Public Document Pack

Notice of Meeting

Dear Member

Economy and Neighbourhoods Scrutiny Panel

The **Economy and Neighbourhoods Scrutiny Panel** will meet in the **Virtual Meeting - online** at **2.00 pm** on **Tuesday 6 October 2020.**

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

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

Julie Muscroft
Service Director – Legal, Governance and Commissioning

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

The Economy and Neighbourhoods Scrutiny Panel members are:-

Member
Councillor Harpreet Uppal (Chair)
Councillor Martyn Bolt
Councillor Richard Murgatroyd
Councillor John Taylor
Councillor Richard Eastwood
Councillor Yusra Hussain
Chris Friend (Co-Optee)
Eilidh Ogden (Co-Optee)
Andrew Bird (Co-Optee)

Agenda
Reports or Explanatory Notes Attached

Public should provide at least 24 hours' notice of presenting a deputation.

6:   **Public Question Time**

The Panel will hear any questions from the general public. Due to Covid-19 restrictions, questions must be submitted in advance to executive.governance@kirklees.gov.uk no later than 2pm on 5 October.

7:   **Community Response to Covid-19**   7 - 84

To discuss with the Panel the work that has taken place working alongside the voluntary and community sector (VCS) in response to the pandemic;

To consider some of the outcomes, learning and challenges arising from the last six months, particularly with regards to the VCS going forward and assisting in system changes.

Contacts: Jill Greenfield - Service Director Customers and Communities
         Carl Whistlecraft - Head of Democracy and Place Based Working

8:   **Draft Supplementary Planning Documents and Biodiversity Net Gain Technical Advice Note**   85 - 126

The Panel will consider draft supplementary planning documents relating to Housebuilding Design; House Extensions and Alterations; along with a draft Biodiversity Net Gain Technical Advice Note

Contacts: John Buddle (Planning Policy and Strategy Team Leader, Planning Policy Group)
         Amy Reddick (Biodiversity Officer, Conservation & Design Team)

9:   **Work Programme 2020/21**   127 - 130

To consider the Panel's Work Programme for 2020/21

Contact: Leigh Webb, Principal Governance and Democratic Engagement Officer

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Contact Officer: Leigh Webb

KIRKLEES COUNCIL

ECONOMY AND NEIGHBOURHOODS SCRUTINY PANEL

Thursday 27 August 2020

Present:	Councillor Harpreet Uppal (Chair)
	Councillor Martyn Bolt
	Councillor Richard Eastwood
	Councillor Yusra Hussain
Co-optees:	Chris Friend(Co-optee)
	Eilidh Ogden (Co-optee)
In attendance:	Councillor Peter McBride – Deputy Leader and Cabinet Member for Regeneration
	Councillor Rob Walker – Cabinet Member Culture and Environment
	Helen Geldart - Head of Housing Services
	Sarah Clayton - Head of Housing Management
Apologies:	Councillor Richard Murgatroyd
	Councillor John Taylor
	Andrew Bird (Co-optee)

1   Membership of the Committee
Apologies were received from Councillor Richard Murgatroyd, Councillor John Taylor and Mr Andrew Bird (Co-optee).

2   Minutes of the Previous Meeting
That the minutes of the meeting held on 9 July 2020 be agreed as a correct record.

3   Interests
There were no declarations of interest.

4   Admission of the Public
All items were considered in public session.

5   Deputations/Petitions
No deputations or petitions were received.

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6.   **Public Question Time**
      No questions were asked under this item.

7.   **Housing Rent and Support to Council Tenants and Support to Homeless Households and Rough Sleepers During the Covid 19 Pandemic**
      A report was submitted providing Panel members with information on the provision of services and support to Council tenants in relation to the payment of housing rent and to homeless households and rough sleepers during the Covid 19 pandemic.

      The financial and employment situation of many council tenants has been adversely affected by Covid-19; employers have moved staff onto the furlough scheme creating a reduction in income, many others are working reduced hours, and some have lost their jobs. It was reported that Kirklees Neighbourhood Housing's (KNH), Income Management Team had responded to this by taking a range of pro-active steps to support tenants faced with financial hardship. This support is balanced with the need to collect rent payments and protect the tenant from falling into further debt.

      With regard to arrears it was explained that all council tenants with an arrears balance are identified by an arrears escalation process and subsequently contacted by an income officer. Supportive discussions are held, and realistic re-payment plans agreed with customers offered budgeting advice and assisted with benefit claims.

      Sarah Clayton gave a presentation to the Panel setting out details of the specific support measures for tenants to pay rent during the Covid 19 pandemic.

      Following the presentation, questions and comments were invited and the following issues were raised:

      - In response to the number of arears cases that are on Universal Credit, it was reported that 54% were currently in receipt of Universal Credit.

      - With regard to support to tenants, it was explained that work had been undertaken with the Courts to develop a protocol which ensured maximum support with tenants in difficulty as a result of Covid.
      - In response to a question concerning potential increased arrears as a result of the end of the furlough scheme, it was acknowledged that tenants would be impacted and support measures were in place
      - Members highlighted the importance of ensuring effective communication to ensure tenants are fully aware of the support available and are encouraged to engage at an early stage to access services
      - In response to questions around support for private sector tenants and owner occupiers, it was explained that this was available through partner organisations such as the Citizens Advice Bureau and Fusion Housing
      - The Chair raised the issue of the 2.7% rent increase which came into effect on 1st April and enquired if any consideration had been given to postponing the increase as a result of Covid.

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Helen Geldart gave a presentation setting out details in respect of homeless households and rough sleepers. It was reported that in response to the national Covid 19 lockdown and government guidance that only essential house moves should take place, the letting of the Council's housing via Choose n Move was suspended on the 25th March. On the 13th May further government guidance confirmed that "non-essential" house moves could resume stressing that social landlords. Despite lower overall volumes of people presenting as homeless in the last 3-4 months, the levels of households requiring temporary accommodation has been higher during COVID-19 restrictions. Also, the length of stay has increased as people have not been able to move-on from temporary accommodation because of the restrictions placed on non-essential house moves across the housing market. From 123 households at the end of January 2020 there has been around a 65% increase in households in temporary accommodation.

With regard to roughsleepers, it was explained that Government's response to Covid 19 and rough sleeping was to bring in those on the streets to protect their health and stop wider transmission. Local Authorities were asked to support verified rough sleepers into appropriate accommodation by the end of the week commencing 23rd March 2020 and to continue to support people to stay in that accommodation until such time as restrictions ease and step down arrangements can be put in place.

It was reported that as at 31st March, the Rough Sleeping team within the Housing Solutions Service (together with colleagues and partner agencies) had successfully engaged with and accommodated all verified rough sleepers (14 individuals, 9 of which were known to services and entrenched rough sleepers) except for one person who chose to decline the support and accommodation offer. Outreach work to verify rough sleepers has continued in accordance with MHCLG guidance encourage and support them to accept and maintain temporary accommodation. In total it was reported that 40 verified rough sleepers have been accommodated since the start of lockdown. Of these 15 remain in temporary accommodation, 17 have been successfully moved on to more secure accommodation and 8 are being supported by staff to stay with friends or relatives until they are ready to move on.

During discussion of this item the following questions and issues were raised:

- Councillor Bolt placed on record his appreciation for the successful work of the Homelessness Team.
- In response to a question concerning the number of rough sleepers were from a Military background, Helen Geldart confirmed that none were.
- With regard to the individual refusing support, which was referred to in the report, Helen assured Members that ongoing efforts were continuing through the outreach teams.
- The Panel noted the issue of sustainability of funding both locally and nationally. It was reported that a business case was being drawn up to use Council resources when national funding is withdrawn.

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RESOLVED –

1. The Panel noted the ongoing support offered to Council tenants to help with rent payments during the Covid 19 pandemic.

2. That effective, comprehensive communications methods be used to make sure Council tenants are aware of the support measures offered by the Council, with private tenants and owner occupiers facing difficulties being directed to partner organisations.

3. The Panel noted the strong working model in respect of homelessness and rough sleepers and acknowledged the positive effect of a holistic approach

8   Work Programme 2020/21

That the Panel's Work Programme for 2020/21 and forthcoming items/activities was submitted.

RESOLVED –

1   That the Panel notes that the issue of Tackling Inequality is being considered by the Corporate Scrutiny Panel
2   That an update in respect of Active Travel be scheduled into a future agenda.
3   That arrangements be made to re-arrange the cycle/walking study visit originally planned for March 2020.

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KIRKLEES COUNCIL

COUNCIL/CABINET/COMMITTEE MEETINGS ETC
DECLARATION OF INTERESTS

Economy & Neighbourhoods Scrutiny Panel

Name of Councillor

Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed: ....   **Dated:** ....

