

# Public Document Pack



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

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Friday 10 January 2020

## Notice of Meeting

Dear Member

### **Cabinet**

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **10.00 am** on **Monday 20 January 2020**.

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 Shabir Pandor  
Councillor Viv Kendrick

Councillor Musarrat Khan  
Councillor Naheed Mather  
Councillor Peter McBride

Councillor Carole Pattison

Councillor Cathy Scott  
Councillor Graham Turner  
Councillor Rob Walker

### **Responsible For:**

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 for Learning, Aspiration and Communities  
Cabinet Member - Housing and Democracy  
Cabinet Member - Corporate  
Cabinet Member for Culture and Environment

# Agenda

## Reports or Explanatory Notes Attached

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Pages

**1: Membership of Cabinet**

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

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**2: 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.

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**3: 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.

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**4: 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.

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**5: Public Question Time**

The Cabinet will hear any questions from the general public.

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**6: Member Question Time**

To receive questions from Councillors.

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**7: Housing Delivery Plan Update**

3 - 20

A report providing an update to Cabinet on progress

**Wards affected:** All

**Portfolio:** Housing and Democracy and Regeneration

**Contacts:** Adele Buckley, Head of Housing Growth and Regeneration Tel: 01484 221000

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**8: Quarter (2) Corporate Performance Report**

21 - 54

This report is to provide Cabinet Members with an overview of the Council's corporate performance at the end of Quarter (2) 2019/20 in the context of the strategic intent in the Corporate Plan

**Wards Affected:** N/A

**Portfolio:** Corporate

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

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**9: St Paul's Road, Mirfield - Supported Living Accommodation development**

55 - 58

To update Cabinet on key changes since the original report was approved in August 2018

**Wards Affected:** Mirfield

**Portfolio:** Health and Social Care

**Contact:** Gary Wainwright, Partnership Commissioning Manager – Learning Disabilities, Tel 01484 221000

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**10: Climate Emergency and Air Quality – next steps - Electric Vehicles** 59 - 66

To outline the recommendations for additional Cabinet ambition re climate change and air quality specifically focusing on electric vehicles in the Council's own fleet and publically accessible charging infrastructure.

**Wards Affected:** All

**Portfolio:** Greener Kirklees

**Contact:** John Atkinson, Project Manager and Martin Wood Operational Manager, Tel: 01484 221000

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**11: Mixed Tenure Council House Building: Direct Delivery/Bridge Homes Joint Venture** 67 - 86

This report asks for consideration of the option to directly deliver future programmes of new mixed tenure council developments including council housing

**Ward:** All

**Portfolio:** Housing and Democracy and Regeneration

**Contact:** Asad Bhatti, Head of Asset Management, Tel: 01484 221000

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**12: 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.

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**13. Mixed Tenure Council House Building: Direct Delivery/Bridge Homes Joint Venture** 87 - 96

Private appendices in respect of agenda item 11



<b>KIRKLEES COUNCIL</b>			
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>			
<b>DECLARATION OF INTERESTS</b>			
<b>Name of Councillor</b>			
<b>Item in which you have an interest</b>	<b>Type of interest (eg a disclosable pecuniary interest or an "Other Interest")</b>	<b>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]</b>	<b>Brief description of your interest</b>

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:** 20 January 2020  
**Title of report:** Housing Delivery Plan Update

**Purpose of report:** To provide an Update to Cabinet on progress

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 - update report not decision
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Key Decision - No Private Report/Private Appendix - No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Karl Battersby - 12.12.2019
Is it also signed off by the Service Director for Finance?	Eamonn Croston - 12.12.2019
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft - 13.12.2019
Cabinet member <a href="#">portfolio</a>	Cllr Peter McBride Cllr Cathy Scott

**Electoral wards affected:** All

**Ward councillors consulted:** Ward councillors were consulted in 2018 prior to a previous Cabinet report. This is an update report.

**Public or private:** Public

**Has GDPR been considered?**

There is no personal data contained in this report.

## 1. Summary

Housing and Regeneration have an important role to play in allowing Kirklees to build on its strengths and achieve its growth potential. There is a need to provide high quality housing on a scale and of a type that responds to the needs of a growing population and economy. The report approved at Cabinet on 29<sup>th</sup> August 2018 set out the approach to delivering the growth element of the Housing Strategy and provided a clear framework to guide activity to support Housing Growth.

The ambition is for 10,000 new homes in Kirklees by 2023 of which 1,000 will be on land currently owned by the Council. The Kirklees Local Plan has identified priority growth locations for a range of purposes that collectively contribute significantly to the achievement of overarching growth ambitions, this was adopted on 27 February 2019. The Local Plan is now the statutory development plan for Kirklees and has superseded the Kirklees Unitary Development Plan.

The Housing Growth activity includes the development of 41 Council owned sites through a variety of projects and programmes. In addition to this support is also provided to assist private sector developers in bringing forward their sites. This includes site-specific planning advice, brokering contact with potential development or investment partners and advice in relation to overcoming barriers to development.

The activity covers the following projects and programmes;

- Supporting the delivery of Strategic Allocation sites
- Accelerated Construction Homes England grant funded Programme
- Specialist and Supported Housing
- Small Affordable Housing Sites
- Market disposal
- Strategic Registered Providers programme
- Council New Build programme (currently focussed on regenerating smaller sites close to existing Council housing)

In addition to the above Kirklees Neighbourhood Housing are delivering the Housing Buy Back Scheme.

## 2. Information required to take a decision

In September 2018 the Council held the Big Build event to launch the Housing Growth ambition. This event was attended by over 100 people from a range of organisations who heard from the Leader, Chief Executive and Senior Managers from the Council along with Nick Walkley Chief Executive from Homes England.

Significant activity has taken place over the last year to explore opportunities and test options for delivering Housing Growth, ensuring the best use of council owned land and working with partners and the private sector to maximise outcomes.

Following on from a successful recruitment campaign the Housing Growth and Regeneration team has increased its capacity and capabilities in order respond to the ambitious plans for growth.

Significant progress has been made in the last year. Appendix 1 provides a summary of this in relation to the various Housing Growth programmes and projects currently underway and in development.

### **3. Implications for the Council**

- **Working with People**

The Housing Growth work covers a wide range of activity and the Council is working with a range of partners to deliver market and affordable housing which meets local needs, alongside specialist accommodation such as Extra Care schemes and supported accommodation for people with learning disabilities. There is therefore significant benefit to Kirklees citizens in providing access to housing across a range of tenures as part of a programme of quality housing developments.

In addition, as part of the construction process, the benefits of the local supply chain and opportunities for apprenticeships and training is maximised at every opportunity.

- **Working with Partners**

To deliver the significant number of new homes needed the Council is working with a wide range of partners in both the private and public sector such as Registered Providers, Homes England, West Yorkshire Combined Authority, private sector developers and investors. One example is the specialist supported housing scheme at Mayman Lane where the Council is working with Calderdale, Wakefield and Barnsley in partnership with the National Health Service England (NHSE) which allocated £1.784m capital grant from the Transforming Care Partnership to fund appropriate bespoke housing with care and support for people with a profound learning disability. The scheme is currently on site and being delivered by specialist provider Choice Support a registered charity with expertise in this provision.

- **Place Based Working**

The needs of Kirklees residents and communities varies widely and by using intelligence and information we are focussing our resources in the best way possible to achieve the best outcome for residents. The specialist housing including the Extra Care Housing programme is a good example of this where we are using information on housing needs and age demographics to ensure best use of our sites and meet the needs of local communities.

- **Climate Change and Air Quality**

Taking into account the Climate Emergency resolution we are exploring all opportunities to encourage energy efficient building methods, supporting the delivery of low carbon housing. We will continue to look at improvements to environmental standards and a future report will be brought to Cabinet outlining this in more detail, this is also anticipated to include proposals for a Passivhaus pilot scheme to be brought forward within the council house building programme.

- **Improving outcomes for children**

The plan has been developed in conjunction with a wide cross section of the council including Children's Services. There is a clear focus on ensuring the housing environments we create give children the best start in life. Work is also underway to identify opportunities to meet the needs identified in the Children's Sufficiency Strategy which identifies the preferred model for Children's homes in the future will be provided for in small group homes of a domestic nature integrated into wider developments.

- **Other (eg Legal/Financial or Human Resources)**

The Housing Growth Board was established in September 2018 following approval of the Cabinet report. The remit of the Board is to provide robust governance to the Housing Growth programme and support the Strategic Director in respect of the delegated authority. All proposed land transactions included in the Housing Growth activity set out in the Cabinet report are considered and recommended for approval (site by site) by the Board through stages. The Board includes senior Council Officers from Finance and Accountancy, Legal Services and Procurement and Commissioning.

**4. Consultees and their opinions**

Officers engaged with ward members on sites in the Housing Delivery Plan in summer 2018 as set out in the Cabinet report approved on 29<sup>th</sup> August 2018, the feedback was contained in Appendix 3 of the 2018 report. Ongoing updates and engagement continues as projects and programmes reach appropriate stages of development.

**5. Next steps and timelines**

The current position in relation to the range of Housing Growth programmes and projects is included in Appendix 1. Whilst rigorous project management and risk mitigation measures are in place across all of the Housing Growth projects the activity is subject to a range of external factors and risks which may impact adversely on delivery.

**6. Officer recommendations and reasons**

It is recommended that Cabinet note the progress made to date in relation to the Housing Delivery Plan and the impact this will have on Housing Growth.

**7. Cabinet Portfolio Holder's recommendations**

The Cabinet holders note the officer's recommendations in relation to the progress made to date on the Housing Delivery Plan, and the impact that this will have on housing growth.

**8. Contact officer**

Adele Buckley  
Head of Housing Growth and Regeneration  
[adele.buckley@kirklees.gov.uk](mailto:adele.buckley@kirklees.gov.uk)  
01484 221000

**9. Background Papers and History of Decisions**

Cabinet Report – Housing Delivery Plan. Approved 29<sup>th</sup> August 2018  
Cabinet Report – Dewsbury Riverside Masterplan. Approved 19<sup>th</sup> March 2019

**10. Service Director responsible**

Naz Parkar  
Service Director for Housing,  
[naz.parkar@kirklees.gov.uk](mailto:naz.parkar@kirklees.gov.uk)  
01484 221000

Housing Growth and Regeneration

# Housing Delivery Plan Update – Appendix 1

Cabinet Report – January 2020

**Adele Buckley**  
1-3-2020

## Cabinet report: Housing Delivery Plan Update

January 2020

### Appendix 1

This report provides an overview of the various strands of activity relating to housing growth which are currently being progressed by the Housing Growth and Regeneration Service.

#### 1 Strategic Allocations

**1.1 Bradley Park** – this is a large strategic site ([HS11](#)) which will form a new urban extension to Huddersfield and is a major source of new housing supply, with a site capacity for c. 1500 new homes plus open space, sport leisure and community facilities. The site is currently largely occupied by Bradley Golf Course. The Council has developed an illustrative Masterplan for the site and the proposals include the re-provision on the site of a nine-hole golf course.

Soft market testing took place with developers in early 2019. Positive responses were received and a procurement strategy for a Master Developer is underway. Consultants have been appointed by the Council and are currently working on identification of the infrastructure requirements for the site and the interaction between them, alongside the cost of the infrastructure and how it should be phased. Update meetings are held with Council officers and representatives from the golf club, Kirklees Active Leisure and Public Health.

The Tithe House Way element of the wider site had a longstanding allocation for residential development in the UDP, and officers began to work on proposals for this site in advance of the adoption of the local plan. Full [Planning permission](#) for 105 homes was granted at Strategic Planning Committee on 26<sup>th</sup> September 2019, subject to the resolution of remaining drainage issues.

The designs for the Tithe House Way site have taken cognisance of the illustrative masterplan for the wider site approved by Cabinet and the detailed approach to this site will be taken forward, taking account of the Tithe House Way site's significance within the wider allocation.



**Bradley Park: 3D Street Scene View**

**1.2 Chidswell** – This site is Mixed Use (Housing & Employment) Allocation [MXS7](#) and is owned by the Church Commissioners for England (CCfE).

Chidswell is the largest single employment site within the Local Plan – up to 35ha of employment land, potentially providing around 1800 FTE jobs. It is also one of the biggest housing sites - indicative capacity of 1535 dwellings. There is a policy requirement to provide a 2 Form Entry primary school on site, along with a new local centre and substantial areas of Public Open Space.

Kirklees Local Plan requires that landowners/developers work with Kirklees Council to develop masterplans for large sites. A Masterplan Working Group was set up in July 2018 for this purpose and meets on a monthly basis.

Local ward members (Batley East & Dewsbury East) have been consulted at key points in the development of the masterplan, and have provided helpful feedback and advice. CCfE have held public consultation events relating to their proposals, and have also directly contacted local community groups for their input.

The pre-application [2018/20078](#) was taken to Strategic Planning Committee in July 2019, following which the masterplan and associated documents have further developed. It is currently anticipated that two outline applications (one for the 'Heybeck Lane' first phase and another for the wider site) will be submitted in February 2020.



**Chidswell: Site Plan**

**1.3 Dewsbury Riverside** – this is a key site within the North Kirklees Growth Zone, which is identified as special priority area for housing growth in the Leeds City Region Strategic Economic Plan. The site is seen as an important part of a regionally significant growth initiative, unlocking the areas’ potential to become more prosperous and providing jobs and homes for existing and new local communities.

On 19<sup>th</sup> March 2019 the Council’s Cabinet endorsed the Masterplan and Masterplan Framework for the development of the Kirklees Local Plan housing allocation ([HS61](#)) at Dewsbury Riverside and authorised the Council to enter into an agreement with the Combined Authority to accept a Local Growth Fund grant to facilitate infrastructure delivery at Dewsbury Riverside.



**Dewsbury Riverside: Site Plan**

A Full Business Case was submitted to WYCA in October 2019 for £4.6M from the Local Growth Fund to support delivery of infrastructure, including a new roundabout, spine road into the site and sustainable drainage systems, to be spent by March 2021. A bid has also been submitted for £22.5M from the Housing Infrastructure Fund (Homes England), to be spent by March 2024.

Detailed highways design work is ongoing for Lees Hall Road and Forge Lane. Allotment and Mosque relocation options and feasibility work is underway in consultation with key stakeholders and Local ward members. Masterplan development work is progressing in relation to the Council owned land and negotiations and discussions are ongoing with adjoining land owners to enable a collaborative approach to delivery of the site.

## **2 Ashbrow**

This council-owned site is adjacent to Ashbrow Road, approximately 3 miles from Huddersfield Town centre and was previously used by the former Huddersfield Technical College, for the provision of agricultural and horticultural courses. The scheme comprises a 50 unit Council owned extra care scheme, market homes and affordable homes. The houses are a mix of two and three bedrooms, are generously sized, and have been designed to be adapted 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.



A preferred bidder was confirmed following procurement through the Homes England DPP2 framework, they secured planning permission for their scheme 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. In order to address the issues which have arisen, some amendments were required to the scheme originally proposed. These changes were approved by Cabinet on 18<sup>th</sup> June 2019 and are the subject of a new [planning application](#) which has recently been approved. A start on site is anticipated early 2020.



**Ashbrow: Street Scene**

### **3 Accelerated Construction Programme**

The Council has successfully secured an allocation of grant investment from Homes England's Accelerated Construction Programme to develop homes on the Soothill and Waterfront sites. For both projects there is a requirement for the homes to be built using Modern Methods of Construction (MMC) at an agreed accelerated pace of delivery.

**3.1 Soothill** – this site is located approximately two miles from Dewsbury Town Centre, a mile from Batley Town Centre and is close to an established residential area. Homes England funding is available for investment to deal with abnormal development constraints and it is a requirement of the funding that these works are completed and the grant claimed by the end of March 2021. It is anticipated that the majority of these works will be undertaken by the Council's appointed development partner. The procurement of a partner is underway through Homes England's DPP3 framework. Formal invitations to tender were issued in August 2019 and the Council aims to appoint a preferred developer in early 2020.



**Soothill: Aerial view and site view**

**3.2 Waterfront** – The site is part of the Waterfront Quarter, directly to the south of Huddersfield Town Centre and adjacent to Kirklees College. The site benefits from health and employment uses in the attractive Folly Hall Mill, as well as the adjoining Huddersfield Narrow Canal, with an integrated walking and cycling network along the tow path. The procurement of a partner through the DPP3 framework was actively pursued in 2019 however due to significant challenges on the site it has not been possible to secure interest in the site through this route. Options for the site are currently being explored.



**Waterfront site, including Folly Hall Mill**

#### **4 Specialist and Supported Housing – Extra Care**

The Housing Growth Delivery Plan (2018) includes a programme of seven sites for extra care provision. The Soothill site has been removed due to the risks it posed to the Accelerated Construction Programme (ACP) grant funding and concerns from Adults Services with regard to suitability of the site for older people. An additional private owned site at Chidswell has also been identified as having potential to include an extra care scheme. Discussions have been held with the private landowners of the Chidswell site, with a view to integrate some specialist older people’s accommodation into the scheme. Extra care is a possibility and the landowners are currently considering this. These are shown in the table below with indicative numbers.

<b>Sites - Extra Care</b>	<b>Indicative numbers</b>
Ashbrow Road, North Huddersfield	50
Kenmore Drive, Cleckheaton	79
RM Grylls	60
Fenay Lane, South Huddersfield	70
Dewsbury Riverside	70
Bradley Park, North Huddersfield	70
<b>Total Units</b>	<b>399</b>
Chidswell (Private Owner)*	TBC

Consideration has been given to the best approach of speeding up the delivery of extra care across the programme, including the potential to package up sites and develop commitment from a single extra care provider. Feedback from the market indicated that this could potentially aid viability as a “blended approach” allows cross funding between good and more marginal sites. However having reviewed this potential approach against the delivery complexities of the available sites, and the fact that in the main they form part of larger development sites, it is not a viable option and is no longer considered the best route.

Evidence from Registered Providers confirms that extra care schemes should be fully integrated into wider developments so that they effectively deliver well-being outcomes. Parcelling off a segment of a site for extra care is not recommended early in the process as phasing and site areas are not sufficiently developed and defined, which would present a key risk to the wider scheme delivery. The use of a packaged approach would also pose a risk to the delivery and momentum of the next sites where quicker options (such as the Strategic Registered Providers Programme) exist to bring forward housing.



**Ashbrow Extra Care Units: Artist’s Impression**

SITE	PROGRESS
<u>Ashbrow</u> (Council owned extra care scheme)	<ul style="list-style-type: none"> <li>• Start on site anticipated early first quarter 2020</li> </ul>
<u>Kenmore Drive</u> (Direct disposal to Registered Provider)	<ul style="list-style-type: none"> <li>• Registered provider selected</li> <li>• Pre-application stage in progress which will inform the site investigations and detailed design work</li> <li>• Ward members are being fully engaged in the process and their knowledge is being used to inform the most effective way to engage with their community. An open event will be held prior to planning submission</li> <li>• Cabinet report – Spring 2020</li> </ul>

<u>RM Grylls, Windy Bank</u>	<ul style="list-style-type: none"> <li>The aim is to select an RP with Strategic Partnership status with pre-allocated grant. This will help to accelerate the scheme at pace.</li> </ul>
<u>Fenay Lane, South Hudds</u>	<ul style="list-style-type: none"> <li>Masterplanning required to consider the site comprehensively</li> <li>Timelines for delivery of extra care will follow on from masterplanning work</li> </ul>
<u>Dewsbury Riverside</u> (Strategic site including extra care)	<ul style="list-style-type: none"> <li>Extra care provision is being considered within the detailed masterplanning process for an area around the proposed new local centre.</li> <li>On the basis of best practice from elsewhere, opportunities to create a model that fully integrates the local centre and extra care scheme together will be explored.</li> </ul>
<u>Bradley Park, North Hudds</u> (Strategic site including extra care)	<ul style="list-style-type: none"> <li>This is a longer term scheme that will be brought forward as the wider site progresses.</li> </ul>
<u>Chidswell</u> (Strategic site possibly including extra care)	<ul style="list-style-type: none"> <li>Extra care is a possibility and the landowners are currently considering this</li> </ul>

### Specialist supported housing – Mayman Lane Batley

Mayman Lane is a unique development of six supported living units for clients with severe learning difficulties, particularly focussed on those with very high support needs.

The new housing, on the site of the former Woodwell House care home, is being developed and managed by Choice Support/MCCH, a national charity supporting people with autism and learning disabilities. Kirklees Council has worked in partnership with Choice Support/MCCH to bring forward the development. The project has attracted £1.784mill Capital funding from NHS England's Transforming Care Partnership (TCP) fund.



