic ratepayers, or a class of such ratepayers in the district

Appendix 2 – Map and Streets included in the BID Area listed alphabetically



The BID area includes any road or street and all small business areas, courtyards and parks located off these roads that are located within the boundary of the defined BID area as per the shaded area on the map shown in section 5 in this Proposal and Business Plan, even if they are not listed in the tables in schedule 2.

Street List

Zone 1 Street Name	Limit if any	Zone 1 Street Name	Limit if any
Albert Yard		Queen Street	
Albion Street		Queensgate	
Alfred Street		Railway Street	
Bath Street		Ramsden Street	
Beast Market		Rook Street	
Brook Street		Southgate	
Brook's Yard		St Georges Square	
Brunswick Street		St John's Road	From j/o Fitzwilliam Street up to fly over of A62
Buxton Way		St Peters Street	
Byram Court		Station Street	
Byram Street		The Shambles	
Castlegate		Trinity Street	Northern side: Between Castlegate and Portland St
Chancery Lane		Union Bank Yard	
Church Street		Upperhead Row	
Cloth Hall Street		Viaduct Street	From j/o John Williams Street to Castlegate
Cross Church Street		Victoria Lane	
Dundas Street		Westgate	
Fitzwilliam Street	stops at junction Rook Street before fly over	Wood Street	
Friendly Street		Wormald's Yard	
George Street		Zetland Street	
Half Moon Street			
Henry Street			
High Street			
John William Street			
King Street			
Kingsgate			
Kirkgate			
Lord Street			
Macaulay Street			
Market Avenue			
Market Place			
Market Street			
Market Walk			
New North Parade			
New Street			
Northumberland Street			
Pack Horse Walk			
Peel Street			
Primitive Street			
Princess Alexandra Walk			
Princess Street			

Zone 2 Street Name	Limit if any
Back Union Street	West Side: Broadway to Great Northern St
Beaumont Street	
Beck Road	Runs off A641 up to junction of spur Beck Rd off Beck road
Bradford Road	
Cambridge Road	South side: A62 to j/o Claremont St
Chapel Hill	J/o Queens Gate on A616 up to the river
Chapel Street	
Firth Street	Businesses closes to town centre
Great Northern Street	West side: Leeds Rd to j/o Ray St
Green Street	
Leeds Road	Stops at j/o Old Leeds Road
Little Brunswick Street	
Lower Fitzwilliam Street	Stops j/o Great Northern street, side closes to town centre
Manchester Road	
Milford Street	
New North Road	Between Castle Gate and Fitzwilliam St
Northgate	
Old Leeds Road	Businesses closest to town centre
Outcote Bank	Businesses closest to town centre
Queen Street South	B6432 up to Queensgate
Queensgate	
Southgate	
Spring Grove Street	North and East sides: Prospect St to Merton St
Springwood Street	South eastern side only
St Andrews Road	Only sites currently occupied by Sainsburys and Johnsons Dry cleaners at Aspley Marina
St John's Road	From flyover of A62 up to junction with Cambridge Road
St Pauls Street	
Trinity Street	Northern side: Between Castlegate and Portland St
Union Street	
Viaduct Street	
Wakefield Road	
Watergate	
William Street	
Trinity Street	Northern side: Between Castlegate and Portland St
Union Street	

It will also include any roads yet to be constructed and named and any new development sites created within the shaded area of the map shown above and in section 5 in this proposal and Business Plan and any building, land or property, which exists within the shaded area, which falls within the levy criteria of section 13, but which is not specifically identified on the map in section 5.