NOTES

Disclosable Pecuniary Interests

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

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

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

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -
- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

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

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

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

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
(a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
(b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Kirklees
COUNCIL

Name of meeting: Economy and Neighbourhoods Scrutiny Panel
Date: Tuesday 6 October 2020
Title of report: Community Response to Covid-19

Purpose of report:

To discuss with the Panel the work that has taken place working alongside the voluntary and community sector (VCS) in response to the pandemic;

To consider some of the outcomes, learning and challenges arising from the last six months, particularly with regards to the VCS going forward and assisting in system changes.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not Applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by Strategic Director & name	Rachel Spencer Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health – 24 September 2020
Is it also signed off by the Service Director for Finance?	Not Applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Not Applicable
Cabinet member portfolio	Councillor Cathy Scott and Councillor Rob Walker

Electoral wards affected: All

Ward councillors consulted: Not applicable.

Public or private: Public

Has GDPR been considered? Not applicable for this report

1. Summary

The Council recognises the crucial role that the VCS plays in the local economy, creating jobs, delivering services, connecting people in neighbourhoods, improving community cohesion and reducing social isolation and loneliness as well as general health and well-being. The recent experiences in the context of the pandemic have brought that into even sharper focus. The rise in volunteering along with the invaluable roles played by mutual aid groups and anchor organisations are evidence of the energy, capacity and goodwill that exists.

It has also revealed that there are opportunities to reflect on the last six months, to learn from our shared experiences and understand some of the emerging challenges and opportunities to do things differently.

The purpose of this paper, and the discussion with the Panel, is to consider the following areas in more detail:

- The community response to Covid-19;
- Capacity of voluntary organisations within the community;
- How such capacity and sustainability or viability has been impacted by Covid-19;
- The ways in which the experiences of the last six months have begun to influence what happens next.

Colleagues from Third Sector Leaders and the anchor organisations have been invited to attend the Panel meeting to input directly into the discussion and provide their unique perspectives.

2. Information

Community Response:
In response to the Covid-19 pandemic a co-ordinated community emergency response (CER) for the Kirklees District was established on 19 March 2020. This rapid response saw the mobilisation of partners and services from across the council, councillors, the wider system, voluntary and community groups and individual volunteers.

The CER system was primarily about ensuring that citizens of Kirklees were kept safe and well and protected from Covid-19. National government guidelines were being issued daily and as the country went into lockdown the CER focused on protecting the most vulnerable with basic essentials to keep people safe and protect life, such as food, medicines, and other essential items.

With partners the council established an emergency telephone line and online system, enabling citizens to request essential help, and encouraging both citizens and organisations to offer support to others. Also with partners, the council created a Community Response blog to provide help and advice for groups, organisations and volunteers who were part of the response, which could easily be shared via local networks.

Across the district 130 local mutual aid groups mobilised, adding a huge capacity of neighbourhood level support. Working closely with Third Sector Leaders Kirklees, the council quickly developed a package of wrap-around support for this vital network. Support included regular video check-in calls, bespoke online sessions for sharing learning, a facebook group for mutual aid admins and an email network.

There have been nine voluntary sector 'Anchor' organisations who have coordinated local efforts and linked directly to the council and health and care systems. The Anchors had only just

been set up to respond to the new ways of working as PCN's and from these they were adapted to respond to the crisis.

As the Covid-19 pandemic deepened and the initial few weeks of the intense rapid response began to gain rhythm, a broader support offer was developed which has begun to look at social isolation, mental health support, focused support for vulnerable adults, children and families and a developed offer for BAME communities.

A placed based model operated across the whole of the district and the CER was closely aligned to ward councillors' work and engagement, operating seven days a week.

Staff were re-deployed to the emergency effort to support food banks, telephony and triage, and new pathways were developed for prescriptions, food, welfare, grants, funding and direct front line support.

In addition, IT, performance and intelligence, public health, policy and partnerships, communications and transformation have all led critical work streams to establish an effective CER.

NOTE: We have built resilience into the community response both through the council, its partners and the VCS to enable us to 'bounce back' should the need arise due to either shielding coming back on line or as a result of other national government guidelines.

Kirklees Council Data (March – August):
To date a total number of 3,725 requests for help have been received into the council between 25 March and 23 September 2020. Of these, 30% were from people aged 70 years or over.

The highest number of requests came from people in the Newsome ward (277), followed by Cleckheaton (266). The ward with the highest rate of requests was Cleckheaton (15.4 requests per 1,000). The most common type of support requested by people aged 70+ years was shopping (<u>can</u> afford to pay for essential items) and for people aged 18-49 years it was shopping (<u>cannot</u> afford to pay for essential items).

An important caveat of the data is that 29% of people requesting help did not disclose their ethnic background when asked. However, we do know that, for 18-49 year olds, 1 in 3 people from Black, Asian, Mixed or Other ethnic groups (BAME) requested support with paying household bills, much more than the 1 in 6 White British people; and 1 in 6 BAME people requested support to find advice or information, much more than the 1 in 20 White British people.

We also know that of the 3,725 people who requested help, 11% of them had a child aged under 18 years in the household; 86% of them were self-isolating; 46% did not have anyone they could ask for help; and 19% of them did not have enough food for 3 days.

Support for people requiring collection and delivery of prescriptions into the council prescription pathway has been 816 individuals.

Our data shows that the volume of requests has gradually decreased over time. In April the average number of requests per day was 54.5; in May this was 23.6, in June 11.6, in July 4.8, in August 3.7, and in September to date this fell to 2.9.

Requests have been received more frequently on weekdays and more commonly between 9am and 3pm.

1,430 local people responded to the council call for volunteering. These volunteers supported right across the district and some were signposted to the neighbourhood mutual aid groups and the community anchors.

Financial Support:
In order to meet the challenges at a ward level, a decision was taken to increase ward member budgets from £20k to £50k per ward. Flexed and adapted guidelines were put in place for existing grant programmes to meet the Covid-19 response and uplifted funding for foodbanks to cover their surplus spend.

Food and Welfare:
Food and welfare provision has been a critical aspect of the community response with existing and new food banks supporting thousands of individuals. The three main foodbanks have seen an increased take up of a third from the same period last year. Approximately sixty food banks are now operating across Kirklees.

A new Food Network has been established in partnership with the three main foodbanks and it is providing advice, support and guidance and helping to coordinate food supply across the district.

Inequalities:
The pandemic has shone a light on inequalities, across the country and here in Kirklees. When early data began to emerge nationally about the disproportionate impact Covid-19 was having on black and minority ethnic, (BAME) communities, the community response acted quickly.

The council sought to contact all community organisations who have a reach into those communities and developed an engagement plan to ensure that this population group were getting the support they needed. Community groups have stepped forward and have provided intense support and this has been particularly impactful for those residents who were socially isolated and those with underlying health conditions.

Recovery plans continue with this work and deeper development on tackling health inequalities is currently being developed within our Community Response teams led by Local Integrated Partnerships.

Social Isolation and Loneliness:
Overall, 46% of people requesting support from the community response helpline said that they had no family or friends to help them. Amongst White British groups:

62% of 18-49 year olds, 56% of 50-69 year olds, 42% of people aged 70+ years

This is similar to the pattern amongst BAME groups: 57%, 43% and 37% respectively).

This work has been an ongoing priority for Kirklees prior to C-19 and the pandemic has meant that more people have experienced social isolation and loneliness.

In Kirklees we have had 18,403 people who have been shielded. Of those shielded, we know 283 (27%) of the people requesting help through the community response wanted to have someone to talk to. We also know that 27% of people who are on the shielded patient list compared to 14% of people not on the shielded list asked for help with someone to talk to via the community response.

Through the helpline we identified a number of people who were digitally excluded and work was carried out to rectify this enabling access to the digital world.

Commissioning work within the voluntary and community sector through the loneliness partnership has been extended to support a befriending scheme via telephone, this is in addition to the telephone befriending service offered within the libraries service and those offered by local and national charities.

Public Protection Community Engagement:
As lockdown eased nationally, information from PHE on infection rates for Kirklees began to show an increase. The country entered a new phase of the pandemic where a more targeted approach was needed to identify and tackle the infection. From early July, in response to the increased infection rates for Kirklees an urgent Public Protection Community Response was established in targeted priority areas.

Engagement plans were established and again staff were mobilised from a range of services, partners and the VCS. The main aim of this work was to rapidly get key public health messages out into those communities and engage 'on the ground'.

An intelligence gathering tool was quickly established and used by staff on the ground to establish key facts that would then inform the approach and give us insight into why infection rates were higher in some areas. To date over 5,000 people have completed the intelligence gathering assessment and almost 8,000 have been engaged through the process.

Communications have been translated into many languages to help with the engagement with key population groups. An engagement pack is currently being delivered to over 10,000 people across our district, which includes a face covering, key public health messages and hand sanitiser.

The PPCE work has supported our public health and emergency planning teams to help find suitable locations for testing sites and has led on the engagement work including the development of risk assessments and FAQs for local people.