Mayman Lane: on-site progress

[Planning permission](#) was granted in December 2018 and in March 2019 the Council sold the site to Choice Support/MCCH, with the land receipt being recycled back into the scheme as a grant. Work started on site in July 2019 and completion is expected in May 2020. The project involves the creation of six bespoke single storey houses in two blocks for six residents who require individual bespoke living environments and specialist care and support, several of whom have lived in a hospital setting for many years due to a lack of suitable homes in the community. The new dwellings aim to provide innovative, high quality housing designed to enable individuals to access and maintain a settled, safe, affordable and good quality home within their community that supports their independence and life chances.

## **5 Small Affordable Housing Sites**

The Council used the YORtender portal to administer this competitive land sale and development exercise, with pre-conditions for participation in the programme. The Small Affordable Housing Sites Programme has an estimated development capacity of around 160 homes, based on Local Plan development density assumptions, and subject to planning permission being granted for each site.

The preferred development partner selected through this process is the Accent Development Consortium, comprising Accent Housing, Johnnie Johnson Housing Trust, Unity Housing, Leeds Federated Housing Association, and Horton Housing Association. Partners will use Homes England's grant funding to support the programme and a development delivery team of partners, including Homes England meet regularly to progress the Programme.

Partners have been assessing the sites and preparing plans for cost estimation and submission for planning permission, and the first three planning applications have recently been submitted. The first development is expected to start by April 2020, with programme completion in 2022.

The sites are based across Kirklees, including land off Blue Bell Hill, Newsome, Kitson Hill Crescent and Fox Royd Lane in Mirfield, the former Stile Common school site, Newsome, Sixth Avenue, Liversedge, Woods Avenue, Marsden, Nabcroft Lane, Crosland Moor, and Common Road, Batley.



**Common Road, Batley**

**Stile Common, Newsome**

## **6 Housing Brokerage Service**

Work in the Housing Growth Team is being supported with input from planning Development Management and Policy, providing advice and signposting, and linking with the Local Plan 5 year housing trajectory.

Over 3000 homes' sites have been investigated and continue to be investigated. An emerging pipeline of 900 units is in view; including 150 units now built on site, being planned and where developers are acquiring sites and preparing new proposals.

Highlights include Thirstin Road, Honley, which is a challenging site with previous infrastructure and remediation issues. Working with the agent and developer and linking with planning and S38 adoption colleagues, brokerage has assisted the re-planning of the scheme and start on site. The 17 plots are now all under construction, with 5 homes up to roof level as of October 2019. Plots are now being reserved by buyers.



**Thirstin Road, Honley**

**Cowlersley Lane, Cowlersley**

In Cowlersley, a development of 42 new homes is complete following previous interventions to support the owner and developer to progress through due diligence, access to Homes England funding, scheme revisions and approvals process, to completion.

At the former Black Rock Mill site, Waingate, Linthwaite, help was given by previous funding bid support and by promoting development partnerships, revised plans and by supporting acquisition by a Registered Provider using Homes England funding. This site is nearing completion with 103 of the 113 units now built.

At Newsome Mills, Huddersfield, brokerage has involved the agent, Historic England and Homes England. A site masterplan was drafted by Historic England, and potential site buyers were identified with Homes England, to provide development guidance. 3 Listed Building Consents and outline planning applications are under consideration.

## **7 Market disposal programme**

A number of sites have been identified for disposal on the open market. These sites are in strong market areas and the Council has already been approached from developers in relation to a number of the sites. A market disposal of the sites should enable quicker delivery as a development partner is not being sought. The Council is currently looking at options to enable the sites to be brought forward and delivered quickly alongside introducing mechanisms to manage the risk of potential land banking.



**Former Gomersal Primary School, Gomersal**

**Upper Clough, Linthwaite**

## **8 Strategic Registered Providers Programme**

This programme aims to release a cluster of 5 larger sites for sale to Registered Providers working as part of a Strategic Partnership, which would be acquired by one or more partners within the Partnership, for the delivery of market and affordable housing. The Council is currently undertaking informal soft market testing targeted at Homes England's Strategic Registered Providers to gauge interest and gain feedback and suggestions to ensure that the sites can be brought forward quickly, acquired and developed at pace.

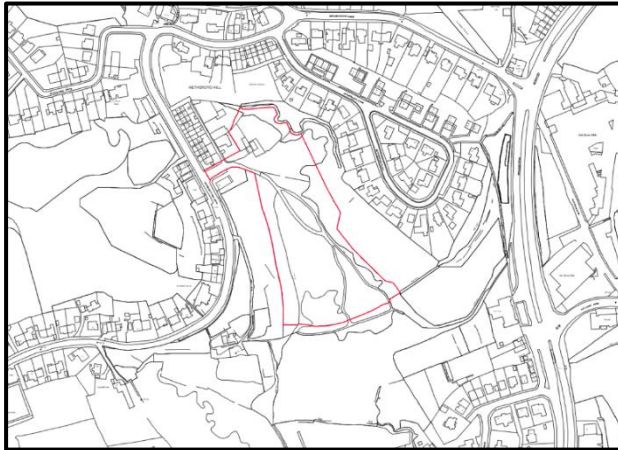
The Council is working closely with Homes England to bring forward housing development sites and accelerate development in Kirklees, as part of its housing delivery aspirations. It is anticipated that Strategic Partnerships with pre-agreed Homes England grant rates will have the financial resources, capacity, skills, expertise, and procurement structures in place to be able to develop at scale and pace.

Working with partners including Homes England, the aim is to stimulate housing delivery at pace on Council owned Local Plan sites, in tandem with encouraging and enabling the market to deliver on other sites. The Council aims to secure quality homes, places and opportunities for local supply chains and employment and training for local people.

The Council will sell the freehold sites at market value, recognising that market housing can help to provide cross subsidies, to help to build mixed tenure and mixed income schemes, with a strategic fit to housing need and market conditions.

It is envisaged that the sites would be released as a package to enable cross subsidies and early delivery. However, as part of the programme, the Council expects an extra care scheme to be developed on one site.

The Council will look for delivery at pace, innovation, and the making of quality homes and places which integrate with existing communities. Extra care provision should in addition provide opportunities for linkages between the existing communities and residents. The Council is also looking for ways to minimise the cost to the end users and the environment in the delivery of this programme.



**Netheroyd Hill, Cowcliffe**



**Hartshead Moorside, former school site**

## **9 Right to Buy (RTB) Receipts programme**

The RTB Buy Back programme presents an opportunity for the Council to buy back properties lost through Right to Buy. In some cases this is through exercising the right of pre-emption allowing the Council priority if the householder decides to sell within 10 years of purchase. The programme is partly funded through the use of the 30% RTB receipt with the balance from the Capital allocation. The Council aims to maintain a programme of around 50-75 purchases per annum and are seeking to increase volume in the future through larger strategic purchasing via s106 affordable homes.

## **10 Council Housing New Build Programme**

The Council recognise the potential to develop and regenerate smaller sites close to existing Council housing and have therefore embarked on an assessment of existing garage and amenity sites. 285 sites are currently under review which include a mixture of council garage sites, garage plots sites and a small number of amenity space sites (previously demolished garage sites).

A key feature of the programme is the drive to adopt Modern Methods of Construction in the delivery of the new council housing on existing Housing Revenue Account (HRA) owned council housing sites.

**Golcar:** This is the first project in the programme and has demonstrated council housing new build competency – the site delivered 8 much needed homes in an area of high demand and ongoing stock depletion. Cabinet agreed to the building of new council houses in Golcar, at their meeting on 23 January 2018. The new houses are on land owned by the council at Sycamore Avenue ([2018/01056](#)) and Leymoor Avenue ([2018/01057](#)) with each house having two bedrooms. The homes were delivered through the RE-allies framework and completed in June 2019.





**Leymoor Road, Golcar: Pre and post-completion**



**Sycamore Avenue, Golcar: Interior and completed build**

**Fernside:** This scheme of 10 lifetime bungalows, including two fully adapted units, establishes a pilot demonstrating the benefits of modular construction. The Structured Insulated Panels (SIPs) system was preferred due to the possibility of creating flexible layouts when compared to a Pod system. The offsite construction of the units is delivered using an innovative social value model established by a social enterprise.



**Fernside Lifetime Bungalows: Artist's Impression**

The units are manufactured in HMP Lindley; inmates in their last year are trained to build the units while attending college to obtain recognised qualifications. The success of the scheme will not only assess MMC but also the opportunity to replicate the off-site manufacturing model in Kirklees therein providing opportunity for Kirklees residents to develop skills and experience at pre-apprentice level. A start on site is anticipated in the next few weeks.

**New Build Pipeline:**

Planning applications have been submitted for sites at Howley and Corfe Close with the scheme proposals aiming to provide 15 x 2 bed (4 person) homes.

Eleven additional sites have been considered for the next phase of delivery and these have been shortlisted following a stage 1 desktop and site based study. Designs for new Council homes on these council sites are currently being developed, following feedback on indicative proposals from officers dealing with various technical elements of housing delivery. Planning applications for this phase of sites will be prepared in the next few weeks. The aim is to package and procure these in one batch.

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**Housing Growth Programme Delivery Forecast start on site**

	2020	2021	2022	2023	2024	2025	2026	Total
<b>Estimated Units Overall</b>	92	293	603	648	525	431	616	3,208

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**Name of meeting:** Cabinet

**Date:** 20<sup>th</sup> January 2020

**Title of report:** Quarter (2) Corporate Performance Report

**Purpose of report:**

This report is to provide Cabinet Members with an overview of the Council's corporate performance at the end of Quarter (2) 2019/20 in the context of the strategic intent in the Corporate Plan.

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 <u>Council's Forward Plan (key decisions and private reports)</u> ?	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall – 9 January 2020
Is it also signed off by the Service Director for Finance IT	Eamonn Croston – 9 January 2020
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft – 9 January 2020
Cabinet member <u>portfolio</u>	Cllr Graham Turner

**Electoral wards affected:** Not applicable

**Ward councillors consulted:** Not applicable

**Public or private:** Public

**Has GDPR been considered?** No personal data within report

**1. Summary**

Corporate performance for 19/20 aims to provide 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 refreshed Corporate Plan for 2019/20. This approach continues to be in development, with the assignment 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 Key Highlights section of the report provides an overview 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 2019/20. In that the Quarter (2) Corporate Performance Report provides a high level overview of performance across all council activity, it sets out activity and impact in all of the following sub-headings

- **Working with People**
- **Working with Partners**
- **Place Based Working**
- **Climate Change and Air Quality**
- **Improving outcomes for children**
- **Other (e.g. 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 2019/20.

**5. Next steps and timelines**

The report 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  
Telephone – 01484 221000 Ext 73995  
Email – Nick.McMillan@Kirklees.Gov.Uk

**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 (2)  
July to September 2019



# Key Highlights

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

## High quality children's services

**1,422 young people** at various stages of **Child and Adolescent Mental Health Services (CAMHS)** support (ranging from assessment through to face-to-face interventions) - lower than the Q1 figure of 1,837.

Thriving Kirklees

Current **Children's Emotional Wellbeing Service (CHEWS)** waiting times are an average of **23 weeks**, with waits for direct support with Senior Practitioners and Emotional Health Workers continuing to be the longest.



**Opening of "No 12" in Dewsbury**, providing a safe space where there is **advice and guidance** about healthy lifestyles, housing and finance, life skills, training, education and employment for **people who are leaving care** and preparing for the next stage in their lives.

**Launch of the Kirklees Integrated Wellness Service**, for adults who need support to improve their health behaviours and wellbeing – with 266 referrals to the service in Q2.

Happy healthy lives



**371 new introductions to the Community Plus Programme** in Q2; most common reasons for introduction were to improve health, meet new people and interested in joining a group.

**546 people attended the 'Flame' event in Greenhead Park** (a festival of free inclusive sport and activities for all ages and abilities), with 24% of the participants having a disability.



**278 cases where homelessness has been prevented** during the quarter (535 cases year-to-date).



**Launch of the Kirklees Intervention and Support Service**, for people who may struggle to live independently, be at risk of homelessness or needing support to maintain their independence. – bringing **£6.6m of govt. funding** and a **£4.6m social impact bond**.



Of the **188 organisations providing social care** across Kirklees - **71% are Good or Outstanding**. But 28% require improvement and there are 2 rated inadequate.

High quality health services

**72% of Year 9 pupils in 2019** (age 13-14) rate their health as **good or very good**. But this was 86% in the previous equivalent survey.



This is **less about physical health behaviours** - less smoking, drinking, sex. It is **more about emotional wellbeing** – greater anxiety around appearance and what the future holds.

## Improved school attainment

**62% of Kirklees children** are **meeting the expected standard at Key Stage 2** in combined reading, writing and mathematics (the same as last year) but **3% lower than the national average**.



The provisional **average attainment 8 score at Key Stage 4** for all pupils with Grade 5+ is 45.1, a **decrease of 0.3 on the previous year** – but 0.6 above the national average (44.5).



**1,664 Businesses** signed up and **active on the Kirklees Business Hub** - the vibrant on-line Business Community looking to support and promote commerce across Kirklees.

**Economically  
successful and  
vibrant**

**2,105 people**, who are most disadvantaged/removed from the labour market, have been **supported through Employment and Skills** provision year to date, with **279** of these having **found employment**.



**Successful bid** for up to **£1million** from Historic England to help deliver our visions for **Estate Buildings at St Georges Square**, which will help deliver our plans to bring the existing Estate Buildings back to life and back into use.

Ambitious plans to build a **£15 million state-of-the-art Spenborough leisure centre** have **begun**, with current pool now closed and demolition in September. The new facilities is expected to take around two years from early 2020.



A record **68 sites and events** contributed to the **Heritage Open Days Festival**, offering an insight into places not always open to the public, with over **5,000 people taking part**.

## Safe and green places and spaces

**1,750 people took part in Place Standard engagement**, across 8 neighbourhoods covering 5 wards. This work included conversations with citizens, groups and key stakeholders on the Huddersfield Town Centre Blueprint.



**Delivered** a further **1,550 homes** across the District in the preceding twelve months, short of historically set targets. Local Plan adoption provides significant development land which is likely to increase the rate of completions.

**Beaumont Park and Greenhead Park** achieved the coveted '**Much Loved**' status in a national competition, with Beaumont Park winning the regional title.



Over **2,000 pupils** at local primary schools throughout the District viewed an educational performance about child exploitation, county lines drug trafficking, knife crime and domestic violence.

## Making the most of resources



**Sickness absence continues to reduce**, now at 10.7days per FTE, a small improvement on the previous quarter (10.76) and the lowest since January 2017.



**300 expressions of interest** for the **apprenticeships scheme** were received which is double the number received in the previous year.



## 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 girls in Kirklees and nationally is currently 2.2% and the gap between boys in Kirklees and nationally is 2.1% (the smallest it has been since 2015).

[Data unchanged: National statistical release, September 2018 (new data due December 2019)]

72% of Year 9 pupils (age 13-14) rate their health as good or very good. Comparing this to the equivalent survey carried out in the year these pupils were born (2005), 86% of Year 9 pupils then rated their health as good or very good. Despite a lower proportion of pupils now saying they are in good health, we have seen improvements across a range of health-related behaviours during the lifespan of current Year 9 pupils:

- In 2005, 47% of Year 9 pupils had tried a cigarette; in 2019 this had dropped to 15%
- In 2005, 83% had tried an alcoholic drink; in 2019 this was 48%
- In 2005, 15% had had sex; in 2019 this was 7%

One contributing factor to the downward trend in perceived health may be a decline in young people's emotional wellbeing. The proportion of Year 9 pupils worrying about specific issues has increased over time:

- In 2005, 13% often worried about their appearance; in 2019 this was 32%
- In 2005, 9% often worried about the future; in 2019 this was 25%

*Further analysis of this survey data will provide additional insights into young people's health and wellbeing.*

[New Data: Kirklees Young People's Survey, 2019]

## Our ambition in the Corporate Plan

- 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

## Thriving Kirklees

There has been progress in increasing capacity to deliver the Children's Emotional Wellbeing Service, including appointment of a senior practitioner, a wellbeing support worker and three emotional health workers. Two additional wellbeing support workers and three emotional health workers due to start in Q3.

'Safety Nets' (a health and wellbeing programme for young people aged 11-14 on the waiting list) is being developed with South West Yorkshire Partnership Foundation Trust and Huddersfield Town, to begin in January 2020. A regular weekly drop in will be offered from January which will be run alongside the young people's workshops already available.



Other ongoing developments include the Children's Social Care family worker offer and the implementation of 'Mental Health in Schools Teams' within Kirklees. The bid for funding Wave II of these schools teams was successful. A new Senior Mental Health Practitioner for Care Leavers is now in post.

The number of parent information sessions has increased over the quarter due to high demand; the first parent/carer 'Chill and Chat' session has been advertised for October. During Q2 there were two development sessions for volunteers, and six new volunteers have been recruited. A new Senior Mental Health Practitioner for Care Leavers has also been recruited.

In Crisis Support, two meetings have now taken place to discuss All Age Mental Health Liaison and the funding has been agreed. Service user feedback continues to be sought via surveys to help inform future service provision.

## Outputs & Impacts

- Thriving Kirklees has 1,422 young people at various stages of Child and Adolescent Mental Health Services support (ranging from assessment through to face-to-face interventions). This is a reduction on the Q1 figure (1,837).
- Children's Emotional Wellbeing Service waiting times currently average 23 weeks (compared with 24 weeks at Q1), with the longest waits continuing to be for direct support with Senior Practitioners and Emotional Health Workers. A meeting on waiting times will be held in November. Support requests into the service remain high with 280 additional support requests received in Q1 and Q2 this year compared to those received in the same period in 2018/19.
- The Vulnerable Young Persons team continue to achieve the 28 day target for consultation/ assessment for Looked-After Children.
- In terms of Autistic Spectrum Conditions for children and young people up to the age of 18, at the beginning of September 2019 waiting times for all neurodevelopmental difficulties is 7 months. A recent increase in referrals may impact on waiting times. (Referrals to the team are made by Speech and Language Therapists, Paediatricians, SENCOs or Educational Psychologists.)



Well

## The Bigger Picture

Lung cancer incidence rates in North Kirklees are significantly higher than national rates and higher than rates in Greater Huddersfield, with lung cancer being the most commonly diagnosed cancer in North Kirklees. To address this issue, current and former smokers aged 55-75 in North Kirklees will be amongst the first in the country to be offered free lung health checks from January 2020. In addition, a project funded by Yorkshire Cancer Research will trial e-cigarettes as an aid to quitting smoking with a population cohort in North Kirklees.

[New Data: Macmillan Cancer Support 2019]

## Our ambition in the Corporate Plan

- People have access to opportunities to improve their health and wellbeing, together with support, help and advice for people in the communities where they live
- A joined up health and care system in Kirklees

With the aim of protecting the public's health through education, support, and interventions

## (1) Improving Health and Wellbeing

### Community Plus programme

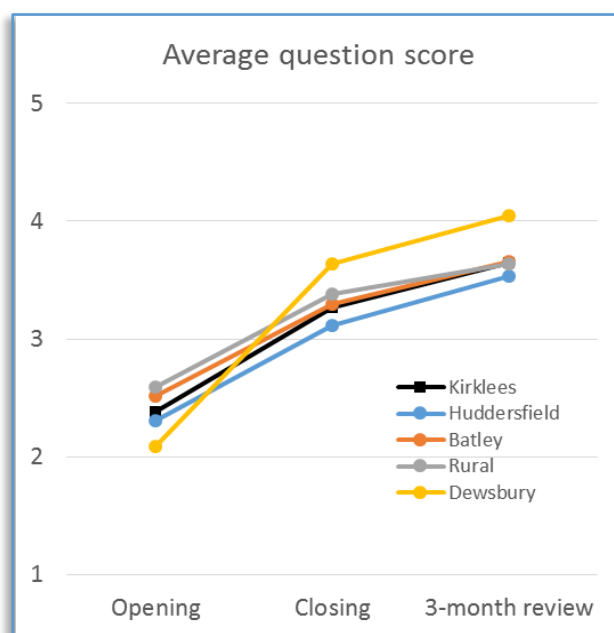
*This targets adults at risk of social isolation and/or developing health and social care needs, together with the local groups and networks that support them.*

### Outputs and Impacts

- 371 new introductions were received in Q2 (Huddersfield = 114; Batley and Spen = 96; Dewsbury and Mirfield = 67; Rural = 94), compared with 428 received in Q1.
- The most common reasons for introduction were to improve health (36%), meet new people (16%) and interested in joining a group (15%).
- The most common referral routes in Q2 were 'Health' (32% of those where referral route was known) and 'Adult Social Care' (32%, including 8% Front Door/Gateway to Care and 4% Care Navigation). 'Early Help' (including Early Support) accounted for 12% of referrals, and self-referrals accounted for 5%. Adult Social Care referrals have increased from 23% in Q1.
- 77% of new introductions in Q2 were of White ethnicity; 14% of South Asian ethnicity. In Dewsbury and Mirfield a higher proportion of new cases were of South Asian ethnicity (42% South Asian; 58% White ethnicity).
- Females accounted for a higher proportion of new cases in Q2 (62% of cases where gender was known) as was the case in Q1.
- More than one in three introductions in Q2 were aged 65+ (39%), with around one in eight being under 25 (12%); similar to Q1. Huddersfield and Rural had higher proportions of older people (45% and 46% aged 65+, respectively); only 25% of new cases in Dewsbury were aged 65+.