Acknowledgements

The Huddersfield BID Steering Group would like to acknowledge the support of the following in preparing this Business Plan:

Huddersfield Town Centre Partnership
Kirklees District Council
Huddersfield Unlimited
Partnerships for Better Business Ltd

Further information

For more information about the BID or to discuss any aspect of this business plan please e mail enquiries@Huddersfieldbid.co.uk Tel: 01484 599233 or go to www.Huddersfieldbid.co.uk



www.huddersfieldbid.co.uk



Huddersfield BID
Business Improvement District

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Name of meeting: Cabinet
Date: 18 June 2019
Title of report: Ashbrow Housing Site - update

Purpose of report To update Cabinet on the current position with the Ashbrow Housing site

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?	Yes Expenditure in excess of £250k
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by Strategic Director and name Is it also signed off by the Service Director - Finance? Is it also signed off by the Service Director - Legal Governance and Commissioning?	Karl Battersby - 6.06.2019 Eamonn Croston - 10.06.2019 Julie Muscroft - 6.06.2019
Cabinet member portfolio	Cllr Graham Turner Corporate Cllr Cathy Scott Housing and Democracy

Electoral wards affected: Ashbrow

Ward councillors consulted: Cllr Homewood, Cllr A Pinnock, Cllr Uppal

Public or private: Public Report with Private Appendix

This Appendix is recommended for consideration in private in accordance with Schedule 12A of the Local Government Act 1972 namely it contains information relating to the financial and business affairs of a third party. It is considered that disclosure of the information would adversely affect the third party and therefore the public interest in maintaining the exemption, which would protect the rights of an individual or the council, outweighs the public interest in disclosing the information and providing greater openness in the council's decision making.

GDPR

There is no personal data contained in this report.

1. Summary

The report provides an update on the current position with the Ashbrow Housing Scheme.

2. Information required to take a decision

2.1 Background

The Ashbrow site is a key site for housing delivery as part of the Council's programme of work to address the growing housing crisis in Kirklees.

In November 2014, a motion submitted to Council, noted that "this Council recognises that there is a growing housing crisis in Kirklees. There is a lack of good quality, energy efficient and affordable homes across all tenures to meet the varied needs of local people. Secure, warm and affordable homes are the greatest determinant of the health and wellbeing of our communities, which is rightly a clear and stated priority of this Council".

The council-owned site is adjacent to Ashbrow Road, approximately 3 miles from Huddersfield Town centre. This greenfield site was previously used by the former Huddersfield Technical College, for the provision of agricultural and horticultural courses. The site is 4.5 hectares, the majority of the site is allocated for housing. A plan of the site is attached at appendix 1.

In February 2017, Cabinet gave approval for officers to progress the Ashbrow Housing Scheme; to appoint the preferred development partner and delegated powers were given to enter in to all legal documents.

In September 2017, a report was brought to Cabinet confirming that the Council would be entering in to a contract, and seeking of approval to dispose of the land to its partner.

2.2 Vision for the site

The overall vision for the site was developed through discussions with elected members, senior managers and discussions between the various services involved. As a result of this work, the initial vision for development of the Ashbrow site was stated in the tender documents; "to create a desirable and sustainable high quality mixed tenure housing development of about 180 new homes to meet local housing needs, and which will include open market homes for sale and Affordable Homes. The Affordable Homes on the site will include a Council Extra Care scheme".

This overall vision reflects the Council's Housing Strategy, and will contribute to delivering the three strands of the Strategy by delivering housing growth, and addressing housing need and housing quality.

To realise the vision for the site, a delivery partner was required to design and construct the open market homes, the Council Extra Care scheme and additional Affordable Homes for rent. A detailed evaluation of the bidder's proposals commenced in early

September 2016 and was completed in January 2017. The recommendations brought to Cabinet, in February 2017, were approved and discussions with the preferred bidder commenced.

The scheme comprises of an extra care scheme, market and affordable homes. The houses are a mix of two and three bedrooms, are generously sized, and have been designed to adapt to meet people's needs throughout their lives. There will also be thirteen affordable homes on the site.

Overall, the proposed development will provide a high quality environment with a range of housing types for different people. The proposal will provide a high quality layout, focusing on an area of public open space which is at the heart of the development.