Volunteering:
Both locally and nationally there has been a rise in volunteering in response to the pandemic. A detailed evaluation of the volunteers that have offered their help to the council has been produced (a full copy can be provided to the Panel). Some of the headlines include:

- 1,430 individuals offered their help to the council since the lockdown began, 252 requests for volunteer help came via the Community Response Hubs, and all were matched with a local person.
- The wards where people offered help most were Greenhead, Dalton, Mirfield, Almondbury, Newsome and Lindley.
- Covid-19 volunteers have complemented a broad range of other volunteers, including informal self-help groups, the work of the Community Anchors and Mutual-aid groups – there has been space for everyone.
- Collecting prescriptions has seen the highest volume of volunteer effort, with Cleckheaton, Liversedge & Gomersal and Dalton being the wards with the highest numbers.
- Volunteers have been linked to other opportunities such as the Age UK and Yorkshire Children's Centre "Befriending service"; Kirklees Youth Alliance Healthy Holidays summer activity programme; Huddersfield Bid town centre futures survey, and delivering decommissioned library books to care homes.
- Our volunteer survey shows that people are most interested in continuing to deliver items to those who are isolated and isolating at home and providing befriending support – this shows how volunteering is changing.
- The number of people actively on standby has now reduced, but people are keen to help again if needed.

Similarly a West Yorkshire level evaluation of the NHS volunteers has also been produced. The full evaluation report can be found at **Appendix 1** to this report.

The Voluntary and Community Sector:
Whilst the pandemic has catalysed capacity and cross sector working in many beneficial ways, it has also presented challenges for the VCS in a number of areas. The West Yorkshire and Harrogate Health and Care Partnership published a report in July 2020 'Third Sector Resilience: Before and during Covid-19' (full copy attached at **Appendix 2**). The report highlights the impact of Covid-19 on the sector. The report suggests that:

- 60% of the third sector organisations (TSO) who responded to the survey may not remain viable past the end of 2020;
- The smaller TSO may be more at risk, with viability being for 3 months or less;
- 48% of TSO that responded rely on trade to make up more that 50% of their income also have viability of 3 months or less.

Although active volunteering has been reduced by two thirds, those still in a position to volunteer have been directed to offer their services in Community Care. This is reflected in Kirklees with volunteers supporting Anchor Organisations and community response hubs. This survey is currently being repeated to assess the situation six months on and the report will be available in early November,

The report makes the following five recommendations for the Partnership to take forward at place level i.e. Kirklees and at theme level i.e.popultaion health managem,ent/mental health etc.

- NHS, councils and other funders and commissioners commit to putting in place a strategy for longer term, joined up investment in the VCS.
- All partners formally recognise the social and economic value of volunteering and actively plan to better connect the volunteering infrastructure across NHS, VCS and councils. This includes: working together to consider developing and adopting a volunteer passport; investing in volunteer training and development across sectors; and working together to develop a WY&H wide integrated volunteering strategy;
- Commissioners and funders work together to simplify contracting and commissioning arrangements including monitoring requirements and to develop a shared application format;
- The Partnership works with the VCS to put in place a workforce offer which enables the further development of: workforce capacity including health and well-being; finance and business adaptation; governance and planning;
- All partners ensure the VCS and community voice is listened to and reflected in service design and delivery from the outset. All of these recommendations were supported by the System Leadership Executive Group and later by the WY&H partnership board

By way of further context the Charities Finance Group estimates that charities will suffer a 24% loss in income, or £12.4 billion, this year, with the highest losses felt by the small charities which rely on fundraising events. As fundraising moves increasingly on-line the digital divide and the lack of resources in many parts of the sector is becoming increasingly evident.

There is a shared recognition that, on a number of levels, more work now needs to take place to build on the progress that has been made in partnership over the last six months whilst at the same time beginning to explore the ways in which some of the emerging issues can be addressed across the partnership. Some examples include:

- Collaborative work (in progress now) with VCS and health partners to revisit the current VCS Strategy, with a view to wholly changing our approach. What has already emerged

from this collaboration is a statement of **our shared values** (initial draft attached at **Appendix 3**) which forms the basis of how we will work with and alongside each other in our local places in the future. This reflects the cultural change that we wish to see, and which we will actively help others to be a part of. We are currently working with our partners to develop the practical advice and storytelling that will help to further improve understanding and turn these shared values into action. An important aspect of this work is using clear and accessible everyday language, enabling us to grow support and involvement organically by making it much easier for everyone to engage with. Our "working alongside" approach will influence and inform many strands of work, including the the two year extension to current infrastructure contract between the council and Third Sector Leaders.

- Commissioning work to revisit and refresh our approach to **funding the VCS** with a greater focus on commissioning for outcomes rather that contracting for outputs. This involves the development of a more joined up and co-ordinated approach to funding which at the very least has everything in view and over time is more streamlined and consolidated in terms of transparency, ease of navigation and (where relevant) application. We need to begin work that aligns approaches to funding with our emerging shared values which will involve a more holistic approach over a longer time frame based on trust and acceptance of risk, striking a legitimate balance between due diligence and proportionality.

- Beginning to explore the **future role of anchor organisations** having regard to the experiences and learning gained from the last six months. A workshop involving the anchor organisations, the council and Third Sector Leaders, alongside LOCALA is scheduled to take place on 8 October to progress this piece of work.

- Building on some of the work that has taken place during the pandemic where there have been **opportunities for collaboration** e.g. the recent webinars in respect of community buildings. Note: A specific paper is currently in the process of being produced by colleagues from Third Sector Leaders and the Mission, which is looking at specific issues and challenges relating to community buildings. Some of the emerging issues that have already been identified include;

  - Income Generation - where income is a significant part of an organisations income and this is affected by COVID – e.g. cafes, room hire, paid activity groups, membership, events, tickets. Those organisations that have built a model of income generation dependent not on grants and donations but on trading, have suffered most of all;
  - Community Buildings(managed or rented) – the extent to which the original business model to cover cost of the building still work and implications in respect of room hire, tenants, social enterprises run from buildings etc;
  - Reliance on government support schemes e.g furlough scheme and the implications of the new job support scheme for VCS furloughed staff;
  - Fundraising - is being affected in a number of ways: limited fundraising events, some people have reduced income, reliance on digital media.

- Similarly, the opportunities presented by the recently updated **community asset transfer policy** can be seen within this context, although it will be important to ensure its implementation has regard to the shared values work;

- Ongoing dialogue and engagement with **mutual aid groups** is now in place, which is proving to be mutually beneficial in terms of widening the networks, sharing information and using perspectives to inform and influence longer term planning;

- Building on the work that TSL and council staff have done to help **support trustees** in finding short and longer term funding sources and interpreting Government guidance in respect of employment, business etc to support decision making.

Balancing the longer term system change with the more urgent short term actions is a challenge. Alongside the broader strategic change, there is urgent action required to help support the sector where possible to get through the immediate period. There are clearly linkages to the wider economic recovery work.

The above mentioned points are by no means exhaustive but hopefully begin to provide an indication of some of the tangible work that is now taking place in the context of some of the wider issues set out in this paper. **The views of the Panel would be welcomed.**

3.   Implications for the Council

Working with People
The community response has at its heart collaboration across the partnership and most crucially with citizens and local communities. It has been an example of co-producing and finding shared solutions based on trust and a shared purpose and with speed and considered risk. Moving forward, the thrust of this paper and our wider aspiration is to use the experience of the last six months as a catalyst to build on these principles, whilst seeking to understand and address the challenges that have also emerged as a result. Maintaining the principles of working in a more networked way needs to be at the forefront of subsequent work.

Working with Partners
Building on the points made above, this paper evidences the importance of partnership working to address shared challenges and deliver shared outcomes. Future work, both operational and strategic, needs to build on these principles. The shared values work referenced above provides a strong basis from which to build.

Place Based Working
An important part of the place-based working programme is the development of a cross partnership operating model whereby staff (both culturally and operationally) begin to think and react in a place based.

To a degree the Community Emergency Response has provided an opportunity to accelerate the development of the operating model and begin to test some of the initial principles, albeit in response to an emergency situation. This provides an opportunity to inform the next steps whilst being mindful that the Community Response teams by no means reflect the entirety of a place-based working operating model.

Our approach to citizen engagement is in the process of being refined as we have stronger regard to the segmented experience of the impacts of the Covid-19 pandemic on different groups of people and communities of interest in Kirklees. This will form part of the work of the cross partnership Citizen Engagement Reference Group moving forward.

Climate Change and Air Quality
No specific impact in the context of this paper.

Improving outcomes for children
No specific impact in the context of this paper although the VCS clearly has an important role in supporting the delivery of this shared outcome.

Other (eg Legal / Financial or Human Resources)
Clearly the work in respect of funding detailed above will have financial considerations depending on the outcomes of the work that has now begun. Similarly, as we begin to model the cultural considerations emerging from the shared values work it will have implications for the relationship between the council and the VCS. This will be reflected in a whole number of areas as we consider how we translate values into practice.