200 Community Plus participants followed up in Q2, rated themselves on a scale of 1-5 across three self-assessment areas: I feel I have a good life, I am confident about making changes to my life, I know what support and advice is available and am able to access it locally.

Average scores across all three questions increased from 2.4 at the opening conversation to 3.6 at the three month review. This is a 53% increase from the opening score (lower than the 62% increase in Q1). The largest increase was in Dewsbury - a 94% increase, from 2.1 to 4.0, taking it from the lowest initial score across all four areas to the highest three-month review score.



## The Kirklees Integrated Wellness Service

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

A 'soft launch' of the service took place on 2 September 2019. Systems (including a new database) and processes for monitoring outcomes are being developed, tested and reviewed. Until the database is up and running, some referral data is being manually collated. Initial reporting on the beginning of the user journey will be provided by the end of December 2019 (referrals, triages and assessment). Further elements of the framework to follow the user journey will be added to the database, with full functional reporting planned for the end of March 2020.

### Outputs and Impacts

- Referrals to the new service are steadily increasing. 266 referrals for the new Wellness Service were received between 2 September and 11 October 2019. This included 175 GP referrals; 24 self-referrals; and 67 referrals from other sources (including Physiotherapy, Occupational Therapy, Cardiac Rehabilitation, Gateway to Care, Care Navigation, Adult Social Care, Locala, and Work Coaching from the Department of Work and Pensions).

### Increased physical activity

*Targeting support to the Voluntary Community Sector in the delivery of physical activity opportunities across Kirklees*

### Outputs and Impacts

- In partnership with Pennine School Sports Partnership, five schools (Holmfirth High School, Honley High School, North Huddersfield Trust, Salendine Nook High School and Shelley College) took part in a cricket tournament at Leeds Road Sports Complex. Further cricket sessions are planned.
- Monthly Movement and Dance in chairs session were delivered at John Smith's Stadium. Three volunteers have now been trained to deliver this locally, benefitting over 100 community members.
- A 'Roundersfest' event took place in Greenhead Park, to promote existing Rounders pathways, how to set up new teams and how to get trained up as a Rounders coach.
- 30 young people benefitted from a variety of activities at Healey Community Centre, Dewsbury, with the equipment borrowed through Comoodle.
- 546 people attended the 'Flame' event in Greenhead Park (a festival of free inclusive sport and activities for all ages and abilities), with 24% of the participants having a disability. The event showcased the work of inclusive sports clubs in Kirklees and it is hoped more people will now access inclusive activities on a regular basis.

## (2) A Joined Up Health & Care System in Kirklees

*Focused on health and social care commissioners/providers across Kirklees*

The Integrated Commissioning Board (ICB) continues to oversee the implementation of the Integrated Commissioning Strategy. A single picture of health and care system finances was presented to the Health and Wellbeing Board. The ICB has agreed an approach to developing pooled budgets, building on the experiences of the Better Care Fund and Healthy Child Programme. Further alignment of teams is ongoing, particularly around care home commissioning and support.

The Integrated Provider Board is continuing to evolve with a focus on supporting the implementation of key programmes that are delivering the Health & Wellbeing Plan. There has been a particular focus on supporting the development of Primary Care Networks and ensuring partners, including the Council, are actively involved.

An implementation plan for the Integrated Workforce Strategy has been developed. Key elements of the strategy are outlined in the box below:

### Integrated health and social care workforce development strategy 2019-21

This workforce development strategy sets a clear plan for developing an integrated health and social care workforce linked to the Kirklees Health and Wellbeing plan and the Kirklees Economic Strategy, focused on those areas where we feel we can make the most difference by working together across Kirklees.

#### Our vision is:

To make Kirklees a place where people want to work in health and social care because they see it as being a vibrant, rewarding and dynamic place to work. To develop a Kirklees workforce that is able to deliver integrated care based around the needs of our populations and individuals, based on support for carers, building integrated teams, and building core skill sets.



86,000 volunteers



60,500 unpaid carers



20,500 paid health and social care workforce

#### 3 Strategic Priorities

- Improved Wellbeing of our Workforce: supporting employees in reducing stress, supporting the balance between work and lifestyle, including improved flexibility in ways of working.
- Promoting Jobs and Careers: Kirklees as place where people want to work in health and social care because they see it as being a vibrant, rewarding and dynamic place to work.
- Integrated and Shared Learning and Development: access to appropriate training for health and social care workers do their jobs better. We also want to support their wider development and in particular help them to achieve their leadership potential.

#### 2 Underpinning Themes

- Carers in the workforce, recognising their value and their needs for quality support
- Meaningful and accurate data, consistent across organisations

Work has been ongoing with partners across the local health and social care system to prepare for a potential Care Quality Commission review of older people's experience of integrated working around hospital admissions and discharge. This builds on the significant improvements in collaboration across the system over the last 12 months and the continuing improvements in performance on key measures, including delayed transfers of care.

The West Yorkshire and Harrogate Health and Care Partnership has continued to develop, with the formal Partnership Board now meeting quarterly. A key focus in Q2 has been the development of a draft Five-Year Strategy which has been discussed at the Health and Wellbeing Board. Active involvement in the Partnership has also enabled the Council to access funding to support key programme areas, especially workforce and organisational development.



## The Bigger Picture

9% of adults need help or support to continue to live at home (Current Living in Kirklees survey 2016). 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.

[Data unchanged: 'Current Living in Kirklees' survey, 2016]

## Our ambition in the Corporate Plan

- 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.

## **(1) Independent Living**

The Council continues to develop 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. KILT aims to improve access to, and our provision of, short term adult social care services to re-able people, promote and maximise their independence.

The joint Intermediate Care project continues to make progress. KILT triage has received excellent feedback from the hospitals relating to pilot/early adopter activity. The multi-disciplinary approach, around full intensive care triage, encompassing re-ablement requests, has been agreed at strategic level.

Of concern, the pilot to explore the concept of hand-held patient records will not be progressing as a result of issues internal to the delivery company (Konnektis). The council will investigate how work currently underway on the Care Account could help in moving this pilot forward. The Council is also working in partnership with the Accessible Homes Team to mainstream the work undertaken by an occupational therapy pilot in Mobile Response. This work will support people who use the service around falls prevention, occupation and environment. And the outcome will support hospital avoidance.

## The Kirklees Intervention and Support Service

This service commenced in September and transforms the way that we deliver the former Supporting People floating support services. These are services to people who may struggle to live independently, be at risk of homelessness or needing support to maintain their independence.

We are expecting up to 1,260 new referrals per year. The new model is Payment for Outcomes and the sustainability of the outcomes therefore allowing for more creative approaches, innovative thinking, person-centred, service delivery. It is intended that current outcomes are enhanced, managing down future demand pressures and associated costs that would otherwise fall on statutory provision. The first year of the programme is focussed on baselining the data and performance reporting data will be provided in more detail during year 2.

The new model brings along up to £6.6m of funding from the Life Chances Fund (via the Department of Digital, Culture, Media and Sport in Government) over the next 5 years (up to September 2024) and utilises social investment through the use of a £4.6m social impact bond. The programme is delivered by Kirklees Better Outcomes Partnership who contract with 9 Voluntary Community Sector organisations. The outcomes to be achieved are entering/sustaining suitable accommodation, entering/sustaining employment, together with learning and stability/wellbeing.

## (2) Adult Social Care Demand and Capacity

Positive progress in understanding the impact of demand volumes on staffing capacity across the social work system, with a further test week (test week 3) recently undertaken to understand current duty systems in social work teams. This test week was prioritised through the analysis of data gathered throughout the programme of work which has already identified a range of priority options for change. Whilst this work is progressing the service is cited on existing risk within the system based on case backlogs across the social care pathway, as well as backlogs in safeguarding activity and deprivation of liberty. Backlogs in Deprivation of Liberty (DoLs) for people in hospital/residential care settings are being mitigated through additional external assessment capacity, with further work being done to assess the impact of DoLs backlogs for those people in community settings. The service is awaiting routine data/intelligence to support a risk based approach to responding to backlogs across the pathway.

Demand & Capacity and Pathways Redesign projects have joined, overseen by a Joint Programme Board to ensure a qualitative view of pathway redesign is informed through the quantitative insights gathered via demand analysis. A Service Managers workshop was held, with further sessions due in September, focussing on future workforce profile and to support new ways of working. To support the pace required in this area, externally commissioned support is being explored through a demand and capacity tender process.

Work is underway to scope the 'transitions preparing for adulthood protocol' in All Age Disability services; a joint piece of work across social care, education, health and wider partners. Three workshops have been held with further engagement sessions organised. A number of emerging themes were identified, including governance and project management, business intelligence, systems collecting data, education pressures in colleges and mental health transitions for young people. First insights are to be presented to Children and Adults Directors with further work to understand good practice areas across the region to be undertaken in the next quarter.

Work is continuing on mapping our customer pathways and end to end processes with the aim of streamlining them, reducing unnecessary hand-off and duplication, thereby improving customer experience and service efficiency. A number of design sprints have been held to identify opportunities for improvement and innovation. These will continue over the coming months, alongside testing of new ideas and solutions. These include areas such as the 'Duty function'; 'Carer Breakdown'; requests for miscellaneous support and changes to care packages.

Funding was secured from the LGA Digital Innovation Fund to undertake a period of 'Discovery' with users and carers relating to what they would want from an on-line care account. Following the findings, the Council is submitting an

application to secure funding to progress to implementation stage. A prototype of the Care Account has been developed, which would enable users/carers to access their care and other information and give them more control. Enabling people to access the information they need and update their own information will reduce telephone contact volumes and waiting times; and enable staff to focus on more complex issues.

- The discovery findings showed that 61% of participants (77% of carers and 50% of service users) felt it would make a difference to their life if they could access their care information online.

### (3) Quality of Care

The following commentary summarises the current state of the Adult Social Care market in Kirklees in terms of Care Quality Commission (CQC) ratings and what we are doing to improve ratings across the market.

There are currently 188 organisations in Kirklees providing social care. The largest proportion of social care is provided by residential care homes accounting for nearly half of all social care organisations (46%), domiciliary care the second largest proportion (28%) and nursing care homes (18%).

174 Social Care Organisations have been inspected by CQC between 2015 and 2019 and have been awarded a rating, with the adjacent results.

14 Social Care Organisations are yet to be rated by the CQC as they have substantially changed since their last inspection.

Overall Rating (as at July '19)		
Outstanding	2	1%
Good	122	69%
Requires Improvement	48	16%
Inadequate	2	1%
Not Rated	14	7%

The main areas of concern are in the areas of being 'Safe' 'Effective' and being 'Well-Led'. Approximately 28% of organisations require improvement or are inadequate in these inspection areas.

The 177 organisations were rated against 5 inspection areas detailed below.

Rating	Rating (5 Inspection Areas)									
	Safe		Effective		Caring		Responsive		Well-Led	
Outstanding	0	0.0%	2	1.1%	2	1.1%	6	3.4%	4	2.3%
Good	117	67.2%	129	74.1%	164	94.3%	141	81.0%	118	67.8%
Requires Improvement	56	32.2%	42	24.1%	8	4.6%	27	15.5%	46	26.4%
Inadequate	1	0.6%	1	0.6%	0	0.0%	0	0.0%	6	3.4%

Overall, the Yorkshire & Humber region has an average of 81% of social care establishments rated either good or outstanding. By comparison, Kirklees has an overall score of 71% rated either good or outstanding. *(The above calculation does not include the 'not rated' properties).*

Previously, Care Homes were supported through the enhanced surveillance process to ensure action plans were in place to meet CQC regulatory requirements. Via the Care Home Early Support and Prevention Group process, there is now multi-agency engagement to ensure that Care Homes are supported to provide and deliver good care to the residents. Feedback received from Providers has been positive. Our aim is that all Care Homes in Kirklees achieve a Good or Outstanding rating from CQC.

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

Following a change in the Housing Allocations Policy that gives Care Leavers the highest banding on the housing register (to ensure they have the greatest choice and least wait for permanent accommodation), a number of support activities have been put in place. Prior to the band award they are given one-on-one intensive independent living skills training, specific to their needs. Work is ongoing to improve this tailored support package, including using feedback from care leavers. They are allocated a Housing Solutions Officer to help make the transition from care to independent living as smooth as possible. Housing Solutions Service are working closely with the

Care Team who have received funding for an additional Personal Advisor to work with care leavers who may be at risk of homelessness, to ensure the Personal Advisor understands the issues around homelessness. The support provided to care leavers into independence was recognised in the latest Ofsted inspection report.

Following successful implementation of all requirements of the Homelessness Reduction Act, all people who are either homeless or threatened with homelessness are provided with a Personal Housing Plan and supported to secure a suitable and affordable home. The most vulnerable are given extra support to help them achieve the actions required. A restorative practice approach is adopted and this is constantly under review, implementing learning from other local authorities.

*Of note, both impact and operability of the Act are currently being reviewed by the Ministry of Housing, Communities and Local Government (MHCLG) and a representative from Kirklees has been invited to be part of the working group, providing challenge to MHCLG whilst they are carrying out their review.*

Of concern, the Tenant Finder Plus scheme is operational (to provide suitable/affordable private rented tenancy quickly for 200 single people with no/low support needs). Q2 target was 80 households to be housed out of 100 referrals. By the end of Q2 20 households had been housed. The expected outcomes were not achieved in part due to the 'soft start' of the scheme and customer preferences for specific accommodation. The service is in discussion with Fusion (the provider) and MHCLG, to make adjustments to the scheme.

Additional capacity in the Accommodation Team means that we can increase efficiency by minimising the use (and, therefore, cost) of B&B and improving the occupancy rates of temporary accommodation units, reducing void times. Nationally there is an increasing use of temporary accommodation placements, following the introduction of the Homelessness Reduction Act and its focus on earlier intervention. Therefore, to help achieve the planned efficiencies, it is likely that our temporary accommodation property portfolio will need to increase by 18% (an additional 23 properties).

## Outputs & Impacts

- There has been an increase in the level of Temporary Accommodation held by the council in recent months by 5% to 127, aimed at minimising the impact on Bed & Breakfast use.
- There have been 54 homeless acceptances during the quarter (96 acceptances year-to-date). It remains the case that the Council is accepting a main duty to far fewer applicants than was the case previous to the introduction of the Homelessness Reduction Act. This is not having one of the Act's intended impact of reducing the use of temporary accommodation, both in Kirklees and nationally. One possible reason is the new requirement to complete a Personalised Housing Plan which means that support needs are being highlighted. The most common reasons for people losing accommodation continue to be the loss of assured shorthold tenancies and being asked to leave by family or friends.
- There have been 278 case where homelessness has been prevented during the quarter (535 cases year-to-date). Performance on our prevention activity is good and MHCLG have advised us that we are doing well in this area. Systems are in place for households to seek help earlier rather than wait until crisis point. It also appears that our prevention solutions are sustainable in the long term, such as finding social or private rented tenancies, rather than temporary solutions such as keeping people with families or friends which can be precarious.
- The Council's relief performance also continues to be effective with 99 cases of homelessness relief in the quarter (192 cases year-to-date). The Council continues to work with partners to help identify those at risk of homelessness so we can try to resolve it before it becomes an urgent situation.





# Aspire and achieve

## The Bigger Picture

There is new (provisional) Attainment 8 data for Kirklees, which is presented in the 'Ambitious education attainment' section below. Attainment 8 is the primary performance indicator for overall Key Stage (4) assessment.

In Kirklees, 89,900 (33%) working age adults are qualified to Level 4 or above compared with 54,400 (24%) in January 2004. The gap between Kirklees and England has more than doubled over these fifteen years – from 2.3% in 2004 to 5.9% in 2019.

[Data unchanged: Update analysis carried out June 2019]

## Our ambition in the Corporate Plan

- 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 outcomes, and improved life chances for everyone.
- A highly skilled population able to secure good jobs now and in the future.

## (1) Securing high quality learning places

In September, pupils started in many of the 102 additional secondary places agreed with school leaders to temporarily meet demand. Further work is underway to understand the wider secondary dynamics to inform future school place planning. Detailed work continues to develop a scheme which could enable a small increase in the number of middle school places.

Bramble Primary Academy moved into additional temporary buildings to accommodate an extra cohort of reception children in September 2019. Work continues to establish a permanent school building. Of concern, this has been delayed subject to legal processes.

Preparation is underway for the publication of a 2019 evidence base which will support future priorities for school place planning.

## (2) Ambitious educational attainment

*[Note: Based on published **provisional** information, with final validated data not due until December 2019]*

### Key Stage 2:

- 62% of Kirklees children are meeting the expect standard at Key Stage 2 in combined reading, writing and mathematics. This has remained static in 2019 in comparison with the previous year. This places Kirklees at 3% lower than the National average (65%) and 1% lower than the average for the Yorkshire and Humber region (63%).

- Local improvements at the expected and higher standard for both writing and mathematics were greater than national improvements. As a result, the gap between the Kirklees and national averages is reducing in these areas.
- Reading took a slight dip at the 'expected standard' and 'higher standard', as it did nationally.

### Key Stage 4:

This is the third year that Key Stage 4 subjects have been graded with the new grading scale of 9 to 1 (instead of the more traditional A to E). Attainment 8 is a measure of a pupil's average grade across a set suite of eight subjects.

- The provisional average attainment 8 score at Key Stage 4 for all pupils is 45.1, a decrease of 0.3 on the previous year.
- Kirklees is 0.6 above the national average (44.5), compared with 0.9 above the national average in the previous year and is 0.1 lower than the Yorkshire and Humber region (45.2).
- The proportion of Kirklees students who achieved at least a Grade 4 (standard pass) in maths has increased slightly from 69% last year to 70% this year.
- English remains similar to last year for students achieving at least a Grade 5 (strong pass) at 59%.

### Outputs & Impacts

- 79.1% of Kirklees pupils are taught in good or outstanding schools – a slight rise from 78% in Q1. This compares with 84.1% for England and 77% for the Yorkshire & Humber region.
- There have been 7 inspections published since Q1 and 7 waiting to be published (not included in these figures). Of the published reports, 5 were short inspections where the grading remained the same (4 Good and 1 Outstanding). There were two Full inspections where the schools moved from Requires Improvement to Good.

## (3) Good Educational progress and improved life chances for all

A 10 point Special Education Needs & Disability (SEND) improvement plan is under development. This consolidates feedback from the High Needs Review, SEND Peer Challenge and 'Peopletoo' reports into a single document enabling clarity and focus to inform the SEND Improvement Journey. Its key points of reference include:

- Accountability and governance for SEND
- A sustainable High Needs Block 3-5 year plan
- Sufficiency of specialist educational placements
- Review of wheelchair services provision
- Co-production of a short breaks plan and statement
- A high quality offer which prepares young people with SEND for adulthood
- High quality, clear outcomes evident in all Education, Health and Care Plans
- Developing a system wide SEND workforce development strategy

Key Stage outcomes are undergoing analysis and will inform a Quarter 3 update once results are validated. Work is underway on the development of a SEND Data Dashboard which will be complete by December 2019.

A child 'missing in education' is defined as "a child of compulsory school age who is not on a school roll, nor being educated otherwise (e.g. privately or in alternative provision) and who has been out of any educational provision for a substantial period of time". The Council aims to identify as many children that do not have a secured school placement as possible.

There has been an increased effort in partnership work with schools and agencies to refer children that are missing in education more effectively. As a result, the figure in September 2019 rose to 366, significantly higher than the figures for September 2017 (240) and 2018 (295).

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

Both the Mental Health for Young People and the Inclusive Growth bid are moving through appraisal with the Department of Work & Pensions.