2.3 Current position

The preferred bidder secured planning permission for their proposal in June 2018. As they have progressed with the detailed design of their scheme, they have identified a number of problems, in particular relating to highways and drainage issues, which have impacted on their ability to deliver the scheme. The detail of these issues, and the proposed solution, is set out in the private appendix due to commercial confidentiality.

In order to address the issues which have arisen, some amendments are required to the scheme originally proposed in order to address the issues with deliverability. Subject to Cabinet approval and the detail in the private appendix, these changes will be the subject of a new planning application in the summer of 2019.

3. Implications for the Council

3.1 Working with People

This proposal is for the Council to work with an established and experienced partner to deliver market and affordable housing which meets local needs, alongside a Council owned Extra Care scheme. There is therefore significant benefit to Kirklees citizens in providing access to housing across a range of tenures as part of a quality development.

The Extra Care scheme is similar to existing Council schemes, with the benefit of learning from those developments. Extra care housing provides the opportunity for older people to live independently for longer.

In addition, as part of the construction process, the benefits to the local supply chain, and opportunities for apprenticeships and training will be maximised by the selected partner.

3.2 Working with Partners

To deliver the Ashbrow development, as set out above, the Council is working with a private sector partner to deliver both the construction of a Council Extra Care scheme (which will then be managed by KNH), market and affordable housing.

Taking this approach enables delivery of a range of housing without the Council having to undertake direct delivery, in particular of the Extra Care scheme, which has resource benefits for the Council.

3.3 Place Based Working

N/A

3.4 Improving Outcomes for Children

No direct impact.

3.5 Other Impacts

Legal/Financial or Human Resources

Legal and financial implications for the Council are detailed in the private appendix.

The scheme has human resource impacts for the Council in terms of managing the contract with the selected developer, and oversight of the construction of the Council Extra Care scheme. These will be managed from within existing resources.

4. Consultees and their opinions

Ward members

Ward members have been consulted and they do not have any comments.

Cabinet members

The Portfolio Holders for Resources and Housing and Democracy are supportive of the proposals for the Ashbrow site, and recognise the need to make some planning changes in order to deliver the scheme.

5. Next steps

If Cabinet is minded to support the proposal, officers will work with the development partner to revise the planning application, and will make appropriate changes to the contractual documentation to reflect this.

6. Officer recommendations and reasons

6.1 That Cabinet agrees to proceed with the Ashbrow development in accordance with the details set out in the private appendix.

6.2 That the Service Director Legal, Governance and Commissioning be authorised to enter into any contractual documentation required to reflect the changes to Ashbrow scheme.

7. Cabinet portfolio holder's recommendations

Councillor Graham Turner said "I support the proposal to use Council land for a much needed housing scheme"

Councillor Cathy Scott said "I am delighted that that this scheme will deliver a range of market, affordable and Extra care housing, and will respond to the varied needs to local people"

The Cabinet portfolio holders recommend:

- 7.1 That Cabinet agrees to proceed with the Ashbrow development in accordance with the details set out in the private appendix.
- 7.2 That the Service Director Legal, Governance and Commissioning be authorised to enter into any contractual documentation required to reflect the changes to Ashbrow scheme.

8. Contact officer

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adele.buckley@kirklees.gov.uk
(01484) 221000

Liz Jefferson - Strategic Partnership Lead – Housing Growth
liz.jefferson@kirklees.gov.uk
(01484) 221000