Do you need an Integrated Impact Assessment (IIA)?
Not applicable

4. Consultees and their opinions
The following have been consulted as part of the production of this report:

Hilary Thompson, Chair of Third Sector Leaders
Steve Brennan, Place Programme Director
Andy Petrie, Chief Executive, Local Services 2 You
Noreen Abbas, Community Investment Manager
Andrew Dolman, Third Sector Manager

5. Next steps and timelines

Community response
Reflections sessions with partners based on evaluation/ surveys etc of the work during the emergency community response – by the end of November 2020.
Review of infrastructure (including team capacity) built during this period to inform future developments and responses to potential lockdowns – now - March 2021
Addressing inequalities – plans aligning to wider corporate programme of addressing inequalities and protecting our most vulnerable - ongoing

Shared values
October 2020 – Review and discussion at Place Based Working Board (15 October) & working with partners to identify relevant practical advice and stories.
November 2020 – "We are working alongside" published & more partners involved.

Future role of anchor organisations
Initial workshop involving the anchor organisations, the council and Third Sector Leaders, alongside LOCALA – 8 October 2020.

VCS and Funding
Initial scoping paper to be considered by Executive Team on 27 October 2020

6. Officer recommendations and reasons
That the Panel use the contents of this paper to shape the discussion at the meeting on 6 October having regard to the areas of focus set out at section 1 above and thereafter determine specific areas of focus and priority moving forward.

7. Contact officer
Carol Gilchrist. Head of Local Integrated Partnerships
Carl Whistlecraft, Head of Democracy and Place Based Working

8. Background Papers and History of Decisions
Kirklees Covid-19 Community Response Hub – Volunteer Coordination Report
Community Asset Transfer Policy 2020 – Report to Cabinet on 22 September 2020

9. **Strategic / Service Director responsible**
Rachel Spencer Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health
Jill Greenfield, Service Director Customers and Communities

Kirklees Shielded Patients Support Offer

Evaluation Report

V2.1

1. **Introduction**

   1.1. As part of its response to COVID-19 the Government introduced a Shielded Patient Programme. It produced a Shielded Patient List (SPL) of all patients required to shield. Those on the SPL were asked not to leave their home and the Government put in place systems to support them with essential daily living tasks: essential supplies of food, delivery of medicines, and social support. The patient's clinician was asked to ensure that ongoing medical care needs of the patients continued to be met.

   1.2. The support offers are a combination of national and local ones. These have evolved quickly in response to the ongoing pandemic. The government announced that the shielding programme will be paused from 1 August 2020, and that national support offers will largely end at this point. Shielding may be re-introduced if required – either on a local of national basis.

   1.3. This means that some of our local arrangements can now be stood down whilst the shielding programme is paused. However, there may be some ongoing support needs that we need to continue to address these. In addition, we need to be in a position to rapidly step back up to the full range of arrangements should this be required if the shielding programme is re-instated.

   1.4. This paper summarises the work that we have done to support the Shielded Patient Programme. It is intended to act as a reference document to help us remember what we have done in the event that shielding is reintroduced. It should be read in conjunction with our 'Shielding Patients Taking Stock Action Plan' which contains more detailed actions relating to the pausing of shielding.

   1.5. The key learning points from the work are highlighted in the document and a summary of the **Key Learning Points arising from this work is included in Appendix A**.
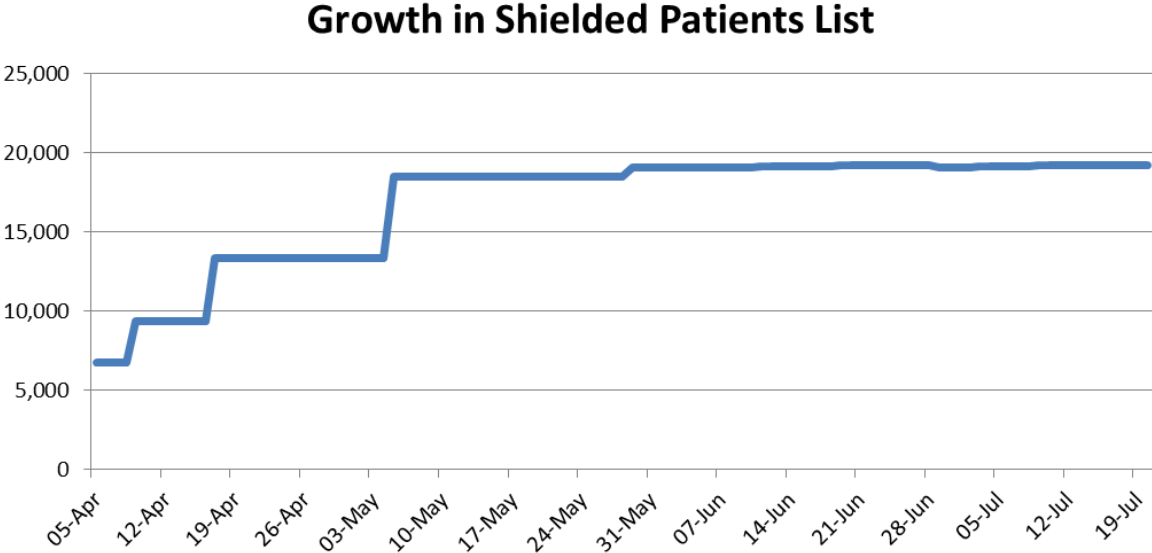
2. Overall Number of Patients on Shielded Patient List

2.1. This section provides background information on the number of patients on the shielded patient list (SPL) and how these have changed over time.

2.2. Number of Shielded Patients

2.2.1. Since the introduction of the SPL there has been an increase in the number of patients on the list from around 6,700 to just over 19,000 at anyone point in time. Overall the total number of patients who have been on the shielding list is just over 20,200. These increases have happened in a number of stepped changes as national guidance on who should shield was implemented in stages. More recently, the numbers on the SPL have been steady with some minor movements as individual patients are added and removed. Figure 1 shows the growth in the SPL.

Figure 1 Growth in Shielded Patient List
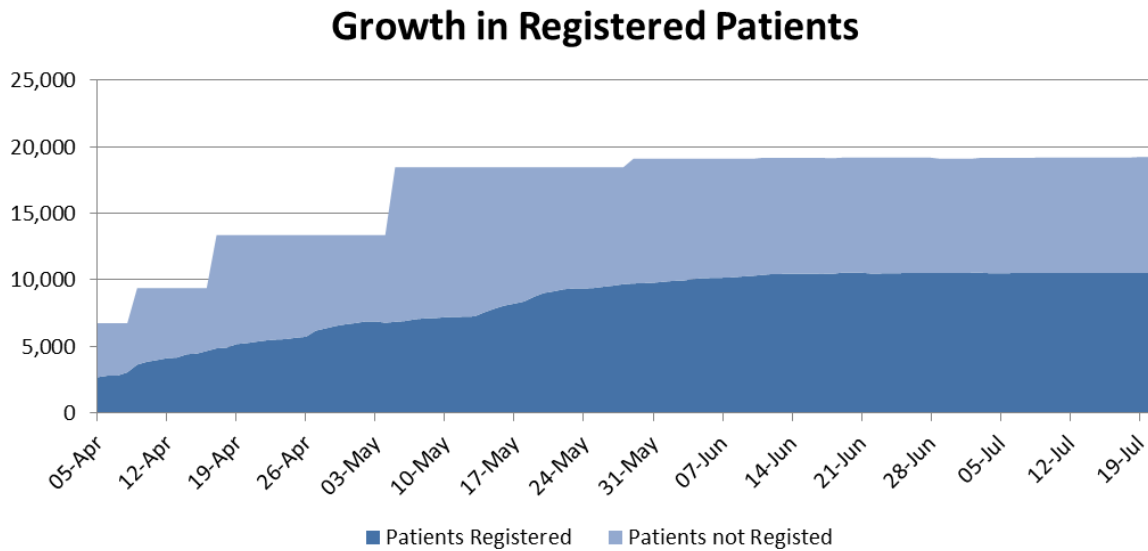

Source: Daily Shielded Patient List download

2.3. Number of Patients Registering on the National System

2.3.1. When shielded patients are advised that they should shield, the letter they receive asks them to register via a national system. This can be done via an internet portal, national telephone number, or by being proactively contacted by the national team.

2.3.2. As the number of people on the SPL has increased, so have the number registering on the national system. Figure 2 shows this trend.

Figure 2 Growth in Registered Patients

Growth in Registered Patients

Source: Daily Shielded Patient List downloads

2.3.3. The growth in the number of registered patients has broadly followed the same pattern in the overall growth in the numbers on the SPL. The percentage of patients registered reached about 50% on the 20th May and since then has stabilised at around 55% since 16th June.

2.3.4. Councils have been asked to encourage shielded patients to register on the national system. When we have contacted patients locally we have helped just over 2,000 patients to do this, around 19% of the overall numbers registering.

2.4. Nationally Registered Patients Requesting Assistance

2.4.1. When patients register with the national system they answer a series of questions which give them the opportunity to request help with:
- Essential supplies
- Basic care needs

2.4.2. The question on essential supplies is phrased so that it is clear this includes supplies of food. Answering 'yes' to this question allows an individual to access the national food box delivery and also a priority supermarket delivery slot.