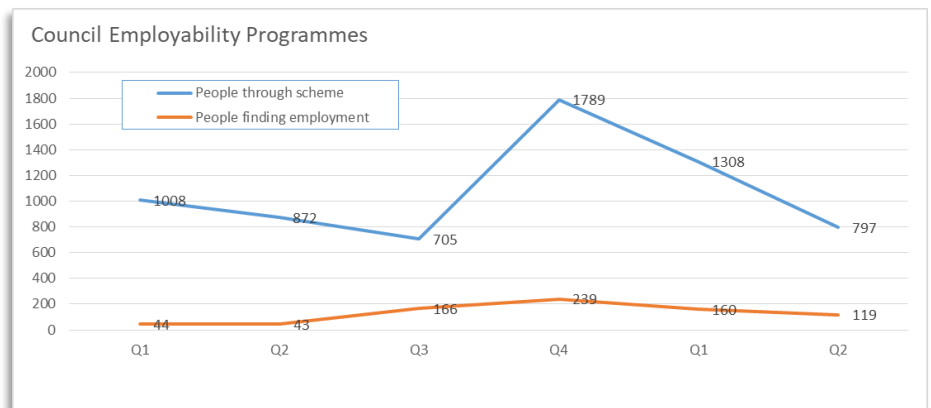
Works Better (Enhanced) is now live and an additional partner is in place. This allows for further integration of the employment and skills agenda and embeds an integrated working approach across the council. Further implementation activity on this will take place over the next couple of months. Work with Kirklees College has taken place to operationally align Adult Community Learning activity to support the needs of residents, ensure progression routes and to ensure that this budget is maximised by the College. This is essential as we look towards devolution.

A Construction Industry Training Board commission for offsite skills centres is being considered, in partnership with the College and the Construction Sector Sub Group. The deadline for application is November 2019.

## (5) Support into employment

### Outputs & Impacts

- 797 people, who are most disadvantaged/removed from the labour market, have been supported through Employment and Skills provision over the course of Q2, with a total of 2,105 people year-to-date.
- 119 people moved into work or apprenticeships as a result. The strong start to the year has been



- maintained, with 279 people having found employment year-to-date.
- In comparison to the same time last year, the success rate has significantly increased. At Q2 in 18/19 4.6% of all people supported found employment and at Q2 in 19/20 the proportion is 13.25%.
- 2.8% of year 12/13 young people are currently not in education, employment or training (NEET). This is slightly higher than Q1 (2.5%). However, data is still being processed as Colleges work to close down their final enrolment data and late transfers between colleges.
- Historically, this time of year shows higher than normal "not knowns" as young people's destinations are confirmed. Currently, the proportion of "not knowns" is 21.5%, compared with a typical figure for the rest of the year of 2.1%. It is anticipated that this figure will normalise by the end of October 2019.



## The Bigger Picture

### **Gross Value Added per head of population**

This is a yearly indicator and was last updated in June 2019. GVA per head in Kirklees (£17,490) remains significantly below that of England (£27,949). Of note, between 2016 and 2017 (the most current data set), the gap to England reduced by 2.45%.

[Last analysis carried out June 2019]

### **Gross Disposable Household Income (GDHI) per head of population**

This is a yearly indicator and was last updated in June 2019. GDHI in Kirklees (£15,752) remains significantly below that of England (£19,791). Of note, since 2015 the GDHI for both Kirklees and Yorkshire & Humber (currently at £16,153) has been decreasing, after eighteen years of year on year growth.

Further work will need to be undertaken to understand the story behind this dip. However, there are some key headlines in government policy that will have made a contribution. A number significant changes to taxation and benefits took place between 2016 and 2017. Certain working-age benefits were frozen, the benefits cap was reduced, elements of the family premium within Housing Benefit were removed and there was a reduction in Universal Credit work allowances. Given that Kirklees is a relatively low wage economy, it is likely that the impact of these changes may have been disproportionately higher in Kirklees compared with other authority areas. Yorkshire has been the only UK region to have had negative growth in 2017. And, by way of comparison, Kensington & Chelsea and Hammersmith & Fulham was the local area with the highest GDHI per head (£60,343), more than three times the UK average.

[Last analysis carried out June 2019]

## Our ambition in the Corporate Plan

- 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

## **(1) Joined up business growth support system**

Leeds City Region Business Rate Pool funding was successfully secured to procure research to inform a Business Growth Plan. The Council has been unable to award the work in the first round of procurement, with a second round of procurement imminent. The Working Together partnership with the Mid-Yorkshire Chamber of Commerce, University of Huddersfield and Kirklees College continues to meet under its mandate to continue to work towards an integrated business support offer.

Following successful European bids, preparations are underway for the launch of Ad:Venture & Digital Enterprise. Ad:Venture is a comprehensive and innovative mix of tailored business support to boost growth and develop businesses in their early years. Digital Enterprise helps businesses to invest in digital technologies. There has been a slight delay in programme start, which are now due to commence autumn 2019. We are awaiting the final decision on funding for Resource Efficiency 2 which is designed to help SMEs lower their carbon footprint, energy use and water and waste costs.

The 2019/20 Business Hub Live events programme is set and the first event will take place in November. Further work to supplement this with a topic based programme of business support workshops will take place in Q3. As previously, all these events will be delivered in partnership with the University of Huddersfield, Kirklees College and the Chamber of Commerce to avoid duplication of subjects and displacement of attendees. The Business Hub is to undertake a refresh as a priority project, with a cross functional development team now in place to design and deliver an upgraded offer. A project plan is being prepared and initial meetings to inform the refresh will take place with Kirklees Business Hub Advocates.

## Outputs & Impacts

- 32 SME businesses supported during Q2, with a cumulative figure year to date of 60 SMEs supported – ahead of schedule in relation to the year-end target of 90 businesses.
- 23 jobs created as a result of successful applications by SMEs, supported by the Council, for Leeds City Region’s business development funding, with a cumulative figure year-to-date of 101 jobs created.
- Business Hub take-up and engagement continues to rise with 1,664 businesses now signed up (an increase of 44 from 1,620 businesses at the close of Q1).
- Over time, the Council continues to exceed the SME growth manager output targets. Kirklees has secured 19.1% (1,027) of all the Economic Services Grants, exceeding Kirklees’ 13% share of SME Stock.
- The total grant offered since the programmes started is £7.9m out of which £6.4m has been paid, leveraging actual private sector match investment of £27.3m into the Kirklees Economy.

## (2) Dewsbury Town Centre regeneration

The Council has approved plans to improve shop fronts and bring vacant space back into use in Dewsbury Town Centre, with a view to launching the scheme in early 2020 in the Dewsbury Town Centre Conservation Area. The scheme will follow the success of The Dewsbury Townscape Heritage Initiative (THI); a joint funded programme which commenced in 2013 between Kirklees Council and the Heritage Lottery Fund with funding of £3.7 million. Areas of activity will cover all the Dewsbury Town Centre Conservation Area; with a specific focus on the core part of the town centre including Northgate, Westgate, and Corporation Street.

As part of the Dewsbury Masterplan, a Strategic Development Framework and associated Delivery Programme has been approved. As part of the Better Spaces programme, initial ‘spring cleaning’ work is now complete - including painting of Market Gates, gazebos, band stand, road repairs and revamped landscape beds. Initial feasibility and business planning for the Market has been completed, with project planning work now underway.

## (3) Huddersfield Town Centre regeneration

Huddersfield Town Centre has been shortlisted for £25million in government funding to help deliver its new Cultural Heart, from the Government’s Future High Streets Fund (which aims to support and fund local areas’ plans to make their high streets and town centres fit for the future). The application for Huddersfield has been shortlisted (from a total of more than 300 bids) for the next phase of assessment which will involve the development of a full business case for capital investment by the Future High Streets Fund.

A bid for up to £1million from Historic England to help deliver our visions for Estate Buildings at St Georges Square, as laid out in the Huddersfield Blueprint, has been successful. The funding will help deliver our plans to bring the existing Estate Building back to life and back into use. The ground floor could be used for retail, with upper floors being converted and utilised as apartments. The next step will be the Programme Design stage, which will be completed by January 2020 and will influence the final allocation amount.

Huddersfield businesses have voted ‘yes’ to the Huddersfield BID (Business Improvement District) in a recent ballot. The vote means Huddersfield BID’s five-year Business plan has now been activated and will commence in the autumn. Business Improvement Districts (BIDs) were launched by the government to allow an extra levy to be charged on firms in certain areas that want to group together to finance long term projects. This provides Town

Centre businesses with real influence on their local environment and it is hoped that a collective fund of more than £2million will be raised to spend over the next five years. Plans were spearheaded and driven by a steering group of business representatives from across the town.

#### (4) Vibrant town centres and a sense of cultural identity

Between June and September, Huddersfield Art Gallery was selected to host the Royal Society of Sculptors, 'Conversations in Sculpture' exhibition, representing the society's Northern and Midlands region in a rare opportunity to work with this organisation. The activity programme was funded by the Arts Council and attracted audiences from across the region.

Kirklees has taken part in a regional exhibition programme "We are West Yorkshire" with the launch of 'A Woman's Work is Never Done' in July 2019, and subsequent special event 'Excellent Women', allowing us to work with regional partners to raise the profile of West Yorkshire. Outcomes from the exhibition and event include the attraction/ inclusion of new diverse audiences and raising the profile of local women.

Our Plans for the Year of Music 2023 were presented as a case study at the global Music Cities Forum in Norrkoping, Sweden. Kirklees was also represented as a panellist on the Music Tourism Convention in Liverpool. These presentations are helping to promote Kirklees and establish a global reputation for the work being undertaken in the district around music and place-making.

September's Heritage Open Days Festival is more widely spread across Kirklees this year, with ten new events in Dewsbury and Mirfield alone, alongside well-established strengths in Huddersfield and the Valleys. Amongst some of this year's new entries are visits to Dewsbury's oldest shop, trading since 1860 and now an intimate museum; a converted piggery (c1900s) with Bronte connections in Mirfield; the remote Shred Mission Chapel above Slaithwaite; a walk to discover Lockwood and the history of its Spa; and a chance to explore and understand Huddersfield's Buddhist centre in Birkby.

#### Outputs & Impacts

- A record 68 sites and events contributed to the Heritage Open Days Festival, offering an insight into places not always open to the public.
- Over 5,000 participants enjoyed the chance to explore a range of historic places and participate in a variety of events.
- 579 artists and creative organisations now have profiles on Creative Kirklees (the comprehensive guide to all arts and creative events taking place throughout Kirklees), a jump of 81 since the beginning of the year, as a result of high profile creative arts events in Kirklees.
- Figures from Oakwell Hall & Country Park show a 25% increase in visitors to the Visitor Centre since the Bike Track facility was launched during the quarter.

#### (5) Local Wealth Building

Local wealth building has a number of strands which include spend for local impact, procurement, barriers to employment, local assets, tackling poverty, inclusive economic growth and understanding our local economic data. Activities during the quarter have centred on three areas of delivery:

**Spend for local impact:** The Council is producing a £100m Spend for Local Impact Plan to support local suppliers and work with larger suppliers to maximise their social value over the next five years. A new contract management system is being implemented to ensure social value promises through our contracts are delivered and evidenced.

**Local Assets:** Funding has been provided for the Valley Care Cooperative, supporting responsible employment and adult social care services in the Colne Valley. The Anchors network (the larger established organisations, rooted in local communities, which can improve local economic and social wellbeing through the use of resident spend, employment practices and use of land and assets) is working to create links between anchors, SMEs and the Voluntary Community Sector.

## Outputs & Impacts

- Kirklees hosted the Social Enterprise Yorkshire & Humber conference
- A bid has been submitted from the European Social Fund for Kirklees anchors inclusive employment support
- A bid has been submitted to fund the 'Poverty Proofing the School Day' project (aiming to support schools to identify and tackle the many financial barriers that prevent pupils from fully partaking in school life)
- Work has started on the production of a revised Tackling Poverty Plan, with frontline services and stakeholders



## The Bigger Picture

Perceptions about the extent to which “people from different backgrounds get along” in their local area has reduced slightly in the past 12 months. In Kirklees, 53% respondents agreed (slightly lower than the West Yorkshire figure of 55%). Respondents were most positive in Huddersfield (60% agreed) and least positive in Dewsbury and Mirfield (41% agreed).

The proportion of people who say they feel safe in their area has slightly reduced in Kirklees to 77% - slightly below the figure for West Yorkshire as a whole (79%). Respondents from the rural areas expressed highest levels of safety whilst those in Dewsbury and Mirfield reported lowest levels.

[Data: ‘Police Crime Commissioner’s’ survey, June 2019]

## Our ambition in the Corporate Plan

- More people active in their communities and engaged in local democracy
- A safer Kirklees
- A thriving voluntary and community sector
- High quality, joined up and accessible services which safeguard children and adults from harm

## (1) Active Communities and Local Democracy

### Community Cohesion

As part of the commitment made by Kirklees to remember the massacre that took place in Srebrenica, a range of events took place in Q2, including awareness raising at schools, with the main memorial event at the University of Huddersfield. The purpose of the week was to commemorate the massacre, to promote mutual respect and challenge hate beliefs in the future. The next step is the launch of the pledges projects which will involve collecting 8,373 pledges from across Kirklees.

Partners worked with residents in Birkby as part of the Intensive Engagement Plan which brought people together to take stock of current cohesion related issues. As a result, activities are now being set up by people from different faiths and communities and run in conjunction with partner agencies.

Q2 saw intensive engagement with members of the public in 7 areas to establish the infrastructure and steering groups to ensure the community-led ‘It’s up to you’ funding programme reaches out to as many groups and individuals as possible.

### Migration

Pilot training sessions delivered to council staff who have limited knowledge of issues relating to providing emotional and practical support to vulnerable migrants, asylum seekers and refugees. Feedback from participants was very positive and, using monies secured externally, additional sessions are being developed and will be delivered later in the year.



The International New Arrivals Team is now in place to support new arrivals to start school and integrate into school through better connections between home and school life. Support for families includes a welcome mentor, applying for free school meals, uniform exchange and ESOL provision for 14 -16 year olds and adults.

During Q2, the new Home Office asylum contract transitioned from G4S to Mears. The quarter has seen significant issues with both a lack of accommodation regionally to meet current demand and insufficient response times from Migrant Help / Mears to support new arrivals appropriately in Kirklees. This has resulted in Voluntary and Community Sector organisations raising numerous concerns to the Council who have worked with the provider to address these and are in constant contact with the Home Office to hold the provider to account.

## Citizenship & Place

### Outputs & Impacts

- As part of the National Citizenship Scheme, Q2 saw over 800 young people participate in activities such as workshops, debates and projects aimed to improve involvement in democracy and improving electoral registration with under-represented groups.
- Place Standard engagement delivered in 8 neighbourhoods covering 5 wards, engaging approximately 1,750 citizens. This work included conversations with citizens, groups and key stakeholders to re-test the baseline for the Huddersfield Town Centre Blueprint.
- Over 200 people have received training in delivering Place Standard conversations up to July 2019. This includes staff from 26 service areas, 12 councillors, 6 voluntary organisations and 39 residents.

## (2) A Safer Kirklees

During Q2 multi-agency patrols have targeted street drinking and aggressive begging in Town Centres through the district. The approach has been to tackle minor incidents of ASB before they escalate but using enforcement action where this is not working. This approach has resulted in a reduction in anti-social behaviour and positive feedback from people using the town centres.

Anti-Social Behaviour turnaround camps have been held throughout the summer at Cliffe House and Oakwell Hall. These camps were funded using monies from the Police and Crime Commissioner and engaged with 25 young people aged 10 to 14 years who were at high risk of involvement in anti-social behaviour. Participants experienced a number of events including team building, drugs and alcohol awareness and practical steps around more sensible choices. Participants reported greater confidence and less likelihood of involvement in ASB as a result of the sessions.

Place based Partnership Problem Solving Groups have used multi-agency intelligence to tackle shared issues - Q2 saw seasonal issues such as a push on tackling Nuisance Motorcycles in North Kirklees. As a result of this work, 18 warning notices were served to nuisance bikers, 1 motor-bike was seized and positive feedback received from residents regarding the impact of the operation.

### PREVENT

Over the summer period, extensive targeted engagement took place with young people to reduce risks of involvement in extremism. This included working with Youth Sport Trust to deliver sessions with Sports Clubs around emerging risks and concerns.

The Kirklees Detached Youth Work team worked in partnership with voluntary and community sector organisations to deliver an outreach youth programme over the summer holidays. This work targeted areas with high levels of youth anti-social behaviour and engaged with young people to identify issues and concerns. This informed the provision of information and support on issues such as employment, training and substance misuse.

## Outputs & Impacts

- During Q2, over 2,000 pupils at local primary schools throughout Kirklees viewed an educational performance commissioned by Safer Kirklees which teaches young people across Kirklees about child exploitation, county lines drug trafficking, knife crime and domestic violence.
- 44 front line practitioners received training in Q2 and had the opportunity to share practice concerning sexual and criminal exploitation of young people.
- A range of partners co-ordinated an awareness raising event with over 500 members of the public on how communities can safeguard young people from violence.

## (3) A Thriving Voluntary Community Sector

### Outputs & Impacts

- As part of the Employee Volunteering Scheme, there are now 98 council volunteers who completed 3,185 volunteer hours during Q2. An example of this is 23 council volunteers who led 9 Nordic walking groups, delivering 10 sessions per week across Kirklees equating to 735 volunteer hours.
- Working in partnership with Sportworks, 12 young people who are not in education, employment or training (NEET) are now qualified to support delivery of activities within the community through the 'Go Lead' course, a nationally recognised qualification from Sport Leaders.
- 22 VCS organisations were supported to work towards the Quality for Health award. This recognises effective quality assurance, policy and practice - enabling them to become approved providers for NHS and other statutory partners including the council. 12 organisations have gained the 'approved provider' status.

## (4) Safeguarding of Children and Adults

### Children's Social Care

Q2 saw a further increase in the number of children subject to a Child Protection Plan, peaking in August at 42.3 per 10,000 children. However, September shows a slight decrease to 40.1. The number of Initial Child Protection Conferences held within timescales has increased over the year, peaking in August at 77.5% decreasing slightly in September to 77%.

Of concern at Q2, 24 hour decision making on referrals has reduced considerably from 90.9% in July to 59.2% in September 2019. This decrease is in part due to a staffing issues in both Social Workers and Team Managers relating to sickness and annual leave. High volumes of contacts, along with current staffing issues will continue to affect compliance levels.

There has been an increase in the number of Looked After Children during Q2 from 62.7 per 10,000 children in July to 64.2 in September. Also Q2 saw a decrease in the number of children who are placed out of the Local Authority, from 12.9% in July to 12.2% in September. A weekly External Placement Review Panel provides better oversight in considering the options of returning to the local area when it is appropriate to meet the children and young person's needs.

There is a great deal of activity in Foster Carer recruitment. A variety of awareness-raising activities have taken place:

- taking part in the Jo Cox fun run
- Presence at the Pride event
- Social Media Campaigns on Facebook, Twitter, Kirklees Intranet
- Marketing materials in a range of arenas (including coverage in regional news) together with the positive coverage in relation to the educational attainment of a young person, who is now an adult, talking about her time in Kirklees Foster Care.

## Alliances for fostering: example

The Council has joined forces with Huddersfield Town Football Club to urge local families to get involved in the vital area of foster care. There are currently more than 450 children and young people from Kirklees in foster care. Over 150 are placed with foster families outside the area because the council doesn't have enough local foster carers. Moving a child away from their school, their friends and family can be very distressing, and if it's a short term placement it can have a negative impact on schooling.

Huddersfield Town have pledged to support our ongoing campaign to recruit more foster carers throughout the 2019/20 season. There will be many opportunities for fans to find out how they can get involved in making a difference to Kirklees children.

## Outputs & Impacts

- The number of looked after children placed more than twenty miles away from their home in Kirklees has decreased from 127 in 2017 to 78 in September 2019.
- There had been a slight improvement in the percentage of Care Leavers who are in Education, Employment or Training (EET) at Q1 to 55.6%. However, at Q2 the number in EET has fallen to 52.2%. This figure is better than the most recent Statistical Neighbour at 51.1% and England figure of 51.0%.
- We now have an established service at our new drop in centre for Care Leavers in the North of Kirklees, 'No. 12', which will work to improve our reach with our young people.