9. Background Papers and History of Decisions

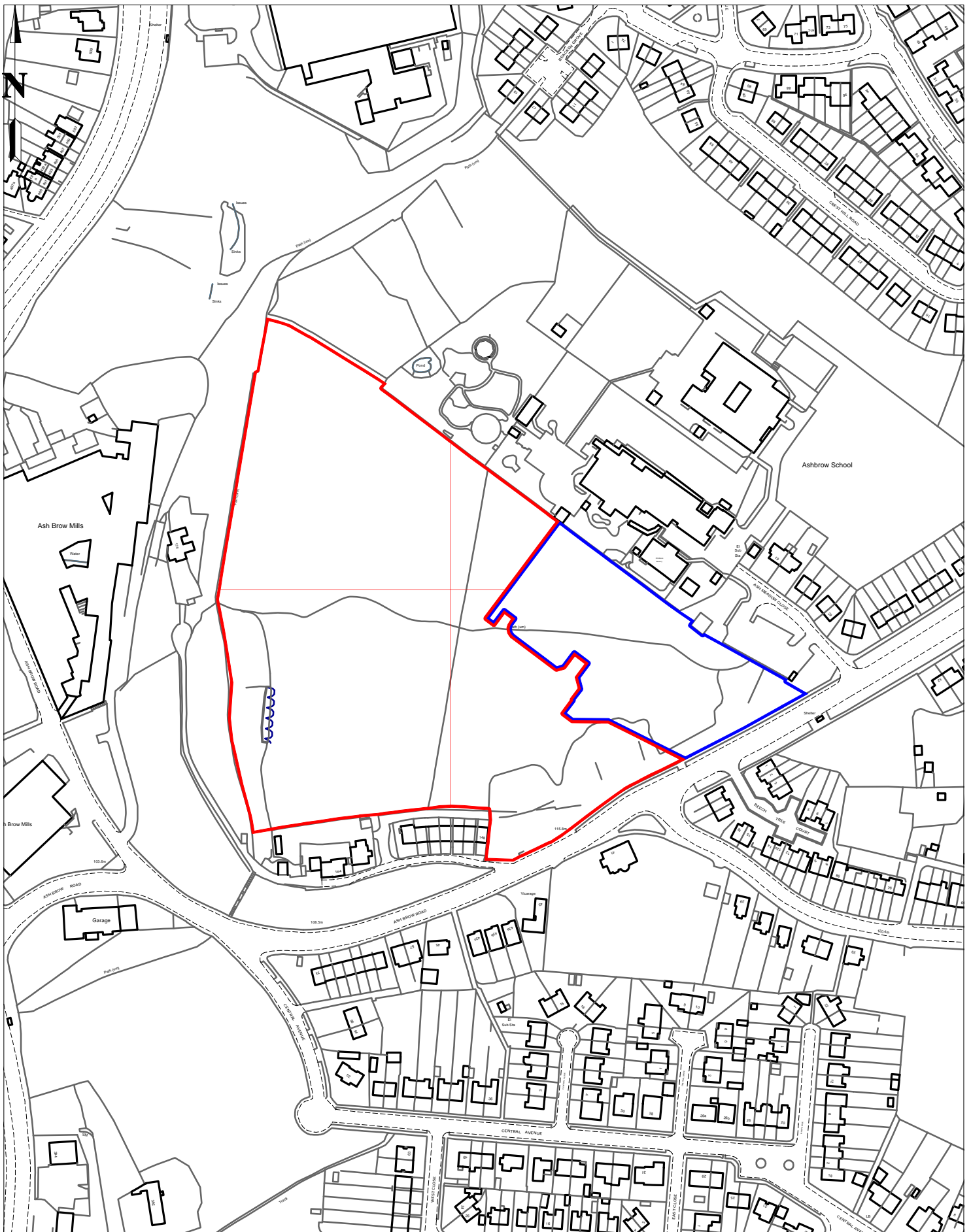
Cabinet – 2 February 2017
<https://democracy.kirklees.gov.uk/documents/g4984/Public%20reports%20pack%2007th-Feb-2017%2016.00%20Cabinet.pdf?T=10>

Cabinet – 19 September 2017
<https://democracy.kirklees.gov.uk/documents/g5268/Public%20reports%20pack%2019th-Sep-2017%2016.00%20Cabinet.pdf?T=10>

10. Strategic Director responsible

Karl Battersby
Strategic Director - Economy and Infrastructure
karl.battersby@kirklees.gov.uk
(01484) 221000

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**PHYSICAL RESOURCES
& PROCUREMENT**

Plan No: 17-0291a
 Scale: 2500
 Required by:

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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