2.4.3. There is no specific question relating to supply of medicines, even though the letters received by patients and the national guidance talks about support being available for this. **[Key Learning Point 1]**

2.4.4. Additionally, patients are also able to flag if they[1]:
- Have special dietary requirements (but not able to flag any specific details of these) **[Key Learning Point 2]**
- Have no one to carry a delivery of supplies into their house.

2.4.5. The daily data downloads extracted by the Council show the number of patients who have registered on the website and their answers to these questions. Our outward bound call centre then calls those patients who have indicated that they require help with basic supplies and basic care needs.

2.4.6. Figure 3 shows how the numbers of patients registering for help has changed over the shielding period.

Figure 3 Patients Registering for Help
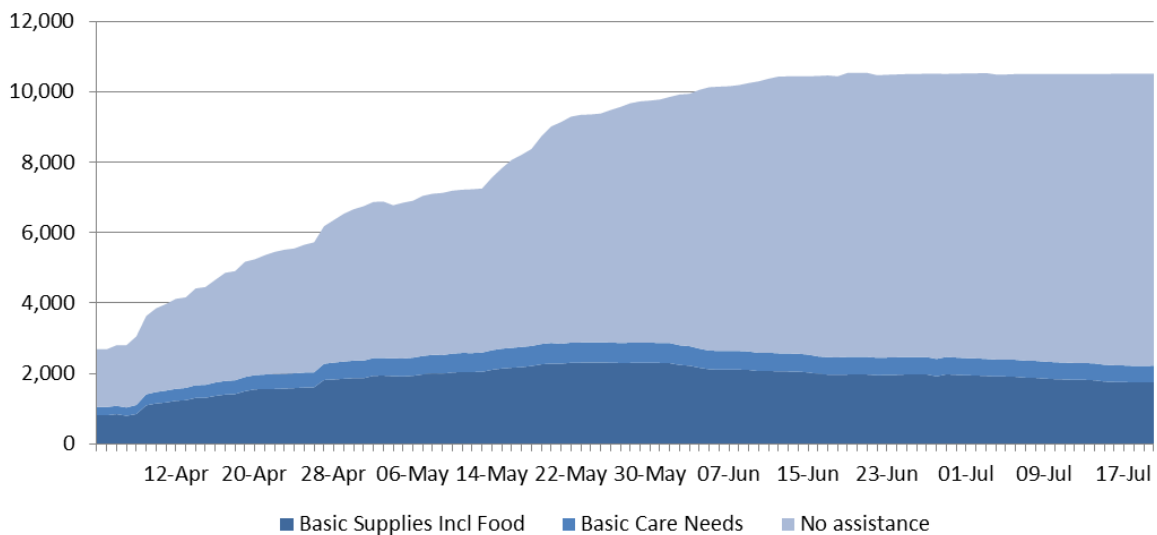
Source: Daily Shielded Patient List downloads

2.4.7. Patients are able to go onto the national portal and change their answers to the questions as their needs change. The number of patients requesting help on a given day peaked towards the end of May and has steadily fallen since then. This suggests as patients' needs are met of change, at least some patients

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[1] A patient is able to answer 'yes' to both of these questions, even if they have not requested assistance with basic supplies including food.

go back onto the national portal and re-answer the questions to reflect these changes.

2.4.8. Over the shielding period the total numbers of patients registering for help at some point in time are:
- Help with essential supplies: 3,453
- Help with basic care needs: 751.

2.4.9. The local outward bound call centre prioritised all of these patients for a call and therefore these numbers are a better indication of the number of patients contacted for these reasons.

2.4.10. The numbers of patients who have additionally indicated that they have special dietary requirements or have no one to carry supplies inside their house are shown in figure 4

Figure 4 Patients Flagging Additional Needs
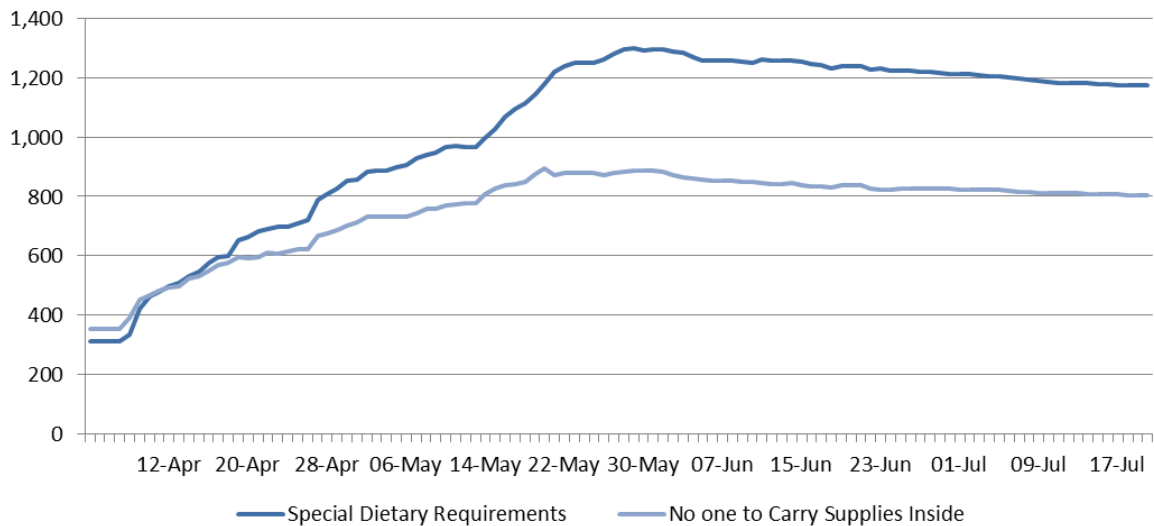
Source: Daily Shielded Patient List downloads

2.4.11. The numbers of patients flagging additional needs also peaked towards the end of May and has been steadily falling since then.

2.4.12. However, the numbers in figure 4 are **all** of those patients flagging these additional needs irrespective of if they have also requested help with obtaining essential supplies. Of more relevance are the numbers of patients requesting help with essential supplies who also have special dietary requirements and/or need assistance to bring supplies into their house.

2.4.13. These numbers are not readily available from the national information, and can only be obtained by further local analysis of the data. Figure 5 shows these numbers. **[Key Learning Point 3]**

Figure 5 Additional Needs and Essential Supplies Analysis
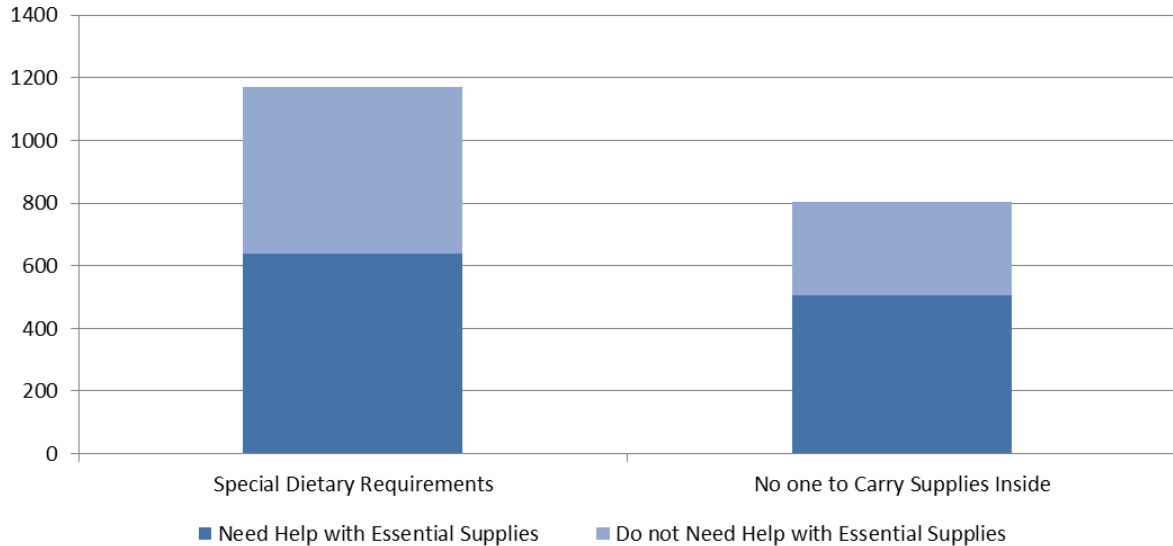
Source: Further Analysis of Daily Shielded Patient List downloads

2.4.14. Our local outward bound calls have prioritised calling those patients requiring assistance with essential supplies rather than those flagging additional needs but not requiring assistance with essential supplies.

2.4.15. Our local approach to supporting patients is discussed in the remainder of this document. It falls into two broad areas of work: contacting patients in priority order to identify specific needs; and providing local support to address these needs.

3. Our Approaches to Contacting Patients

3.1. This section describes the approach we took locally to contact patients on the shielded patient list and includes how we prioritised which patients to contact and the methods we used to contact them.