## Feature on 'No. 12'

'Number 12', in the centre of Dewsbury, is the district's second facility for people who are leaving care and preparing for the next stage in their lives. When we opened the first centre – 'Number 11' in Huddersfield – it won praise from central government and was hailed as an innovative way of supporting looked after children and care leavers.

Number 12 offers similar help in providing a safe space where there is advice and guidance about healthy lifestyles, housing and finance, life skills, training, education and employment, amongst many others. It's also a place for young people to meet their social workers and contains handy facilities, from laundry to computer equipment and a kitchen where they can learn to cook.

Number 11 and Number 12 were developed in partnership with young people, so we have put their needs and wishes at the heart of everything we do. This is another great example of our strong focus on delivering high-quality support for children, young people and families.

## Adult Safeguarding

Deprivation of Liberty (DOLs) volumes have continued to fluctuate in Q2 from 233 In July to 202 in September, this remains a risk area for the service and is reflected in the corporate risk register. The Council is to use externally commissioned support to undertake DOLs assessments to alleviate the backlog which will support the Council in mitigating risk as well as with preparation for the upcoming implementation of Liberty Protection Safeguards.

The Domestic Abuse Strategy has been successfully launched, with a launch event during Q2. The Domestic Abuse Strategic Partnership is now developing the multi-agency action plan which underpins delivery of the strategy.

In Kirklees there are currently two domestic homicide reviews (DHR) currently under consideration, with a potential further DHR joint with Leeds Council linked to a recent domestic homicide in the area.

Corporate wide work on Safeguarding being 'Everybody's Business' continues to progress, with the newly formed Corporate Safeguarding Oversight Group overseeing policy and procedures across the Council. The Corporate Safeguarding Policy is undertaking signoff processes before an official launch.



# Clean and green

## The Bigger Picture

The % of people satisfied with their local area in Kirklees has reduced to 72% from 74% at September 2018. It is currently similar to the West Yorkshire figure of 73%. Within Kirklees, Satisfaction levels were highest in the rural areas and lowest in Dewsbury and Mirfield.

[Data: 'Police Crime Commissioner's' survey, June 2019]

## Our ambition in the Corporate Plan

- Well planned places and sustainable communities
- Better infrastructure for our communities
- People have access to greenspaces including appropriate sports and leisure opportunities

## (1) Well planned places and communities

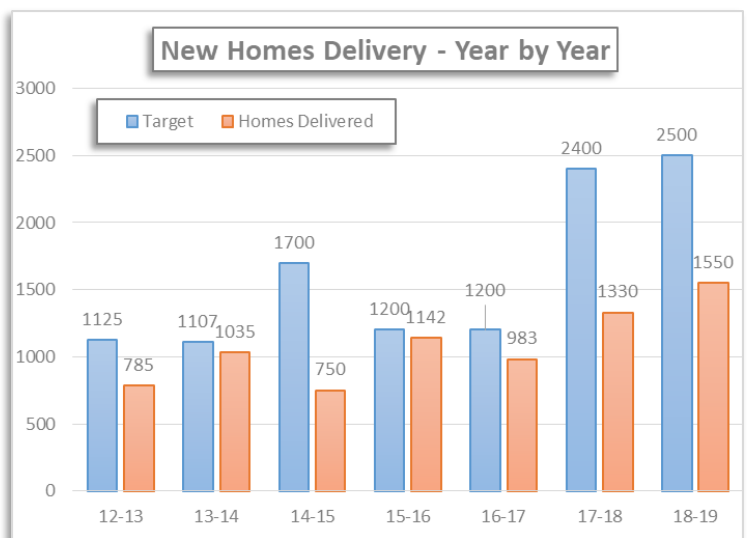
### Outputs & Impacts

#### Planning Applications

- There have been 45 major planning applications processed year to date (91% within agreed timescales), together with 301 minor applications (97.1% within agreed timescales).
- There are currently 1,083 applications in hand.
- The majority of applications are processed with 26 weeks. However, at Q2 the number of applications remaining undetermined between 27 and 52 weeks from submission is 129 and the number of applications remaining undetermined beyond 52 weeks is 208.

#### Results from the 2018/19 net annual housing completions are now available

- Kirklees has delivered a further 1,550 dwellings in the preceding twelve months
- Since 2012-13, the cumulative delivery has been 7,575 dwellings.
- This falls some way short of the District's cumulative target for delivery over the same period – a target of 12,307.
- However, the council has adopted the new Local Plan. This now provides a significant amount of development land which is likely to lead to increased completions over the coming years.



#### Road safety

- There have been 71 serious road traffic accident casualties during the quarter, with 35 in the previous quarter.

- Overall, accidents continue to be assessed for patterns and 'clusters' to determine the 2019/2020 capital plan and schemes, with Killed and Seriously Injured casualties falling in comparison to the same period in 2018. However, the increase in powered two-wheelers and cyclist collisions continues to be investigated as both categories have seen an increase on the 2018 figures.
- Pupils in Year 3 and Year 5 are now receiving practical training to improve their pedestrian skills. The Year 7 'Theatre in Education' package will be rolled out in High Schools across Kirklees from October onwards. Engagement with school pupils age 9 and 10 years began in September.

## (2) Infrastructure for our communities

A Digital Infrastructure Programme Manager has been successfully recruited and will start in post in January 2020. There remain concerns with regard to substantial resource needs in managing current and future infrastructure projects.

Significantly, both the City Fibre Huddersfield build and Fibre-nation Dewsbury builds have commenced. Work to agree wayleaves is underway with both suppliers. *[Wayleaves are a statutory right which gives the licence holder the power to install their lines and associated equipment on, over or under private land to keep the electricity line there and to have access to that land.]*

The Super-Fast West Yorkshire Contract 3 (delivering infrastructure to reduce our non-commercially viable not spots/white areas) is planned to be procured in the late autumn.

## (3) Access to high quality greenspaces, sport and leisure opportunities

Kirklees has had a very successful quarter in recognition of the quality of its parks. It has achieved Green Flags for Almondbury Fort at Castle Hill, Beaumont Park, Crow Nest Park, Greenhead Park and Wilton Park. *(The Green Flag Awards scheme recognises and rewards well managed parks and green spaces. It sets the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world.)* An extra win for the district came with Oakwell Hall Country Park (Green Heritage Site). This recognises high quality collaboration with both community involvement and council support.

In addition, two of Huddersfield's parks have won 'Much Loved' status in a national competition which saw Beaumont Park win the regional title. Beaumont Park has been voted Yorkshire's Best Park for the Yorkshire and Humber region by Fields in Trust. It won the regional title following a nomination which identified the park as "an amazing, magical Victorian Park". Beaumont Park, is one of 73 parks and green spaces across the UK which has achieved 'Much Loved' status. Greenhead Park, in Huddersfield also achieved 'Much Loved' status after being placed in the top 20% of all UK's Best Park 2019 nominations throughout the UK. Much Loved status recognises the support of local people who use and love these parks and green spaces.

Finally, Oakwell Hall has won a seventh Gold Award from Yorkshire in Bloom. Yorkshire in Bloom is a charity and regional body representing the Britain in Bloom campaign that is organised by the Royal Horticultural Society. The Birstall based Oakwell Hall won the Gold award in the tourist attraction category. This award is the third for the park this year, joining their 15th successive Green Flag Award for excellence in green space management award, and their second successive Green Heritage Award in the trophy cabinet.

**Play area investment:** A £9.5million scheme to improve play areas across the borough is to be undertaken – and it will be shaped by residents. Consultation with residents on what they want in their local play areas will take place from spring 2020. The aim of the scheme – which was originally presented to the public earlier this year – is to enhance all of our play areas so they better meet local need. There are 314 play areas in Kirklees but some have outdated equipment, some also have equipment which isn't used by the local community. Replacing the equipment would cost around £4million but the council plans to do much more than this. This £9.5 million investment will take play areas in Kirklees to a new level of quality.

**A new leisure centre for Spenborough:** Ambitious plans to build a £15 million state-of-the-art leisure centre have been formally approved by councillors. The new leisure centre will replace the current Spenborough Pool, which has served the Spen Valley community for the past 50 years. It will feature an eight-lane 25m pool, 20m activity pool with moveable floor, a fitness suite, two exercise studios and a cycle studio. Following engagement sessions earlier in the year, the council listened to feedback from local people and also included improved catering facilities. The new centre is part of the council's commitment to regeneration and financial investment in North Kirklees. Spenborough Leisure Centre will also support local people for many years to come in being healthy, physically active and achieving better long-term health outcomes. The current pool was closed on August 31, with demolition scheduled for September 2019. The new facilities are expected to take around two years to complete from early 2020.

## (4) High Quality Environment

Consultation had been carried out on the Air Quality Strategy and Action Plan, with an amended version now available for Cabinet approval. Kirklees is taking the lead in co-ordinating air quality across the five West Yorkshire Authorities.

17 low emission vehicle taxi charging points are to be installed across Kirklees between September and December.

### Outputs & Impacts

- Monthly total waste managed by the council has fluctuated over the last 6 months between 15,481 and 17,710 tonnes per month and currently stands at 16,423 tonnes. (Total waste comprises: bin collections; bulky items and trade waste)
- 14,211 tonnes of Household waste was collected in August (latest data available) which equates to 87.5% of total waste managed.
- The current rate of recycling from household waste is 21.3% per month, equating to 3,023 tonnes. The highest rate of recycling has been 22.8% (in July) and the lowest 20.1% (in June).

## The Council's Ambition to become Carbon Neutral

For Kirklees, following independent analysis, we know we can emit no more than 11.9 million tonnes carbon dioxide by 2100 (our 'carbon budget') in order to align with the global goals of the 2015 Paris Agreement. At 2017 emissions levels, Kirklees would use this entire budget within 7 years from 2020. This means that Kirklees, as a district, needs to reduce its emissions as an urgent priority. The independent analysis has identified 2041 as the 'science-based' year for Kirklees to achieve 'net zero' carbon emissions (an equivalent 100% reduction from 1990 levels). This will require local and national action, along with working closely with our regional partners and local authorities.

### Regional Intelligence

The Yorkshire & Humber region spent a total of £708 million last year on all of its energy and fuel bills, meaning that 8.5% of everything that is earned leaves the area to pay the energy bill. Ambitious regional targets would mean:

- Households in the area would save £45 million a year from their energy bill.
- Schools, hospitals, offices, shops and restaurants in the area would save £19 million a year from their energy bill.
- The area's industry could cut its fuel costs by £10 million a year.
- Doing this would lead to the creation of an extra 1,936 years of employment in the area.
- This would mean the area's carbon emissions would fall by 24.0% over and above what is already expected.

### Current Successes across Kirklees

- Current 2017/18 progress for the Council is a 32% reduction and a 35% reduction for the district as a whole (the latter based on 2016 data, the most recent available).
- In the last six years, over 1,000 council properties have had wall insulation and almost 2,000 have received loft insulation. This has saved 1,543 and 241 tonnes of carbon respectively.
- Over 600 council houses have been fitted with solar panels in the same period.
- Bradley junction's traffic management system can calculate pollution levels at junctions and make intelligent decisions to improve traffic flow and reduce emissions.
- Through a deep clean of the Ravensthorpe area we have dramatically reduced fine particulate pollution in the area to the point where DEFRA are satisfied we can remove the air quality management area
- The Council has successfully accessed £500K of external funding in order to deliver 17 rapid charge points for public use in Kirklees, these will be installed by March 2020 and include free electricity for electric vehicle users until October 2021.

### Seven Priority Proposals

1. Adopt an ambitious target for Kirklees to achieve district-wide 'net zero' carbon emissions no later than 2038 and implement the accompanying carbon budget
2. To publically disclose Council and District Carbon Emissions
3. Boost woodland and green infrastructure via the existing White Rose Forest partnership
4. To implement an extensive communications and engagement campaign to encourage council staff and Kirklees residents to make a positive difference to the environment
5. To work with partners to develop, initiate and establish a 'Kirklees Climate Commission' and Kirklees 'Green Charter
6. To develop a Kirklees Youth Summit and campaign for engaging with young people around the climate emergency
7. Support the West Yorkshire Combined Authority pledge for the Leeds City Region to reach net zero carbon emissions by 2038





## 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

In Q2 Kirklees Council has continued to embed the wellbeing and staff development work across the organisation and has also focused on talent attraction. Working with the intelligence team to identify the ten most deprived areas in Kirklees, a number of drop-in sessions were delivered in partnership with community groups to invite, encourage and sign post communities to apply for council roles and apprenticeships. The apprentice induction process has been reviewed and a different approach taken with HR, Real Employment, Employee Healthcare, Elections and Public Health, YEN and the BME networks all being involved. This has covered matters such as money management, wellbeing, inclusion and pensions.

In Q2, Kirklees Council launched its new mentoring scheme which complements the well-established coaching scheme and has seen a significant take up by the workforce. Mentoring sessions are up and running, with a network also being created for the mentors to share good practice and success stories.

Q2 has also seen the procurement of a new digital platform to improve our Employee Healthcare systems, which will significantly improve the efficiency of the unit, including the improvement of referral times. The procurement of a new recruitment system is also underway and will be concluded shortly. This will transform the way in which we attract and engage applicants.

### Outputs and Impacts

- 300 expressions of interest for the apprenticeships scheme were received - double the number received in the previous year. And we were able to take on 62 new apprentices.

### (2) Sickness Absence

More detailed work is continuing to happen 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 Q2 it now stands at 10.7 days per FTE. This is the lowest sickness absence rate since January 2017.
- This is a small improvement on the previous quarter which stood at 10.76\* days lost per FTE – therefore, a very small reduction of 0.06 days lost per FTE.

- This is a reduction of 1.4 days since the same period in 2018 when sickness levels were at an average of 12.1 days lost per FTE.

*[\*Please note: The Q1 figure has been recalculated to 10.76 days. It was reported as 10.7 days in the Q1 report which was incorrect.]*

The Council is undertaking a range of health and wellbeing activity across all Directorates including counselling, wellbeing events and education initiatives, the establishment of 70 workplace health and wellbeing champions in services, job-specific health improvement (e.g. podiatry for manual workers) together with a programme of volunteering support to employees (there is clinical evidence to support the benefits of volunteering on health and wellbeing) with 8000 Kirklees staff in our services eligible to take two full days of volunteering time in a financial year.

### (3) Employee Resourcing

Agency spend has increased in Q2 for the first time in over a year. This increase relates in the main to anticipated and planned interim cover for vacancies pending recruitment exercises and spend on interim and additional capacity, pending a number of service reviews. 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 – it is planned expenditure.

#### Outputs and Impacts

- Economy & Infrastructure saw the biggest increase in agency costs from £476k in Q1 to £784k in Q2. This is due to an increase in spend in Highways and Waste Services. The increase in Highways spend relates to cover for a number of vacancies, pending the outcome of recruitment exercises; the increase in spend in Waste is due to additional temporary resources being in place, pending a service review.
- Children & Families also saw an increase in agency costs from £256k in Q1 to £443k in Q2. The increase in agency spend relates to a review of the Emergency Duty Service, which saw a transition in our approach with a requirement to bring in interim resources as the new structure embeds. This is a spike and we anticipate seeing spend falling back once again.

There is a distinction between planned and unplanned agency spend. We don't monitor this information currently, although particularly in Adults, we are aware that some services do use planned agency which means that spend remains within budget. As part of the refresh of the way we look at our workforce intelligence, we intend to capture this information going forward.

### (4) Inclusion and Diversity

*In Q2, activities have continued to help implement the year 2 action plan.*

#### Outputs and Impacts

- The Council has been accredited with the Bronze Award for the National Inclusion Standard, an evidence-based, objective accreditation tool for assessing and promoting inclusion in the workplace. Developed and run by Inclusive Employers, it supports organisations to assess progress with their inclusion journey. The National Inclusion Standard focuses on six pillars of inclusion and awards those meeting the Standard with accreditation. The detailed feedback from Inclusive Employers will be used to help inform year 3 of our Kirklees Inclusion and Diversity Action Plan.
- During September the Council took part in National Inclusion Week which is about highlighting the importance of inclusion, promoting the benefits, celebrating successes and inspiring action. As in previous years, Inclusive Employers promoted a series of daily inclusion challenges which were promoted across the organisation.
- A CMG+ session was also held in September focusing on "Diversity in Kirklees". It established the organisation's journey so far, highlighted the re-launch of the Disabled Employees Network and asked managers to take away ideas from the session and prioritise them in day-to-day practice.

- Nominated for LGC Award for Diversity and Inclusion on recruitment outreach to increase in diversity for job applications, leading to a more diverse workforce.
- We now have the 2019 workforce profile data, which is about to be published - the focus in the I&D Action Plan is to address under representation at senior level and the new figures demonstrate a move in the right direction, particularly at Grade 17 and above.
- The outreach work in recruitment has had a positive impact in relation to disability, ethnicity and gender at senior levels in the organisation. Additionally, for the first time, there is data collection on sexual orientation, which means, from this point on, we'll be able to assess what impact we're having in terms of recruitment in the LGBT community.

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**Name of meeting:** Cabinet  
**Date:** 20 January 2020

**Title of report:** St Pauls Road, Mirfield - Supported Living Accommodation Development

**Purpose of report:** To update cabinet on key changes since the original report was approved August 2018

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 <u>Council's Forward Plan (key decisions and private reports)?</u>	No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Richard Parry - 19.12.2019
Is it also signed off by the Service Director for Finance?	Eamonn Croston - 9.01.2020
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft - 8.01.2020
Cabinet member <a href="#">portfolio</a>	Cllr Musarrat Khan - Health and Social Care

**Electoral wards affected:** Mirfield

**Ward councillors consulted:** No.

**Public:** Yes

**Has GDPR been considered?** Yes, and not applicable.

## 1. Summary

On 29 August 2018 Cabinet approved the Councils new Housing Delivery Programme. Paragraphs 3.44 – 3.46 of section 10 of the report related to the proposed development of the former Council depot site at St Pauls Road Mirfield by Connect Housing, a Dewsbury based housing association, for 19 supported living flats for adults with learning disabilities.

Approval was given to work with an identified partner (Connect Housing) to develop a supported living scheme.

Since the proposed development was approved at Cabinet, changes have been made to the scheme which require a new authorisation from Cabinet.

## 2. Information required to take a decision

Since approval was given the proposed scheme design plans were shared with the Care Quality Commission (CQC) who felt the scheme was too large. Revised plans have therefore been developed for 13 one and two-bedroom flats plus staff facilities. The new flats will be available for any adult with a social care need, not just those with a learning disability. The accommodation will be CQC registered with onsite 24/7 staff providing care and support.

Once completed the St Pauls Road development will be available to meet demand from adults with a social care need including those with a learning disability and/or physical disability looking for supported living accommodation. There is clear evidence of demand for the supported living development at St Pauls Road. The development will enable adults with a social care need to live an independent life, as part of their local community. The proposed development offers an excellent cost-effective model of care and support to meet people's needs. The proposed development is an alternative to traditional more expensive care home provision.

Connect Housing has been allocated grant funding from Homes England to develop the new supported homes and is prepared to work at risk and pay market value for the land subject to planning approval. Connect Housing will be responsible for bearing the cost of the planning application and the associated fees and the completed development will be owned by them. The Council will commission the care provider/housing manager and enter into a nomination and void agreement with Connect Housing.

## 3. Implications for the Council

- **Working with People** - Partnership working is taking place with the accommodation team in Adult Services to identify potential suitable tenants. All tenants will be approved by the specialist accommodation allocation panel. The successful tenants will be enabled to live as independently as possible for as long as possible in the community retaining choice and control over their lives.
- **Working with Partners** - The council has worked successfully with Connect Housing to deliver similar specialist supported living schemes in Kirklees over the last 10 years. Kings Mill Court, Newsome, a development of 12 flats, Sigott Street, Longwood, a cluster of 10 flats and Ancion Court, Marsden a sheltered accommodation scheme for the over 55s.
- **Place Based Working** - Adult Services continues to develop ways of working to establish local solutions to meet local accommodation and care needs that meet the councils shared outcomes.

- **Climate Change and Air Quality** - Reduction in emissions - Developing locality based specialist accommodation and support provision to meet local need in the heart of the community close to community services, family and friends and public transport links will reduce the need to travel contributing to lower emissions. The successful care provider will be asked to implement a local staffing strategy with the aim of recruiting 50% of staff from within the local community.
- **Improving outcomes for children** - There is potential for disabled young people entering adulthood to also be considered for this development as they can develop life skills and independence in a safe and nurturing environment.
- **Other (e.g. Legal/Financial or Human Resources)** - The sale of the land to Connect Housing will result in a capital receipt for the Council. The specialist supported living model enables people to live as independently as possible with the council funding the care and support cost. Welfare benefits cover the housing costs and the day to day running costs. This model represents excellent value for money and will achieve great outcomes and quality of life for the residents.

#### 4. **Consultees and their opinions**

Adult Services Directors, Michelle Cross - Head of Service, Elizabeth Eastwood - Service Manager, all support the proposed development as it will help meet future demand in the most cost-effective manner and will enable people to live as independently as possible.

#### 5. **Next steps and timelines**

- The required design changes have delayed the delivery of the development.
- Connect Housing have undertaken various surveys and public consultation and submitted a planning application in December 2019 under reference 2019/94099.
- The site will be revalued in January 2020.
- The Council are currently negotiating with Connect Housing over the Heads of Terms for the land transfer.
- A nomination and voids agreement has been drafted and will be completed as part of the disposal process.
- Connect Housing need to start work on site at St Paul Road by the end of March 2020 to meet the conditions of the Homes England capital grant funding provided to develop St Pauls Road.

#### 6. **Officer recommendations and reasons**

Officers recommend that:-

- a) Cabinet supports the development of a new supported living accommodation development at St Pauls Road, Mirfield for adults with a social care need;
- b) The Strategic Director - Economy and Infrastructure is given delegated authority to negotiate and agree the terms of the disposal with Connect Housing;
- c) The Service Director, Legal, Governance and Commissioning is given delegated authority for the council to enter into and execute any agreement and transfer and any other ancillary documents and agreements that relate to the disposal of land at the former Mirfield Depot, St Paul's Road;
- d) Cabinet authorises Adult Services to commission and fund meeting the care and support needs of all the intended tenants of the development.

The reasons for these recommendations are that once completed the St Pauls Road development will be available to meet demand, for which there is clear evidence of the demand, from adults with a social care need including those with a learning disability and/or physical disability looking for supported living accommodation. The development will enable adults with a social care need to live an independent life, as part of their local community. The proposed development offers an excellent cost-effective model of care and support to meet people's needs. The proposed development is an alternative to traditional more expensive care home provision.

## **7. Cabinet Portfolio Holder's recommendations**

The Cabinet Portfolio Holder recommends that Cabinet:-

- a) supports the development of a new supported living accommodation development at St Pauls Road, Mirfield for adults with a social care need;
- b) gives the Strategic Director - Economy and Infrastructure delegated authority to negotiate and agree the terms of the disposal with Connect Housing;
- c) gives the Service Director, Legal, Governance and Commissioning delegated authority for the council to enter into and execute any agreement and transfer and any other ancillary documents and agreements that relate to the disposal of land at the former Mirfield Depot, St Paul's Road;
- d) authorises Adult Services to commission and fund meeting the care and support needs of all the intended tenants of the development.

## **8. Contact officer**

Gary Wainwright, Partnership Commissioning Manager – Learning Disabilities,  
Mobile 07968994605, short code 01069  
[gary.wainwright@kirklees.gov.uk](mailto:gary.wainwright@kirklees.gov.uk)

## **9. Background Papers and History of Decisions**

The St Pauls Road proposals were originally presented to Cabinet on 29<sup>th</sup> August 2018 as part of a larger report on the Housing Delivery Programme (Please see paragraphs 3.44 to 3.46 of section 10 of this report).

The original recommendations were that:-

- a) The Council disposes of the land at Mirfield Depot to Connect Housing for best consideration conditional upon the grant of planning permission for the supported housing accommodation for individuals with learning disabilities;
- b) The Strategic Director, Economy and Infrastructure is given delegated authority to negotiate and agree the terms of the disposal;
- c) The Service Director, Legal, Governance and Commissioning is given delegated authority for the council to enter into and execute any agreement and transfer and any other ancillary documents and agreements that relate to the disposal of land at Mirfield Depot.

## **10. Service Director responsible**

Richard Parry, Strategic Director for Adults and Health  
(01484) 221000  
[richard.parry@kirklees.gov.uk](mailto:richard.parry@kirklees.gov.uk)





**Name of meeting:** Cabinet

**Date:** 20 January 2020

**Title of report:** Climate Emergency and Air Quality - next steps – Electric Vehicles

**Purpose of report:**

To outline the recommendations for additional Cabinet ambition re climate change and air quality specifically focusing on electric vehicles in the Council’s own fleet and publicly accessible charging infrastructure. The report recommends prioritising budgetary investment in additional vehicles and charging infrastructure.

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 <a href="#">Council’s Forward Plan (key decisions and private reports?)</a>	Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Karl Battersby 09/01/20
Is it also signed off by the Service Director (Finance)?	Eamonn Croston 09/01/20
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft 09/01/20
Cabinet member <a href="#">portfolio</a>	Cllr Naheed Mather (Greener Kirklees)

**Electoral wards affected:** All

**Ward councillors consulted:** N/A

**Public or private:** Public

**(Have you considered GDPR?)** Yes.

## 1. SUMMARY

1.1 In November 2019 Kirklees Council’s Cabinet and Full Council considered reports outlining the response to the Climate Emergency and Air Quality exceedances of national objectives within the district. Those reports outlined the detailed policy considerations looking at the international, national, regional and local issues

- 1.2 Kirklees Council Cabinet accepted a report on the work of the multi-party Climate Emergency Councillor Working Party, resolved to submit its Air Quality Local Action Plan to the Department for Environment, Food and Rural Affairs for assessment and publish its Air Quality Strategy. The Climate Emergency Working Party Report and Air Quality Action Plan detailed measures the Council will take to respond to these important issues both immediately and over the short to long term.
- 1.3 The reports contained evidence that travel is proportionally one of the largest contributors to climate change gases and air pollution, is the sector in which emissions are rising, is one of the areas where improvements can be made in emissions and is one of the sectors in which the Council has significant influence.
- 1.4 Following the consideration of the report – Kirklees Council’s Cabinet announced that it required officers to consider what further immediate actions the Council could take and to consider what interventions can be made focusing on travel and electric vehicles.
- 1.5 This report sets out officer’s recommendations for these immediate actions and recommends the Council prioritise resources in the budget to tackle the Climate Emergency and Air Quality problems, this report builds on the evidence set out in the report presented to Cabinet in November 2019.
- 1.6 The United Nations have warned that urgent action is needed to address climate change and prevent irreversible damage to the environment. In January 2019, Kirklees Council declared a Climate Emergency and has proposed an ambitious programme of activity to address the emergency. This will require significant societal changes to how we all live and work, with an urgent need to dramatically reduce our emissions and to adapt locally to a changing climate.
- 1.7 Kirklees Council wishes to rise to this challenge and be a leader to achieve this change with our local partner organisations, businesses and residents with the help and support of the national government and regional partners and aligned to our corporate ambitions for People, Places and Partners. This will be a challenging ambition but it is also a great opportunity to improve our quality of life and create a borough that is healthier, more sustainable and fairer for everyone.

## **2. INFORMATION REQUIRED TO TAKE A DECISION**

### **Climate Emergency, Air Quality and Travel**

- 2.1 Evidence from the United Nations<sup>1</sup> <sup>2</sup>, the European Union<sup>3</sup> <sup>4</sup> and the United Kingdom Government<sup>5</sup> <sup>6</sup> as well as independent non-governmental organisations (NGOs) all point toward travel and transport as being the largest emitters of greenhouse gases globally and air pollution in cities. It is the only sector where the level of emissions are increasing as other sectors of economies are reducing their emissions, such as the energy sector.

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<sup>1</sup> <https://www.unenvironment.org/news-and-stories/story/global-electric-vehicle-road-trip-shines-light-need-sustainable-transport>

<sup>2</sup> <https://www.unenvironment.org/explore-topics/transport>

<sup>3</sup> [https://ec.europa.eu/clima/policies/transport\\_en](https://ec.europa.eu/clima/policies/transport_en)

<sup>4</sup> <https://www.eea.europa.eu/publications/transport-and-air-quality-term-2012/download>

<sup>5</sup> <https://www.theccc.org.uk/publication/transport-factsheet/>

<sup>6</sup> <https://www.ons.gov.uk/economy/environmentalaccounts/articles/roadtransportandairmissions/2019-09-16>

- 2.2 Governments and independent NGOs point to the need for more sustainable, efficient and emission free transportation sources and recommend the acceleration of the uptake of ultra-low and zero emission vehicles with a significant emphasis on battery powered electric vehicles. Electric Vehicles have the advantage of having zero exhaust air pollution emissions and make the most of the benefits of the de-carbonisation of the electricity supply – significantly reducing the greenhouse gas emissions associated with this form of travel.
- 2.3 The UK Government’s Road to Zero Strategy<sup>7</sup> outlines an ambition for 50% of new vehicles will be ultra-low (ULEV) by 2030 and combustion engine vehicles will be phased out by 2040. Evidence set out in the Road to Zero Strategy and numerous independent surveys show that one of the major barriers to the uptake of electric vehicles (EV) by the public and business is the availability of Charge Points. Local Authorities have a key part to play alongside the private sector in providing electric vehicle charge points (EVCPs) in the public realm. Local Authorities also have a responsibility to identify and transfer its own fleet of vehicles from combustion engine to electric and other ultra-low emission vehicles.
- 2.4 Provision of a comprehensive EVCP network and fleet renewal will be a long term programme of work. However, there is evidence that immediate investment is needed for Kirklees to meet its aspiration to be a leader in the field of Climate Change and Air Quality action. If we want the proportion of electric vehicles in our fleet and the number of publicly accessible charge points to be comparable with other leading local authorities, immediate investment is needed to purchase new vehicles and accelerate fleet change and install EVCP in the public realm.
- 2.5 We need to recognise that we have started a programme of fleet renewal and EVCP installation and the recommendation of investment is to build on existing good work.
- Kirklees Council has in its fleet (or in plan for purchase) 30 Electric Vans, 20 Electric Cars, 30 Hybrid Vehicles
  - The Mayoral Car is a hybrid
  - Kirklees Council is currently installing 17 Rapid Electric Vehicle Charge Points in publicly accessible car parks as part of a regional piece of work funded by the Office of Low Emission Vehicles and the Local Transport Fund via the Combined Authority – there will be up to 88 Charge Points in West Yorkshire.
- 2.6 Intervention in the area of Electric Vehicles is being recommended by officers for immediate action and investment as:
- There is a real benefit for the Council and the public in both greenhouse gas and air pollution emissions
  - Local Authorities can have a direct influence in this area though investment in vehicles in its own fleet and installing charge points (EVCP) in the public realm
  - There are already programmes of work ongoing in both electric vehicle purchase and EVCP installation – therefore – this intervention will be building on existing programmes of work.
- 2.7 Further incentives can be brought forward to make the ownership of EV and ULEV more cost effective and attractive. The Council already has a ‘Green Permit’ parking permit scheme – which allows Kirklees residents who own an electric vehicle free parking in certain car parks and owners of hybrid vehicles 50% discount. It is recommended that Cabinet increases the scope of this parking permit to:
- include all council car parks,

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<sup>7</sup> <https://www.gov.uk/government/news/government-launches-road-to-zero-strategy-to-lead-the-world-in-zero-emission-vehicle-technology>

- free parking for other ULEV such as hybrid vehicles, and
- allow out of area EV and ULEV owners to apply for a permit, such as regular visitors and commuters.

It is also recommended that the scheme be relaunched with promotional activity.

2.8 The Council recognises that addressing the challenges of climate change will require significant changes to how we all live, from the largest organisations and companies in the district down to individual households. That is why as an immediate priority, it is proposed that the Council prioritises a step-change for travel in the borough, facilitating the shift to a low carbon, low emissions future through the following measures. It is proposed that Cabinet prioritise funding within budget setting to achieve this goal. A capital bid of additional £2m investment is proposed by officers in order to achieve this for council budget consideration in February 2020 with a view to:

- a) Prioritising the expansion and transformation of the public electric vehicle charging infrastructure in Kirklees by installing at least 80 additional fast and rapid charging points
- b) Re-launching and expanding the Council's free-parking offer for low emissions vehicles and expanding into include all council car parks, electric vehicles and other low emission vehicles, such as hybrids.
- c) Bringing forward further investment in the Council's fleet to add a further 50 electric vehicles to those already procured as soon as market conditions allow
- d) Developing a comprehensive Electric Vehicle and Charging Infrastructure Policy to put Kirklees at the forefront of the development of low emission transport in our area and working with our major stakeholders to make Kirklees 'future-proofed' for the electric vehicle revolution.
- e) Implementing the Air Quality Action Plan, tackling air quality and including measures to boost sustainable travel.

2.9 It is noted that this package of measures relating to electric and ultra-low travel is only a part of a series of measures relating to sustainable travel and the wider steps needed to deal with the climate emergency and air quality problems.

### **3. IMPLICATIONS FOR THE COUNCIL**

#### **Working with People**

3.1 Addressing climate change and air pollution are both areas that need to be addressed by working with members of the public, for example in influencing vehicle, travel and lifestyle choices. Whilst many actions will be taken at national and local authority level, people also need to be assisted in making the right decisions. The Council is considered to have a key role in influencing and changing the behaviour of residents. Furthermore, residents and communities need to know they have a say in how the council addresses this agenda in order to promote positive action.

3.2 We will support residents and visitors to Kirklees to reduce emissions in our additional actions and Air Quality action plan by

- Subject to budget setting, we propose to invest in public electric vehicle charging infrastructure and increase the scope of our green parking permit to break down barriers and reduce cost for residents and visitors to low emission travel
- We will lead by example by investing in our own fleet to reduce emissions by utilising the most efficient and least polluting vehicles, depending on use and what the market can provide.

- 3.3 It is noted that measures to support the uptake of EV and ULEV can be seen as supporting the purchase of relatively expensive vehicles and therefore, supporting more affluent members of society. The purchase price of EV and ULEV can exclude some less affluent people from taking advantage of this new technology. However, promoting the uptake of EV is a necessary step in de-carbonising our travel sector and reducing air pollution. The only way to make electric vehicle ownership possible for all parts of society is for more EV and ULEV to be in the market, as competition for new vehicles will reduce prices, more vehicles in circulation will increase size of the second hand vehicle market therefore, increasing the scope for the more affordable second hand route to vehicle purchase. It is also noted that the 'whole life' cost of EV ownership is often less than traditional combustion engine vehicles, as fuel and maintenance are lower. It should be recognised that the recommendation to prioritise, is the first step in a wider programme of work to address the climate emergency and air quality.
- 3.4 In addition to measures recommended in this report a key part of the Council's work to address the climate emergency and air quality will be to look at other low emission and active travel measures, such as cycling and walking and public transport, as detailed in the Climate Emergency Working Party Report submitted to Council in November 2019. Those measures will be brought forward in the larger programme of work not addressed by this report.
- 3.5 We propose to challenge people by communicating with people about what they can do to make a difference as we know the climate emergency and air pollution crisis cannot be tackled alone or in isolation.

### **Working with Partners**

- 3.6 A key theme of tackling the Climate Emergency is collaborating with other partners, regionally and on the national stage. Addressing climate change and air quality is not something that the Council can achieve alone for the borough of Kirklees. Instead, a strong working relationship with partners is essential in order to develop real action in Kirklees. It is proposed that this will be achieved through supporting the move to low emission travel, especially with regard to electric vehicles, we will produce an electric vehicle strategy with a focus on partnership, so we can not doing anything in isolation.

### **Place Based Working**

- 3.7 Climate change is an issue that will impact across the district. However, these impacts vary by geography and it is also noted that areas of increased deprivation are likely to have less resilience to these challenges, which will require a considered response from the council to create a local-based approach. Proposals will be carefully designed in order to provide an equitable provision for different communities in Kirklees, for example in the provision of additional EV charging infrastructure.
- 3.8 We recognise that how we build and shape our places of the future will have to take into account greenhouse gas and pollution emissions, we will support our communities by shaping places which enable people and partners to be low emission. Key considerations in phase one and two work, subject to budgets, will revolve around low emission travel, we have already started to shape our places to support low emission travel by successfully accessing £500K grant funding for rapid electric vehicle charge points. Through our new and developing electric vehicle strategy we will consider carefully how we can support our communities further by applying place based working principles to the expansion of any electric charging network.

## **Improving outcomes for children**

3.9 Health effects caused by poor air quality are more acutely experienced by children. Therefore it is imperative that we improve air quality to protect the health of children. Investing in measures which will reduce air pollution and climate change gasses will benefit children the most.

## **Climate Change and Air Quality**

3.10 The impact of Climate Change and Air quality is the main topic of this report and therefore is not considered in this Implication section

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

3.11 This report outlines the justification for the prioritisation of spending on a programme of fleet renewal to increase the number of Electric Vehicles in our own fleet and to install EVCP in the public realm – there has been a £2M capital bid to support the first phase of this programme.

3.12 It is noted that it is recommended that the Green Permit be extended to include all car parks – there will be an implication on car parking revenue. However, it is not possible to say at this stage what that will be – as it will depend on uptake of the new expanded permit – and the car park which they use. It is recommended that the extension to the permit and the permit itself is kept under annual review to identify the costs and benefits of continuing the permit. It is recommended that at the point a decision made to cease the Green Permit Scheme – the scheme is stopped for new entrants and phased out for existing entrants.

3.13 It is noted that there will be need for project support for delivery of this programme. It is anticipated that a project manager or program manager will be recruited to deliver the program. The funding of which will be taken from within the capital funding allocation.

3.14 It is noted that there will be a knock on effect on existing Council Services, such as Operational, Major Projects, Procurement, Legal, Assets/Capital Delivery and Public Protection as officer time from these services will be needed to support delivery of the program. The impact of this knock on effect will be reviewed as the programme develops and further resources be identified if required.

## **4 Consultees and their opinions**

4.11 The Climate Emergency Working Party was a collaborative process where the prioritisation of EV was discussed. The Air Quality Action Plan was consulted upon in public – one of the measures within the plan was the promotion and update of EV.

4.12 Following the funding allocation detailed proposals and consultation will take place.

## **5 Next steps and timelines**

5.11 Following the allocation of funding recommended by this report, officers will start detailed procurement discussions to identify the appropriate route to market for additional electric vehicles and infrastructure.

5.12 Programme/Project support will be recruited for delivery

5.13 At the earliest opportunity the Electric Vehicle Policy will be brought back to Cabinet for consideration

## **6 Officer recommendations and reasons**

6.11 Cabinet notes the contents of the report and recommends to full council to prioritise the consideration of allocating spending in the capital bids in relation to Electric Vehicles and infrastructure in it's budget setting.

6.12 Cabinet delegates authority to Service Director (Environment) in consultation with Portfolio Holder for Greener Kirklees to amend the terms of the 'Green Permit' as outlined in this report at paragraph 3.12

### **Reasons:**

To support the uptake of electric vehicles with in the public and within the Council's own fleet.

## **7 Cabinet portfolio holder's recommendations**

Cllr Mather Portfolio holder for Greener Kirklees recommends to Cabinet

7.11 notes the contents of the report and recommends to full council to prioritise the consideration of allocating spending in the capital bids in relation to Electric Vehicles and infrastructure in it's budget setting.

7.12 delegates authority to Service Director (Environment) in consultation with Portfolio Holder for Greener Kirklees to amend the terms of the 'Green Permit' as outlined in this report at paragraph 3.12

### **Reasons:**

To support the uptake of electric vehicles with in the public and within the Council's own fleet.

## **8 Contact officer(s)**

John Atkinson, Project Manager, Major Projects Service (Climate Emergency)

Martin Wood, Operational Manager, Public Protection (Air Quality)

## **9 Background Papers and History of Decisions**

**Link to the 'Climate Emergency' Council Motion**

<https://democracy.kirklees.gov.uk/mgAi.aspx?ID=10123>

**Link to November Cabinet ITEM 7 Decision relating to Climate Emergency and Air**

**Quality:** <https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=139&MId=6243>

## **10 Service Director responsible**

Angela Blake, Service Director Economy & Skills (Climate Emergency)  
Sue Procter, Service Director Environment (Air Quality)



**Name of meeting:** Cabinet  
**Date:** 20<sup>th</sup> January 2020  
**Title of report:** Mixed Tenure Council House Building: Direct Delivery/Bridge Homes  
**Joint Venture**

**Purpose of report:**

This report asks for consideration of the option to directly deliver future programmes of new mixed tenure council developments including council housing

<b>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?</b>	<b>Yes</b>  Spending in excess of £250k and affects all electoral wards
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?</b>	<b>Key Decision – Yes</b>  <b>Private Report/Private Appendix – Yes</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>Yes</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>Karl Battersby - 23<sup>rd</sup> December 2019</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Eamonn Croston - 3<sup>rd</sup> January 2020</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Julie Muscroft - 19<sup>th</sup> December 2019</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Give name of Portfolio Holder/s</b>  <b>Cllr Cathy Scott</b> <b>Cllr Peter McBride</b>

**Electoral wards affected: All**

**Ward councillors consulted: No**

**Public or private: Public report with Private appendices**

**Has GDPR been considered? Yes, development appraisals and appendices remain private.**

## 1.0 Summary

1.0.1 In August 2018 cabinet approved the exploration of a Local Housing Company (LHC) model in accordance to the Councils Housing Strategy; 29<sup>th</sup> August 2018:

*Agenda Item 10, Housing Delivery Plan, Appendix 4 Options Assessment:*

- a. *Corporate JV*
- b. *Wholly owned Local Housing Company (Direct Delivery)*

1.1.2 With regards the LHC; senior officers entered into strategic discussions with a number of potential Joint Venture partners; following many months of dialogue and assessment as part of a wider option appraisal: senior officers identified a potential partnership with Bridge Homes Yorkshire, a fully operational housing development company owned 50/50 through JV Co by Wakefield Metropolitan District Council (WMDC) and Wakefield and District Housing – Wakefield Council's stock transfer to WDH (CCBS/RP).