3.2. Prioritisation

3.2.1. The number of patients on the SPL and the amount of time required to attempt to contact them meant that this process would take a considerable period of time. This was further complicated by the growth in SPL numbers during the process, the need to establish systems and teams to do this work, and delays, omissions, and complications in receiving information on the patients on the SPL.

3.2.2. We were effectively developing our systems and teams as we went along as there was no time to develop and pilot these prior to 'going live'. In order to help manage this we used data from a range of local sources to help prioritise which patients were most likely to require contacting earlier.

3.2.3. This required us to take data from GP records and in order to do this we established an Information Governance Framework that allowed the CCGs to extract the relevant data with GP consent and share this with the Council. We also matched the data with other data held by the Council.

3.2.4. We also developed a prioritisation framework which combined this information in a logical way and provide a prioritised order in which to contact patients. In doing this we were mindful of the need to contact those patients who had registered for help on the national system as well as also contacting those who had not registered on the national system and therefore we had no information on their needs in case they had not received or not understood the guidance on how to register for help.

3.2.5. Broadly our approach to prioritisation was to contact patients in the following order:
- Patients registering for help on the national system
- People with mental illness, autism, learning difficulties, dementia and severe frailty
- A combination of other risk factors, age, sole occupancy, if in receipt of social services support.

3.2.6. Patients registering on the national portal and indicating that they did not require assistance were not contacted locally (although if they subsequently changed their status on the national system to requiring assistance they would then be prioritised for a call).

3.2.7. As the SPL changed over time, we re-ran the prioritisation matrix and figure 6 shows the number of patients in each category as at 16th April 2020. More information on the prioritisation process can be found in the document 'COVID-19: Vulnerabilities Prioritisation'.

Figure 6 Prioritisation Categories as at 16th April 2020

Prioritisation Stream		Not Registered with Portal								Registered with Portal
		Not currently receiving support from Social Services				Currently receiving support from Social Services				
		Risk Factor		No Risk Factor		Risk Factor		No Risk Factor		
		Sole Occupant	Multiple Occupant	Sole Occupant	Multiple Occupant	Sole Occupant	Multiple Occupant	Sole Occupant	Multiple Occupant	(This group should already be accessing council support)
Age Category	70+	97	229	264	861	17	34	30	47	
	50 - 70	79	280	190	898	7	15	6	20	
	30 - 50	34	81	62	413	Suppressed	Suppressed	Suppressed	6	
	18 - 30	Suppressed	18	11	171	Suppressed	12	Suppressed	Suppressed	
	0 - 18	Suppressed *	Suppressed *			Suppressed *	31*			

*212 blanks in the U18 category

Source: Council/CCG Prioritisation Work

3.2.8. Our intention at the start of the process was to contact all patients on the SPL, but we were unsure if this would be practicable as the resource implications of doing so were unknown. A decision was taken to work through the SPL in priority order and review on an ongoing basis the level of work involved in doing this. Ultimately, we did attempt to contact all of the patients on the list either by phone or via a welfare visit.

3.2.9. Towards the end of the shielding period, some of the staff undertaking welfare visits were re-prioritised to take part in our community protection work to help manage potential local increases in COVID-19 infection s. This was felt to be reasonable as the remaining patient were lower priority and the outcomes of previous welfare visits had not found any serious cases of un-met need.

3.3. Different Approaches to Contacting Patients

3.3.1. There were 4 ways in which patients were contacted:
- Patients were called by the national team
- Patients were call by our local outward bound call centre
- Patients received a welfare visit from the Council's Community Response
- Patients contacted the Council's COVID-19 helpline.

3.3.2. The number of contacts made via these different methods are shown in Figure 7 (note that we do not separately record the number of patients contacting the Council via the COVID-19 helpline). Patients may have been contacted more than once and Figure 7 shows the number of contacts not patients. The number of patients registering via the national portal is shown for comparison.

Figure 7 Contact Methods
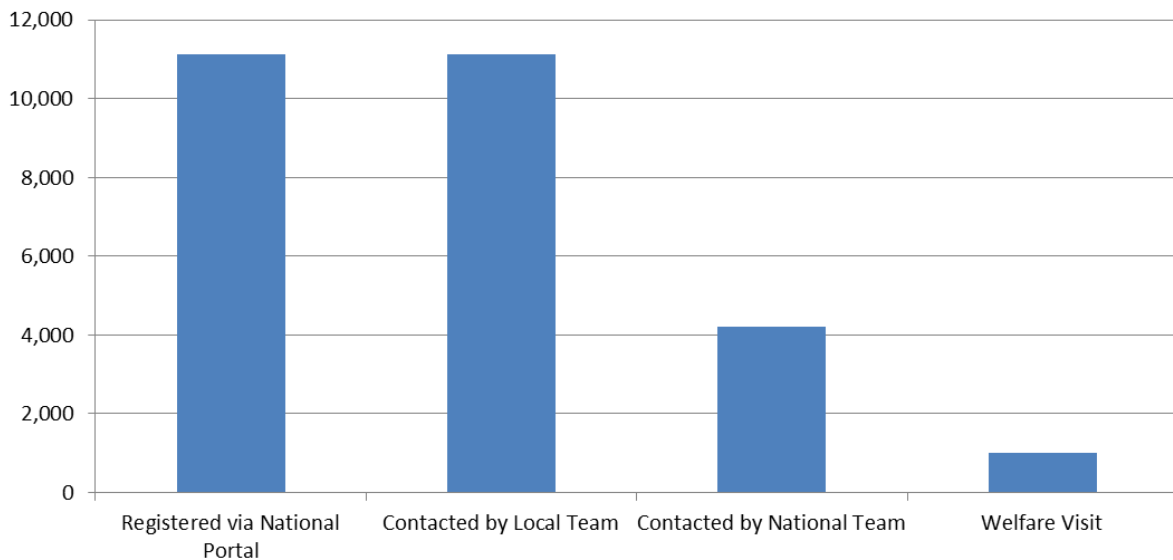
Source: Local Data

3.3.3. When contacting patients via telephone the initial number we used was the one on the national data download. We also put into place a system t extract patients' preferred contact numbers from their GP record and share this with the Council. Where this was a different number this was then used to try to contact patients where the one in the download did not result in a successful contact. Although it took some time to put this in place, it was helpful for a number of patients, and in future now that the system is in place this could be updated more quickly if needed. **[Key Learning Point 5]**

3.3.4. Where it wasn't possible to contact patients via telephone they were passed to Community Response for a community visit. For a small cohort of people, GP practices were contacted for help in making contact with patients. These were primarily patients with dementia, learning disabilities, and autism. However, this was a time consuming process and had only limited success in helping to contact these patients. In future, using a welfare visit is likely to be a more effective approach where these patients cannot be contacted by phone.

4. Local Support

4.1. Results of the Outward Bound Calls

4.1.1. Figure 8 shows the outcomes from the outward bound calls.

Figure 8 Outcome from Outward Bound Calls

Outcome	Number	Percentage
Emergency food parcel	151	1%
Community Response food support	182	2%
Medicines Management Team support	151	1%
Community Response medication support	86	1%
Community Response social support	294	3%
Gateway to Care referral	81	1%
Welfare visit made	96	1%
No support required	10,084	90%
Total	**11,125**	

Source: Local Data

4.1.2. The table shows that the vast majority, 90%, of the patients contacted did not require any further support. .

4.1.3. Where it was not possible to make contact with patients via phone, these were passed to the Community Response for a welfare visit – more information on this is provided in section 4.2 below.

4.2. Results of the Welfare Visits

4.2.1. Patients were transferred to Community Response in stages. The first group of patients were those from the high priority categories – those with mental health, autism, or learning disability flags in their primary care record. These

were transferred in May. Subsequent patients were from lower prioritisation categories and these were transferred in late June and early July.

4.2.2.   Over 1,000 welfare visits were undertaken and around 58% of the welfare visits resulted in a successful contact with the patient. In the majority of these cases (99%) the patient did not require any support. Where the patient did require support this was provided through referrals to Local Area Co-ordination, Gateway to Care or other support mechanisms.

4.2.3.   Feedback was generally positive with patients appreciating being checked in on. Some patients reported initially struggling with accessing food and medicines but that this had been rectified by the time of the welfare visit. These patients were mainly being supported by friends, neighbours, and family.

4.2.4.   Where visits were unsuccessful the main reasons were not being able to get an answer, patients not being in, or patients moved away/staying elsewhere. As shielding was relaxed success rates dropped as more people were out and about. In these instances information was posted through the door providing information on how to contact the Council for support if this is needed.

4.2.5.   Staff also noted a sizeable number of cases where addresses appeared to either be out of date or premises appeared to by unoccupied.

4.2.6.   In a sizable number of cases, staff noted that patients had issues with answering the phone. These included hearing difficulties, poor mobility and unable to reach the phone, avoiding answering calls from unknown numbers. Given that the focus of the national and local communications approaches have been via telephone this is worthy of note to inform future work should it be required. **[Key Learning Point 6]**

4.3. Wider Community Response

4.3.1.   As part of its broader response to COVID-19, the Council put in place a Community Response and COVID-19 helpline. A number of shielding patients used these to pro-actively access support. This means that the Community Response provided support to more shielding patients than just those directed to it following a local telephone call. Just over 1,000 shielded patients are on the Community Response data base and Figure 10 shows the breakdown of how patients accessed this support.