1.1.3 During this period The Ministry of Housing, Communities & Local Government (MHCLG) announced the removal of the Housing Revenue Account (HRA) debt cap, significantly improving the potential for stock retaining councils to use their respective HRAs to fund council house building programmes through borrowing against the assets held in the HRA. Furthermore, Section 9 of the Housing Act 1985, allows Councils to build homes for sale funded through the HRA.

1.1.4 The profits generated from the sale of market housing would be required by government to be ring-fenced within the HRA to pay back borrowing debt, delivery of housing regeneration or for cross subsidising the development of marginal sites and additional affordable housing. The funds generated from Right to buy receipts could also potentially be used to gear up funding for new housing schemes.

1.1.5 Summary of Legal Powers:

- Section 9 (I) Housing act 1985 enables the Council as local housing authority to provide housing accommodation by erecting houses on land acquired. This activity does not need to be carried out via a commercial trading company and does not require the Council to retain ownership of the completed units

This includes mixed tenure development and enables the council to develop market sale housing within the HRA on HRA land for the purposes of Part II of the Housing Act 1985 which will help to ensure the viability of social and affordable housing.

- Section 32 Housing act 1985 prohibits the council from selling land for the purposes of housing accommodation without Secretary of State's consent
- Section 34 Housing act 1985 enables the council to sell land for the purposes of Part II housing accommodation. However there are General housing consents under S34 that permit disposal at market value.
- Section 122 Local Government Act 1972 enables the council to appropriate land from General Fund to HRA which involves suitable adjustments to the HRA and General fund capital accounts.

1.1.6 Officers have therefore been considering 2 options:

- 1) The council's capacity to directly deliver new homes across a range of tenures through the HRA
- 2) A Joint Venture with Bridge Homes.

1.1.7 The council's objectives for new mixed tenure development are set out as follows:

- Mixed tenure/mixed income on Council sites based on a scheme viability of 70% affordable tenures (inc. shared ownership, Rent to Buy) and 30% market sale where it supports regeneration and place making

- Discharge the Council's strategic housing duty under section 8 of the Housing Act 1985 namely to plan and facilitate a supply of new housing
- Deploying the HRA to deliver high quality housing-led regeneration and choice for citizens
- Supporting the Local Plan by complimenting (and not competing with) the market to meet the delivery test targets
- Supporting the council's climate change agenda through intelligent/green homes design, the use of sustainable materials and using renewable and smart technologies
- Building relationships/reputation to supplement and support the existing local housing market
- Where possible; adopting modern methods of construction (MMC) to deliver sustainable and affordable products
- Tackling hard to develop/marginal sites
- Maximising the use of the HRA to build and retain upto 70% of affordable housing developed in this programme
- Ensure that development is affordable to the Council over the longer term

This report provides an overview of the 2 options discussed above.

## **2.0 Information required to take a decision**

- a) Local Housing Company (LHC): JV with Bridge Homes Yorkshire
- b) Direct Delivery

### **2.1.1 (a) JV with Bridge Homes Yorkshire (LHC)**

2.1.2 Bridge Homes has an established track record of delivering homes within the Wakefield administrative area over the past 3 years. Bridge Homes has developed its own brand, house types and market sales capacity to develop out sites from inception to completion. Audited accounts for 2018 show Bridge Homes had a turnover of £3.09M, net current assets of £8.43M and delivered a gross profit of £813,155. Bridge Homes was originally set up as a development subsidiary vehicle to jointly develop out Wakefield District Councils (WDC) land assets for housing. Consequently; the Bridge Homes Yorkshire Board includes elected members from WDC.

2.1.3 In addition to a proven track record of delivery and quality, Bridge Homes Yorkshire is committed to delivering affordable housing policy requirements, demonstrates appropriate profit targets when comparing with other house builders, is local to Yorkshire and shares a number of aims and cultural values and would be considered a trusted partner of Kirklees Council.

2.1.4 The following principles have been discussed with Bridge Homes confirming the aims and objectives of the proposed JV as follows:

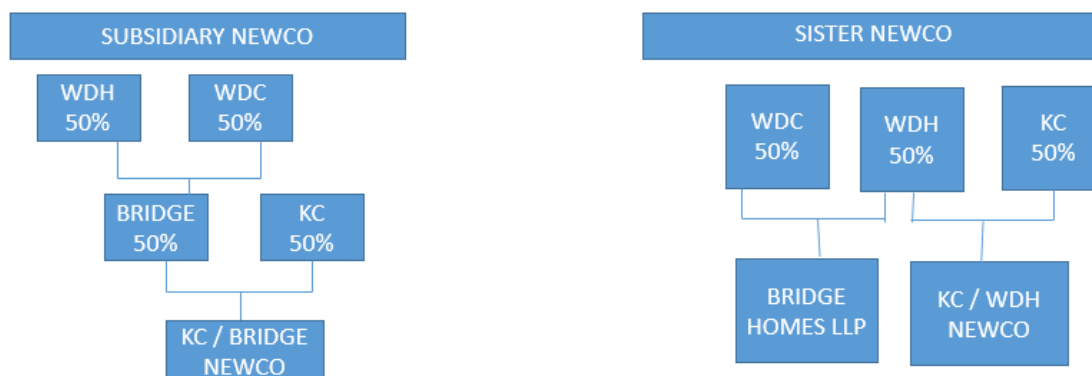
- The JV would trade for profit albeit a profit restricted to 13% of Gross Development Value rather than a commercial developers target profit of c.20% of GDV.
- Any transfers of Kirklees Council owned sites into the JV will be based on 3<sup>rd</sup> Party open market value (RICS) red book valuations.
- The JV would ensure council sites are fully policy compliant in terms of S106 obligations and the requirement for 20% affordable housing.
- The affordable housing element of the project would be split 50:50 between social rented and shared ownership (intermediate) housing.
- The Council would purchase the social rented stock and WDH will purchase the shared ownership stock from the JV.
- Because of the flexibility around keeping separate tax arrangements; a Limited Liability Partnership (LLP) is considered the best vehicle through which to operate a JV.
- The JV ownership of the LLP would be a 50:50 partnership with each party being required to equally fund the company's development activities with each being required to provide equity input of £2.5m - £3m to peak cash requirement of c £6M. This would ensure an equal share of risk and reward.
- The appointment of contractors and other consultants would be via competitive tender process.

- The JV will try as far as possible to locally source contractors and subcontractors.

### 2.1.5 Alternative JV Ownership Structures

There may be concerns relating to an out-of-area political involvement in the proposed Kirklees housing company; therefore it may also be possible to consider an alternative arrangement whereby KC would enter into a 50:50 JV with WDH and effectively create a sister company to WDH rather than a subsidiary of Bridge Homes.

The alternative ownership structure options are illustrated in the diagram below:-



2.1.6 However, whilst forming a sister company with Wakefield District Housing (WDH) may avoid some of the issues of out of area political involvement on the Board, risk and reward is shared and it reduces the Council's investment compared to HRA; it has the added complication that the expertise brought by Bridge Homes would then have to be separately procured by the new KC/WDH JV and Bridge would effectively become the Newco JV's paid consultant rather than direct development partner. Whilst WDC does not own any part of WDH; it is the council's stock transfer and Registered Provider hence a number of WDC councillors sit as independent and non-executive directors, but they are not nominated or directed by WDC to sit on the WDH Board.

2.1.7 Although a number of stock holding councils are favouring a Local Housing Company, there remain a number of constraints and possible duplications when comparing the option to directly deliver which are further compounded in light of the removal of the debt cap and our potential to increase borrowing:

- An LHC would be an independent arms-length commercial organisation wholly or partly owned by the council. New homes developed by the LHC would sit outside of the local government housing financing system (HRA) and therefore not subject to the Housing Act and most of the social/affordable housing regulations;
- The Council would have to appoint a Board and establish a separate governance structure in order to manage the LHC's commercial and operational activity, this is currently in place with the existing ALMO; KNH
- The LHC provides the council with a level of control and autonomy over development activity, as does the DD model
- Both DD the LHC can generate income and cross-subsidise new housing

2.1.8 Although negotiations reached an advanced stage with draft Heads of Terms and Memorandums of Articles, the government's announcement of the removal of the debt cap from October 2018 prompted an investigation into the proposal to use the HRA to fund new mixed tenure homes.

### 2.2.0 (b) Direct Delivery Option

2.2.1 In comparison to LHC Joint Venture; the Direct Delivery model presents less complexity but will require to strengthen the capacity and capability of its housing growth team working collectively with reliable delivery partners and supply chain to develop and deliver a pipeline of new mixed tenure housing.

2.2.2 Whilst the council is able to demonstrate competencies in development and construction of housing, this expertise is broadly based around the design, development and construction of social and affordable homes as opposed to housing for market sale.

2.2.3 The success of the direct delivery option relies on a number of key considerations:

- Resourcing. Skills and capacity of the team
- Identifying and maintain a pipeline of suitable sites for development and de-risking them in advance
- Increased Capital funding requirements and impact on HRA Business plan
- EU procurement implications
- Development/Construction risks.
- Schemes may not achieve best consideration impacting affordable units numbers due to unpredictable property market linked to Brexit
- Challenge of scheme through planning or procurement
- Higher rewards being balanced against sharing development risks and costs with a partner.

2.2.4 Direct delivery places additional pressures on the team to understand the local market and develop an offering that is both attractive to buyers and sustainable:

- **The Kirklees Housing Market:** The UK's exit from the EU is still not clear, while many MP's oppose 'no deal' Brexit it remains the default position if Government can't get its deal through Parliament; Accountancy firm KPMG has predicted that house prices would fall by around 6% following a no-deal Brexit, but that they could drop by as much as 20%. As the uncertainty around the impact of departure remains unclear, potential purchasers maybe put off due to the ongoing media speculation of a 'no deal', notwithstanding; banks continue to lend up to 90% LTV with fixed discounted term rates of up to 10 years
- **Areas of High Demand:** HD8, HD9, HD3, Colne Valley, Fixby, Thornhill, Birstall, Gomersall, Shawcross
- **House Type, size and features:** 2 bed Bungalows are in very high demand along with and 3 bedroom detached and semi-detached houses, but not in the case of 3 storey town house. Dining kitchen, bathrooms, en-suites and ground floor cloakrooms remain focal points with overall space high on the list of requirements. As volume House builders continue to maximise available land to achieve maximum density there are significant opportunities to build homes which afford a more generous layout. The focus on renewable technologies and thermal efficiency increases as buyers look to reduce running costs and carbon emission. Innovations such as Solar PV and Heat pumps should be established as standard specification. Ease of access from the house to a garden is an expectation.
- **Marketing a new site:** Although Kirklees Council do not have a track record of building homes for sale we do have a clear ambition as place making local authority which should provide a level of confidence in the quality of a new home, although we need to ensure that by association, the market does not confuse council housing with market sale housing. The timing and location of the show home is critical in demonstrating quality and winning confidence with prospective buyers. The offer of involving buyers in off plan design may increase early market engagement and improve reputation as a place making developer.
- **Sales:** Accurately forecasting sales is critical to the success of any market sale site and overall cash flow, there are many factors affecting actual sales including the number of phased releases, the number of units in each phase and the agreed sales targets, that said; we need to be clear that this programme does not look to establish the Council as a commercial developer. The type, location and number of affordable S106 units can have a significant impact on market sales as there remains a stigma attached to certain affordable housing tenures and buyers of market sale may prefer not to live adjacent to affordable units in fear of devaluing their new home, There are a number of legal claims being brought against developers by purchaser of new homes where S106 affordable housing has been located in close proximity and they claim loss of equity in their purchase.

- **Buyer Incentives**, the Government backed `Help to Buy` scheme remains the most effective mechanism of enabling buyers to purchase new homes but depends on the developer or contractor registering to offer the scheme. Rent-to-Buy is becoming increasingly popular but will affect future sales forecasts if purchaser do not exercise the purchase. Council of Mortgage Lenders (CML) regulations may apply and reduce the overall market value of homes if the value of incentives exceeds 10% of the market value. Where possible should consider part exchange and maintain right of pre-emption to buy back the purchasers existing council home.

### 2.3.0 Risk/Benefit R.A.G Rating

Item	Direct Delivery	LHC (JV with Bridge)	Comment
Lack of Resource and sales expertise	Red	Green	Recruiting to DD resource plan
Sharing Construction development risk	Red	Green	Increased reliance on Bridge Homes expertise
Sharing profit	Green	Green	Significantly higher return based on the DD model and 30 year projections for rental income
Retaining Strategic Control of Assets	Green	Yellow	
Additional Governance and delegation	Green	Yellow	
Retaining control over pace of development	Green	Yellow	
Use of retained profits to tackle hard to develop sites	Green	Yellow	
Achieving 70/30 affordable and market sale split	Green	Yellow	
Place Making, mixed tenure, mixed economy developments	Green	Yellow	
Retaining control over development programmes	Green	Yellow	Control of the pace over construction pace
Responding to Council housing need and accelerating delivery as required	Green	Yellow	
Amount of capital employed and impact in cash flow	Red	Yellow	Reduced risk in LHC – shared investment
Adhering to procurement rules	Green	Green	Long term employment of supply chain for DD may be subject to OJEU rules
Impact on General Fund	Green	Green	LHC reliant on GF lending and capital financing
Building in-house expertise around mixed tenure	Green	Yellow	
Land Sourcing	Yellow	Green	Assumes access to larger land bank through JV, although some may be outside Kirklees boundary

Developing exemplar housing offer to attract market sales			Dependent upon policy compliance, cost/viability
Limited Liability Exposure			Both models present exposure to liability although potentially limited in the JV by guarantee
Transfer of social housing assets to Housing Association			DD retains 100% of the affordable units and not 50% as per the JV model. LHC model assumes WDH retains shared ownership and KC retain social units at 20% of overall units developed
Provide long term skills and training for new construction technologies			DD presents an opportunity to develop a local Modular manufacturing facility to support long term local training and employment for Kirklees citizens

**2.4.0 Using an example council owned site the following development appraisal illustrates the commercial benefit of Direct Delivery compared to an LHC (JV):**

RM Grylls, Windy Bank Lane, Liversedge.

The former school site (H198) is freehold and allocated in the adopted local plan for residential use, the land can be sold in 2020 (date to be confirmed) and the receipt retained by the council rather than clawed back by government



### 2.4.1 Site Masterplan:

The sample site does not currently have planning but the following scheme achieves required density at 35 units per hectare and provides a mix of house types attractive for market sale.



### 2.4.2 Site Details

- Site Area: 8.9 acres / 3.6 hectares
- Density: 126 houses based on 35dph
- Unit sizes: – Adopted average unit sizes, housing types and mix based on Kirklees averages in CIL viability study  
Programme – 43 months starting in August 2020 – assumes 3 units per month / sales start 6 months after commencement of construction and continue 6 months after construction.

### 2.4.3 Development appraisal assumptions

See Appendix 1.0

2.4.4 Notwithstanding the example site, the following sites are currently allocated to the council house programme and in the early stages of stage 1 investigation, no of units are indicative and mixed tenure appraisal not yet undertaken:

Red Laithes Court	15	Council New Build
Raikes Lane	30	Council New Build
Land South of St Thomas Gardens	18	Council New Build

Further sites will be added during 2020/21 as we progress delivery

### 2.5.0 Summary Financial Appraisal (30 year RP Model)

See Appendix 1.1

### 2.5.1 Summary Key Comparison

See Appendix 1.2



## 2.6.0 Risk and Sensitivity analysis: Direct Delivery:

Risk	Impact	Mitigation	Outcome
Not obtaining relevant legal permissions and cabinet approval	The project will not proceed without the relevant statutory permissions	This report outlines the proposal with financial summary that can be used to consult with our in house legal advisors and hence be further inform cabinet	Permission to use the HRA to fund mixed tenure on KC sites
Internal capacity to deliver	The existing resource is not sufficient to deliver a programme of new council housing including mixed tenure and does not take into account the expected increase in operational activity required to deliver expected outputs for the next 10 years	The appointment of 1 development manager, 1 development officer and 1 development graduate and 1 experienced marketing and sales professional – see Resource (section 9). Supply chain; in particular the appointment of an experienced development contractor and design team will increase capacity significantly	Capacity to deliver upto 100 units per annum by 2023
Continued throughput of suitable market sales sites	Although we have a number of council owned sites allocated in the Local Plan, we are yet to agree an allocation to support a long term programme of self-delivery	Agree a pipeline of suitable sites (GF/HRA)	Sustainable pipeline of sites to deliver 100 units per annum
Lack of experience in achieving a high demand market sale product	The market expectation for new homes is specific and differs by location and target market, if we misjudge the market product it may result in stalled sales as has been experienced by a number of Regional RP developers. Reputational damage	Ensure close collaboration between designers and local agents, undertake detailed market analysis to each proposed site to ensure suitable mix and of size/type of units.	Sustainable pipeline of sales and positive cashflow
General lack of market sales experience	Stalled sales, poor cashflow, unsustainable	Lock into a long term partnership with a contractor who brings sales and marketing	Sustainable pipeline of sales and cashflow

	development and impact on surplus	expertise, directly employ the expertise from year 2 of the programme	
Increased Capital funding	Un-supported development programme, and the absence of a debt repayment facility	Develop achievable programme and sales forecast to calculate HRA capital draw down and repayment profile. Mixed tenure (SO) to blend H.E funding and Capital receipt where possible	Adequately funded capital programme
Procurement and reliable supply chain	Delays to programme delivery, poor quality product, increased costs; resulting reputational damage. EU procurement rules	Early market engagement and detailed selection process with realistic and reliable volumes/timescales	Sustainable pipeline of sites to deliver 100 defect free units per annum
Site Development and construction costs	Increased development and construction costs, resulting reduction of surplus/impact in cashflow	Detailed site investigations to de-risk the site and rigid development appraisal criteria with agreed lower IRR thresholds	Managed construction costs within agreed appraisal tolerance
Impact on housing for sale market values due to 'No Deal' Brexit	Speculation of a national slump in the housing market and increases in bank lending rates resulting in stalled sales. Potential impact on borrowing	Option to retain units for various rent tenures. Increased ratio of affordable housing units on high cost sites, increased use of cross subsidy resulting from surplus	Managed impact on sales risk
Retained S106 and impact on market sales values	Negative impact on market sales values and a poor tenure mix resulting from the proximity of S106 affordable units in relation to units for sale.	Detailed master planning and impact assessment to ensure the mix/location of affordable housing meets our aspirations for cohesive mixed tenure sites with minimal impact on residual house values	Successful communities, the right mix of tenure with mixed economy providing appropriate level of assurance to purchasers making investments in new homes
Low uptake on sales or lack of off-plan purchasing	Negative impact on market sales and related cash flow	Well researched, current and reliable housing market assessment (SHMA) to establish the right product, robust marketing strategy with our preferred delivery partner or local agents Early	Sustainable sales pipeline and fluid cash-flow

		engagement with prospective buyers, full adoption of buyer incentive schemes and tailored service (buyer to input off plan design). Develop a bespoke offering and unique housing solution.	
Supply chain failure	Disrupted programme resulting in financial loss, reputational damage and failure to deliver 1 for 1 replacements	Early market engagement to develop strategic relationships with key suppliers. A package of sites ready to deliver with full planning, agreed specification and mix of tenure. Secured funding in place, Phased programme release based on successful delivery of commissioned packages	A sustainable programme of delivery

## 2.7.0 Market and Peer Group Analysis:

### 2.7.1 Sheffield Council

Sheffield City Council has set Sheffield Housing Company in 2011, the company is a joint venture with funding from the JV partners, borrowing/finance and Homes England Grant, the majority of the 560 homes built to date are designated for market sale following the typical LHC 80/20 tenure split. The approach is not the same as that proposed HRA model proposed by Kirklees hence no further comparison is possible.

### 2.7.2 Leeds CC

Leeds City Council has established a 5 year programme to deliver 1500 new affordable homes, which will aim to develop at 300 per annum delivering stock to be managed through the Housing Revenue Account

The programme is delivered directly wherein Leeds CC procure contractors for individual sites or packages of sites, funded through borrowing against the HRA, Right to Buy Receipts, and s106 commuted sums. Leeds is also considering the establishment of Local Housing Company that would enable the delivery of mixed tenure housing.

### 2.7.3 Bristol CC

Following the example of Sheffield and other LA's; Bristol has set up and LHC (Goram Homes) following Cabinet approval in September 2018, the LHC is held under Bristol Holding Company, again the model differs from the KC proposal and focusses on 80/20 LHC split and aims to deliver housing for sale with the smaller percentage as affordable

In addition to the LHC Bristol CC continue to self-deliver affordable homes through the HRA and are considering building homes for sale under Section 9 Housing Act 1985

## 2.7.4 York CC

York CC continue to self-deliver affordable homes through the HRA and are considering Passivhaus as the default house standard for thermal performance

## 2.7.5 Harrogate CC

Harrogate CC continue to self-deliver affordable homes through the HRA and are considering building homes for sale under Section 9 Housing Act 1985

## 2.8.0 Transfer of Social Housing Assets

2.8.1 The Direct Delivery programme will significantly increase the Council's building programmes and replenish the supply of affordable council housing, however, all new tenants qualify to exercise the RTB after 3 years

2.8.2 In reality the cost floor rules will in the majority of cases put new build council homes out of the financial reach of most tenants. The example of Asquith Fields demonstrates that low income and gross build cost recovery may prevent most tenants completing their RTB applications:

- Cost floor applies to New Build Housing (3 year secure tenancy)
- Transported discount from existing tenancy
- Cost floor applies for 12 years from build; Gross build cost (market values can reduce cost)
- Average tenant earnings; £25k per annum (inflated)
- 36 units completed in 2011
- £109,800 ave build cost per unit
- 4no RTB Applications since 2012
- All applications cancelled due to cost floor rules



2.8.3 Although costs floor rules apply we have considered the transfer of Council Housing Assets to another company, however under the General Housing Consents 2013 we cannot dispose of council housing assets to another company but we could dispose of unbuilt upon land (or in most cases gift the land to a Partner) after which the Partner could build out the units subject to:

### 2.8.4 ***Selection of "Partner"***

How the Partner would be selected depends very much upon the nature of the Project.

If there is to be a Development Agreement that is caught by Roanne then there will need to be an EU Procurement. (see 2.8.9)

If there is not to be a Development Agreement caught by Roanne then there is no requirement upon the Council to tender a land disposal.

### 2.8.5 ***Nomination Rights***

When the Council disposes of land and it seeks to have nomination rights that are greater than 50% the approach that the Council has traditionally taken is to require the developing party to grant the Council nomination rights. These are secured by way of a Section 33 Agreement on the Local Land Charges Register and hence bind third parties.

There remains regulatory requirement for all Housing Associations to offer at least 50% nominations to the Local Housing Authority.

In conjunction with the transfer of land we could offer financial assistance to support build cost under the provisions under General Housing Consents 2010 and 2014; assuming the organisation (Partner) has the capability and capacity to design, develop and build out housing or manage them:

#### **2.8.6 *Financial Assistance by way of discount of Housing Land***

Under the General Housing Consents 2014 In respect of Housing Land a Council can give financial assistance by way of discounting the value of that land to any person as long as it is in the context of the land being built out for “privately let houses”.

#### **2.8.7 *Financial Discount by way of discount on general fund land***

Under the General Housing Consents 2010 a Local Authority can give financial assistance by way of discounting the value of General Fund Land up to a maximum £10million per year and then only to registered providers.

#### **2.8.8 *Other forms of financial assistance (not involving the discounted disposal of land)***

The Local Authority has the power to give other forms of financial assistance to any person.

#### **2.8.9 *The Procurement Context***

The Procurement Context for land disposals for Social Housing/Affordable Housing is largely governed by the Roanne Case.

In essence, there has to be a procurement if the terms of the land disposal provides that:-

- (i) The Council has a degree of control over the specification of what is built;
- (ii) The Council has a financial interest in what is built;
- (iii) There is a development obligation in the Agreement.

It has never been fully determined what constitutes a financial interest in the context of selling land to third parties who then build out Social/Affordable Housing. In order to replicate the Fieldhead Project again we would proceed on the understanding that it is subject to the EU Procurement Rules and in particular Roanne hence setting apart from the previously completed Fieldhead project

If we assume transferred units remain under the ownership of the Partner company e.g. Housing Association; the units would still be subject to Right to Acquire (RTA). The recent announcement (Sep 2019) to allow Housing Association tenants to buy a share of newly built homes (starting at 10%), currently a voluntary arrangement, in addition to the current administrations 2015 manifesto to extend full RTB to HA tenants would in practice increase risk of the loss of newly built homes.

#### **2.9.0 *Passivhaus and Zero Carbon Housing***

2.9.1 The United Nations have warned that urgent action is required to address climate change and prevent irreversible damage to the environment. In January 2019, Kirklees Council declared a Climate Emergency and has proposed an ambitious programme of activity to address the emergency. This will require significant societal changes to how we all live and work, with an urgent need to dramatically reduce our emissions and to adapt locally to a changing climate

2.9.2 In June 2019, the Government committed to bringing greenhouse gas emissions to zero by 2050. Consultation on the ‘Future Homes Standard’ (consultation runs from 1 October 2019 to 10 January 2020) proposes to uplift the performance of new build homes in Part L and Part F of the Building Regulations, dealing with the conservation of fuel and power, and ventilation. This is part way towards introducing the Future Homes Standard by 2025, and is a step towards achieving

zero emissions target by 2050. This will be accompanied by interim uplifts in standards before then.

- 2.9.3 Kirklees Council wishes to rise to this challenge and be a leader to achieve this change with our local partner organisations, businesses and residents with the help and support of the national government and regional partners aligned to our corporate ambitions for People, Places and Partners. This will be a challenging ambition but it is also a great opportunity to improve our quality of life and create a borough that is healthier, more sustainable and fairer for everyone. The built environment; in particular existing and new housing play a major part in delivering our ambition to achieve carbon net zero by 2038
- 2.9.4 The Passivhaus Trust stipulate that new build homes should deliver ultra-high levels of energy efficiency by 2025 equating to space heating demand of 15-20 kWh/m<sup>2</sup>/yr or a 73% reduction over current building regulations
- 2.9.5 As the number of Local Authorities and Registered Providers commit to Passivhaus on new build increases; Kirklees Council are responding to calls from the CEWP to thoroughly investigate and report the benefits of Passivhaus and determine if this is the preferred route to achieving zero carbon housing

- 2.9.6 Although there is a heightened awareness around Passivhaus; between 2015 and 17, following a motion at full Council, officers assessed the potential costs of constructing a Passivhaus development at the former Stile Common school site, Newsome. A feasibility scheme was produced in November 2015 by an accredited Passivhaus architect- Phi Architects- for 22 two and three bed houses. The costs were identified to be significant (circa 27% higher than standard new build) and it was concluded that the project was unviable. Learning from this also emphasised the need to carefully select potential sites for Passivhaus development taking into account for example location, orientation and solar gain.



- 2.9.7 We continue to explore new developments and opportunities (including factory visits to see these first-hand) such as the product developed by Citu a sustainable development company. This however did not quite meet the requirements for the Passivhaus aspiration as although the product provides very low carbon homes this was not certifiable as Passivhaus due to the process associated with certification.
- 2.9.8 Achieving zero carbon homes will require a step change in local design, development expertise and experience. Trialling this design approach across various cities indicates growing experience, although a wide variety of costs and programme management approaches make this difficult to compare. Local cost evaluation suggests that a market Passivhaus solution may not yet be sustained, given high development costs and in some areas of Kirklees, lower sales values.
- 2.9.9 We recognised the most effective way of assessing zero carbon housing at scale, and reducing carbon emissions in Kirklees is to undertake further research and most importantly trial it; we

therefore propose to undertake a pilot social housing development on Council owned land. The pilot will be directly delivered following the formal appointment of a suitably qualified specialist architect to support the project through key stages:

1. Client brief
2. Site selection
3. Design
4. Planning
5. Procurement/appointment of experienced delivery partner
6. Construction
7. Occupation (lifestyle adjustments, whole life costing and maintenance)
8. Performance monitoring and reporting

2.9.10 The Housing Growth team aim to present a report to February `20 cabinet detailing the aforementioned pilot project and in doing so; detail stages 1-3 supplemented with a financial viability and impact assessment. The report will seek to obtain permission to proceed to deliver the project to inform the longer-term zero carbon strategy and dovetail into the overall direct delivery model.

### **3.0 Implications for the Council**

#### **3.1.1 Working with People**

The housing growth plan will assess and meet council housing need in Kirklees, the location, design and designation of new housing will be developed around intelligent meaningful dialogue with citizen of Kirklees. Affordable housing will provide diverse, high quality housing solutions shaped through understand of need. Good quality, well designed housing promotes health and well-being of our citizens, mixed tenure housing promotes balanced communities throughout Kirklees. Section 149 Equality Act and equality; Integrated Impact Assessments will identify how specific communities of interest may be affected by decisions considering any potential discriminatory impact on people with protected characteristics.

#### **3.1.2 Working with Partners**

Direct Delivery relies on a partnership and multi-agency approach, relationships internally and with external partners are key to success; the Council cannot deliver programmes on its own; partners will play a vital part in shaping delivering and successful outcomes

#### **3.1.3 Place Based Working**

A placed based approach is required to understand the impact of new housing on existing communities, existing infrastructures are under extreme pressure, Environmental impacts although assessed through site investigation, are not really discussed with citizens; proposed design of housing should be presented through citizen engagement process to ensure we are not creating dis-functional communities of the future

#### **3.1.4 Climate Change and Air Quality**

Any construction activity will invariably increase carbon emission, the build environment contributes 40% to the UK`s overall carbon footprint Housing, The proposal to build new homes will increase carbon emissions in Kirklees significantly; a typical 3 bedroom home built in masonry will take between 50 - 80 tonnes of carbon to construct. Steel, brick and concrete require create large amounts of carbon in their manufacturing process unlike timber.

Assuming any new housing will be built to the equivalent minimum code 4, the typical gas heating need from a 3 bedroom home will emit 2.7 tonnes of carbon annually, electrical appliances/lighting will emit a further 2.8 tonnes of carbon annually

The majority of occupants of new homes will use their vehicles to commute to work and travel for social or domestic purposes; based on a typical 2 car family travelling an average of 39 miles per day (35 miles during the week and an average of 10 miles per day over the weekend) each vehicle will emit an average of 3.3 tons of carbon annually

Assuming a 10 year continuation of the programme of traditionally built new homes detailed in appendix 1; construction activity and occupation is forecasted to generate the following increases in carbon emissions:

Year	Construction (Average tonnes)	Cumulative Occupation/travel (tonnes)	Total (tonnes)
2020/21 – 50 units	3000	220	3220
2021/22 – 75 units	4500	880	5380
2022/23 – 100 units	6000	1760	7760
2023/24 – 100 units	6000	2640	8640
2024/25 – 100 units	6000	3520	9520
2025/26 – 100 units	6000	4400	10400
2026/27 – 100 units	6000	5280	11280
2027/28 – 100 units	6000	6160	12160
2028/29 – 75 units	4500	6720	11220
2029/30 – 75 units	4500	7380	11880
2030/31 - 50 units balance of carry-over from earlier years	3000	7820	10820
2031/32 – balance of 2030/31 programme of occupation		8040	8040
		<b>Total</b>	<b>110,320 tonnes</b>

At this stage we cannot determine the percentage of programme that will be built traditionally compared to Modular and off-site, although we are clear that all new homes will achieve a minimum of code 4 equivalent and where possible aim to achieve a zero carbon output.

We continue to develop our approach to new housing considering all available options to reduce carbon outputs of both construction activity and occupation. The passivhaus pilot is in early stages of development (see 2.9.0) this will inform the longer term viability of overall adoption and implementation, notwithstanding; we maintain a principled approach that considers which measures we will incorporate in our new homes standard in accordance to the local plan and NPPF.

- Locations that reduce travel based on local amenities
- Site selection to ensure maximum benefit from solar gain
- Alternative methods of construction: Pod, timber frame, SIPS
- Use of sustainable materials, sourced locally
- Use of renewable technologies for heating/power and to tackle fuel poverty
- Recycling natural resource to reduce environmental impacts
- Air tightness to ensure the greatest thermal performance and the lowest possible running costs
- Maximised planted areas to offset carbon, improve appearance and create natural habitat

### 3.1.5 Improving outcomes for children

The Councils approved housing strategy focusses on early intervention and prevention of homelessness; leading to improved outcomes for all households who are at risk of or experiencing homelessness, including households with children, and young people. The council housing programme provides a responsible approach to tackling the ongoing a loss of Council housing



through RTB and hence established 1 for 1 replacement to meet increasing affordable housing demand.

#### 4.0 Other (eg Legal/Financial or Human Resources)

Council can participate in an LLP JV relying on the General Power of Competence under section 1 Localism Act 2011

Procurement will be in accordance with the Council's Contract Procedure Rules and the EU Public Procurement regime.

Although MHCLG removed the HRA borrowing Cap in October 2018, the Kirklees HRA account currently holds £77m of borrowing headroom. The removal of the Cap therefore provides further flexibility to borrow within affordable and prudential parameters to fund the potentially much expanded direct delivery programme.

The Council at this stage has not taken tax advice on either option in terms of Stamp Duty Land Tax and VAT, this will be fully explored following the agreement of the preferred delivery option

Indicative revenue and capital HRA resource implications regarding proposals set out in this report will be factored into the forthcoming annual budget report 2020-23 for member consideration at Cabinet on 28 January and budget Council on 12 February 2020.

**HRA Capital Strategic Housing Growth Funding profile: See appendix 1.3**

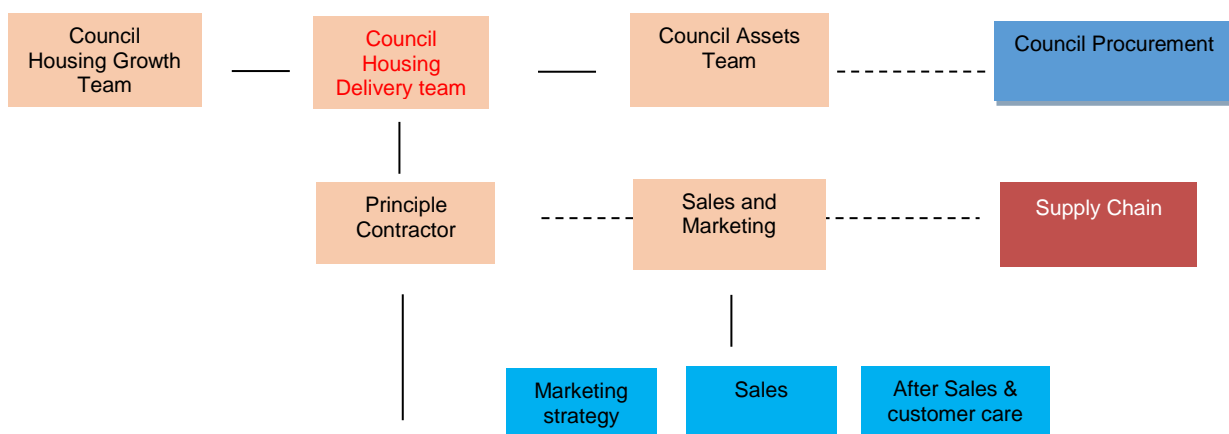
#### 5.0 Resource requirements and costs:

The HRA does not currently have a dedicated housing for sale development function rather an extension of the asset management function which can deliver a modest programme of up to 2 sites for rent based on 7-8 units per site.

Taking into account the proposed outputs for the next 10 years we require the following dedicated resource to deliver forecasted units for both rent and sale

- **1no Housing Development Project Manager:** **Grade 16**
- **1no Housing Development officer:** **Grade 12-14**
- **1no Graduate officer (Gen Programme)** **Grade 7**
- **\*1no Marketing and Sales officer** **Grade 10**

The aforementioned resource will form part of the existing KC Housing Growth function and all resource costs will be fully capitalised against the HRA



KC Technical Officer Group (TOG)

\*From year 3 of the proposed 10 year initial programme; we expect to appoint full time directly employed sales and marketing resource

## 6.0 Consultees and their opinions

The Cabinet report appends to a business case in support of Direct Delivery issued to Housing Growth Board Delegates on 18<sup>th</sup> September 2019. The responses and views of the Board have been considered and taken into account prior to finalising this report. We continue to consult with all stakeholders as we develop the programme ensuring feedback is used to shape delivery

## 7.0 Next steps and timelines

To continue to develop the pipeline of available sites in tandem with resourcing the team and commencing discussions with preferred framework providers in preparation for contract call-off; we aim to be in position to commence the first mix tenure site in Q2 2020 with an overall target of 50 units completed in the year.

## 8.0 Officer recommendations and reasons

The report seeks delegated authority to a Strategic and Service Director (Economy and Infrastructure) via the Housing Growth Board to approve all future viable schemes worked up under the proposals for mixed tenure council developments, therein:

- (a) The use of a particular parcel of land for the direct delivery of new council housing
- (b) The appropriation of the land (if necessary);
- (c) The determination of the split between affordable and market sale housing;
- (d) The approval of the quantum of prudential borrowing required for the development in consultation with the Council's Service Director Finance & section 151 officer
- (e) The approval of particular house design e.g. passivhaus, zero carbon
- (f) The approval of particular construction type e.g. MMC or traditional

Although the proposals around a Local Housing Company through JV provide opportunity to utilise established development/sales expertise and the ability to share development risk, they are outweighed when compared to the benefits of direct delivery;

- Retained and absolute strategic control of existing Council assets
- Wholly influencing local place making and exemplar housing design
- Growing our development/mixed tenure expertise
- Building strong reputation and trust in the local housing market
- Delivering an acceleration of new housing delivery to meet local demand
- Establishing pace to suit Council priorities

### Stage 1: 2019/20

Members note recruitment and procurement while finalising a schedule of priority sites suitable to deliver the 70/30 mixed tenure programme, Commence delivery in collaboration with preferred contractor to build out the site to lever sales and marketing expertise

### Stage 2: 2021-23

Following learning from stage 1 pilot and determine:

- Whether we adopt a longer term strategic partnership with contractor
- Or a site by site procurement and delivery
- Establish annual output targets dependant on a sustainable pipeline of suitable sites

Progress against direct delivery will also be reported back to Cabinet periodically, as part of the broader housing growth update reports received by Cabinet through the year.

### **Transfer of Social Housing Assets**

With regards the possible transfer of assets, further understanding of the options available and detailed consideration of benefit and risk should take place following the agreement of the preferred delivery model.

## **9.0 Cabinet Portfolio Holder's recommendations**

The proposal supports the Councils strategic ambition to deliver a long term supply of new housing which includes a range of affordable tenures. Through good quality and design; we aim to meet overall housing need and tackle fuel poverty while place making.

Direct delivery further supports the regeneration of existing estates providing a rich and diverse mix of council housing and creating places where many generations of Kirklees citizens can call home.

## **10.0 Contact officer**

Asad Bhatti - Head of Asset Management  
Tel: 01484 221000 and ask for Asad Bhatti  
Email - [asad.bhatti@knh.org.uk](mailto:asad.bhatti@knh.org.uk)

## **11.0 Background Papers and History of Decisions**

Item 10: Housing Delivery Plan: August 2018  
<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=139&MId=5703&Ver=4>

## **12.0 Service Director responsible**

Naz Parkar - Director - Growth and Housing  
Tel: 01484 221000  
Email - [naz.parkar@kirklees.gov.uk](mailto:naz.parkar@kirklees.gov.uk)

### **Supplementary information:**

- Appendix 2: RM Grylls, Windy Bank Development Appraisal
- Appendix 3: RM Grylls, Windy Bank Cash flow

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