Figure 10 Shielded Patients Accessing Community Response

Legend:
- Refered from local call centre
- Directly accessing community support
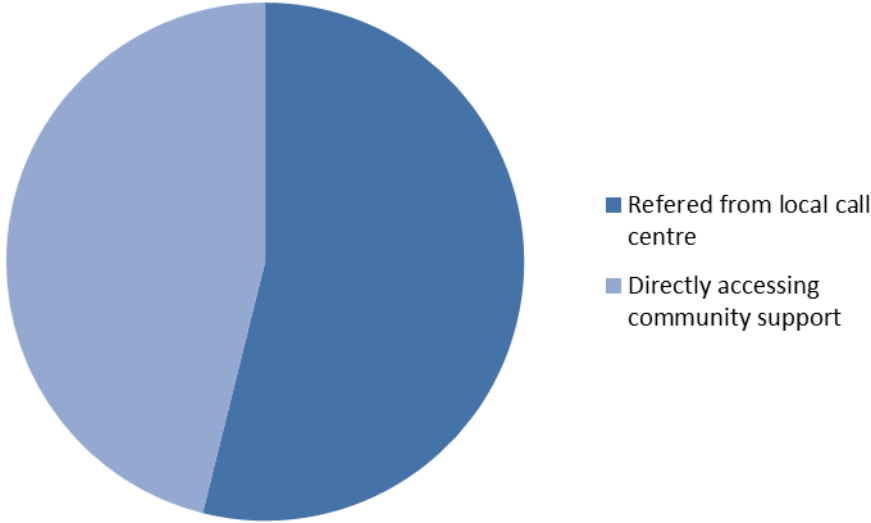
Source: Shielded Patients Dashboard

4.4. Medicines Management Support

4.4.1.   At the start of the process, where the outward bound call centre identified that patients required assistance with medicines, they were advised to speak to their GP practice for advice. However, a system was then put in place whereby these patients were asked if they were happy for their details to be passed to the CCGs' Medicines Management Team so that they could contact them to provide support. **[Key Learning Point 7]**

4.4.2.   The first of these referrals were made on 21st April 2020, and by 17th June 2020 151 referrals had been made. Figure 11 shows the pattern of these referrals over this period.

Figure 11 Referrals to Medicines Management

Number of Patients Referred
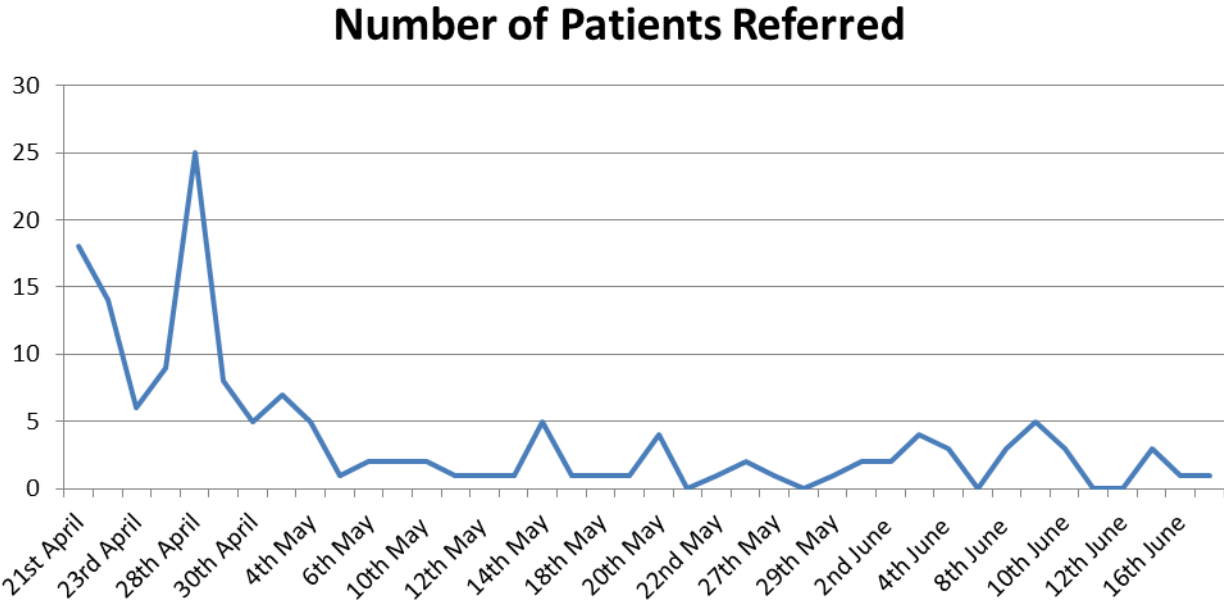
Source: Medicines Management Records

4.4.3. Figure 11 shows that initially a high number of referrals where received and some of this is due to the 'holding' of referrals by the outbound call centre whilst arrangements were put in place to provide support. Over time the rate of referrals has fallen and no referrals have been made since the middle of June.

4.4.4. Medicines Management staff rang patients to establish what assistance the required: with ordering, delivery of medicines, or both. In some instances patients only required advice on what to do, or reassurance that existing arrangements for ordering or delivery of drugs would continue. On occasions, patients had already made their own new arrangements for delivery.

4.4.5. However, for a significant number of patients the Medicines Management staff provided help to ensure that patients continued to receive their medicines. Often this required staff to liaise with GP practices, Community Pharmacies, and secondary care. For some patients, a referral to Community Response was made either for a visit because the patient couldn't be contacted by phone or in one instance where assistance with food was required.

4.4.6. A summary of the actions taken by Medicines Management staff are shown in Figure 12 and Figure 13 The medicines management staff also provided contact details to patients so that they could get directly back in touch if they required any assistance in the future. Although this option was not used by any patients, it was appreciated by them.

Figure 12 Summary of Medicines Management Actions

Legend:
- Reassurance or general advice
- Help with delivery - provided
- Help with repeat prescription - provided
- Help with delivery - already sorted
- Referred to Community Response
- Help with prescription - alt med prescribed

Values shown: 41%, 26%, 16%, 8%, 7%, 2%
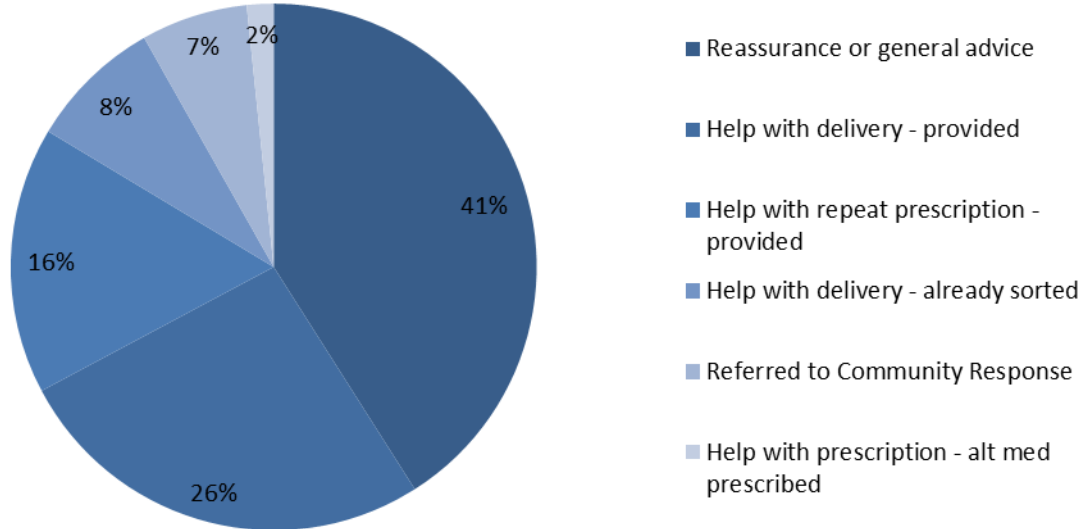
Source: Medicines Management Records [sample of records]

Figure 13 Summary of Liaison

Legend:
- Liaised with Secondary Care
- Liaised with GP practice
- Liaised with Com Pharmacy
- No Liaison needed

Values shown: 5%, 19%, 24%, 52%
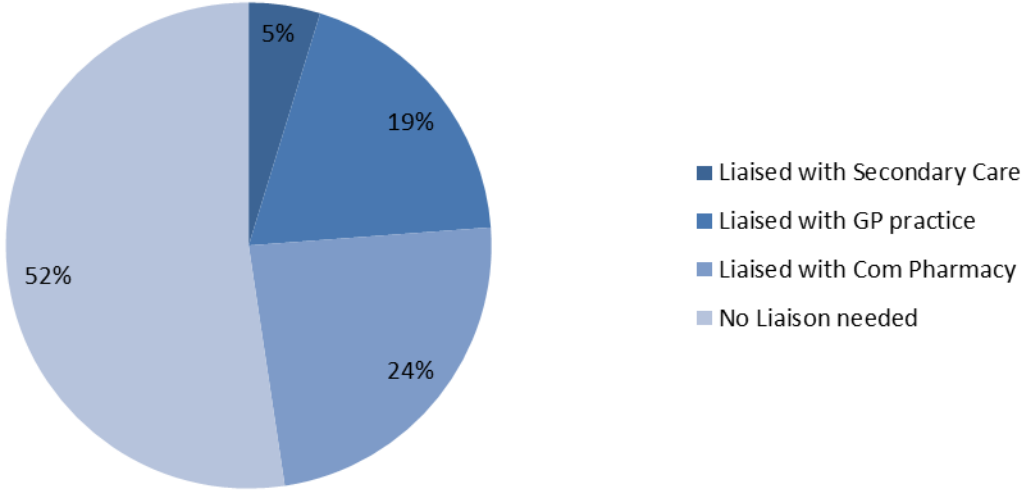
Source: Medicines Management Records

4.5. In providing support during this period, the Medicines Management team highlighted the support they received from elsewhere in the CCGs, from the Council,

and from volunteers. Lines of communication have been excellent and any concerns raised by technicians about the welfare of patients were always been acted on promptly.

5. **Reflections of the Team**

5.1. Over the past 3-4 months a number of people from across Kirklees came together in a team to help to co-ordinate the work required to support the shielded patients. The core team consisted of staff from a range of functions across the CCGs, Council, and Third Sector. In addition, staff from Locala and SWPFT attended the meetings where needed and/or remained involved in the work in other ways.

5.2. We captured the teams' reflections and learning using a short survey, a summary of the response in included as Appendix B.

5.3. It is clear from the feedback that people recognise that collaborative, partnership working has been really strong and beneficial. Within this:
   - People focused more on outcomes rather than roles.
   - The team adopted ways of working that were structured, focused on actions, supported by frequent meetings, with pragmatic decision making.
   - Individuals demonstrated a real desire to get the job done and overcome difficulties. They also felt valued and able to contribute to the work.
   - The impressive speed with which the work was done.
   - Individuals feel proud of the role they have played in this vital piece of work.

5.4. It is also clear that people want to take these ways of working and apply them to other areas of work.

5.5. The main difficulties have been around working with national guidance and data flows and working at the pace required. These hampered the local speed of work and created some difficulties that we had to overcome. However, because of the points outlined above the team were able to overcome or work around these difficulties. **[Key Learning Point 4]**

5.6. Some areas of improvement were also identified mainly in relation to wanting to be able to involve the shielding patients themselves more in the work. This is something which should be borne in mind should shielding been un-paused in the future. **[Key Learning Point 8]**

5.7. The Key Learning Points from this are summarised in Appendix A **[Key Learning Point 9]**

Summary and Conclusions

5.8. The local work to support shielded patients has been a genuine cross organisational and departmental team effort. Staff came together to help support shielded patients and work in dedicated and innovative ways

5.9. Whilst there have been some difficulties to be overcome, the aim of supporting shielded patients has been achieved and the staff involved should be proud of their efforts.

Appendix A: Summary of Key Learning Points

National Arrangements

1. The national portal has no specific question relating to if assistance is needed with the supply of medicines, even though the letters received by patients and the national guidance talks about support being available for this.

2. The national portal asks patients if they have special dietary requirements but does not allow them to specify what these requirements are.

3. The national portal allows patients to flag that they have special dietary requirements and/or require assistance to bring supplies into the house even if they have not asked for assistance with essential supplies. Of more relevance are the numbers of patients requesting help with essential supplies who also have special dietary requirements and/or need assistance to bring supplies into their house. These numbers are not readily available from the national information, and can only be obtained by further local analysis of the data.

4. The main difficulties have been around working with national guidance and data flows and working at the pace required. These hampered the local speed of work and created some difficulties that we had to overcome.

See also point 5 and point 8 below.

Local Arrangements

5. The system we put in place to extract a patient's preferred contact number from GP records was helpful for contacting a number of patients. Although it took some time to put this in place in future this could be updated more quickly if needed.

6. In a sizable number of cases, staff noted that patients had issues with answering the phone. These included hearing difficulties, poor mobility and unable to reach the phone, avoiding answering calls from unknown numbers. Given that the focus of the national and local communications approaches have been via telephone this is worthy of note to inform future work should it be required.

7. The system we put in place with the CCGs' Medicines Management Team was valuable in helping patients to continue to receive medicines and to provide them with guidance and assurance. In providing support during this period, the Medicines Management team highlighted the support they received from elsewhere in the CCGs, from the Council, and from volunteers. Lines of communication have been

excellent and any concerns raised by technicians about the welfare of patients were always been acted on promptly.

8. In future we would want to be able to involve the shielding patients themselves more in the work. This is something which should be borne in mind should shielding been un-paused in the future.

9. The following learning points highlighted by the staff involved in the work are ones that are relevant to other areas of work and can be applied elsewhere.

   a. *Collaborative Working:*
   - Common goals strengthen teams
   - Focus on outcomes not roles
   - We are more than the sum of our parts.
   - The value of integrating clinical care with a place based community response – so important to work together.
   - Trust one another, listen, and hear.
   - Make the absolute best use of networks and relationships.
   - The positive impact that working together has for patients.
   - Investing in relationships is always worth it.

   b. *Ways of Working:*
   - I will apply some of the new ways of working back to my usual work streams
   - Applying the wider picture and crossovers that I have gained.
   - How quickly things can be turned around when needed.
   - Seeing the real benefits of joining up data sets and the value this adds in action.
   - Inequality is a real issue and needs to be a cross cutting them in everything we do.
   - Using some of the processes developed in wider ways – particularly around data sharing.
   - Collaborative working via video conferencing can really work effectively.

Appendix B Summary of Team Feedback

Twelve members of the team completed the feedback questionnaire. A summary of the responses is provided below.

The Strengths and What Worked Well

Partnership Working:
- Collaborative working between organisations, sectors, and teams has been really strong.
- Collective systems leadership helping to form a collective partnership.
- Excellent partnership working.

Meetings:
- Regular, focused meetings – helped people understand the range of issues involved.
- Well-co-ordinated meetings, focused on outcomes and actions.
- Given a high priority with senior leaders taking part – especially at the height of the pandemic.

Decision Making:
- Sensible and action focused decision making.
- People came together very quickly to solve problems that ordinarily would have taken weeks.

Individuals:
- Real commitment from people involved.
- Everyone trying to make things work.
- Impressive speed of working – solution focused and wanted to move forward quickly and pragmatically.
- Everyone identified with the task/goal.

Challenges and What Didn't Work so Well

Pace and Scope:
- Pace of change and speed of work required.
- Scope and amount of people involved.

National Guidance:
- National lead in and response times.

- Lack of clear information governance advice around sharing of data
- Guidance to GP practices re identification of patients could have been handled better.
- Changing national picture.
- Delays in some patients receiving shielding letters.
- Difficult to understand the NHS Digital governance conditions place on SPL and changing position on this.

Data Flows:
- National data didn't flow as quickly as we would have liked
- Difficult to manage the changing national data sets.
- Lack of clarity and moving goalposts at the beginning of this process making it difficult to manage data flows locally.

Make up of Team:
- Didn't always have right people on calls to help with the knowledge resulting in some delays.
- Working out team roles – but resolved quickly.

What is Missing or is a Gap

Data/Information:
- Joining up the data that CCGs and Council have to get a full picture.
- Involving Information Governance colleagues from all organisations earlier.
- Our database doesn't allow easy reporting of some key figures.
- Still some lack of clarity about the use of data which could be addressed centrally in relation to secondary uses.

Engagement:
- Engagement with shielded patients.
- Primary Care Networks.

Utilising offers of Help:
- How to make the best use of offers of help within GDPR rules.

Opportunities to Improve What we Have Done

Future of Shielding:
- Prepare for future shielding.
- Make sure we have everything in place to do our local data linking.

- Establish a better way of sending data from CCGs to Council.
- Feedback from shielding patients on the support they have received.

Ways of Working:
- Embed place based working.
- More collaboration across all sectors and building on the partnerships we have developed.
- Formalising some of the processes and relationships we have put in place for future use.
- More willingness to think outside the box when solutions are offered.
- Networking opportunities to meet colleagues from other organisations.
- More overt involvement of social prescribing.

The One Thing you would go back and Change

Involving Shielded Patients:
- Communications directly with communities.
- Shielded patients included in the calls.

Data/Process:
- Better national advice on identifying high risk patients.
- Build the database first and in a way that allows key figures to be extracted.
- For shielding letters to have gone to patients at the start of lockdown.
- Being able to have started earlier – but we were responding to national direction.
- Council IG involved earlier.

Most Proud of

Supporting Shielded Patients:
- Supporting shielded patients.
- Being part of arrangements for supporting the most vulnerable patients in Kirklees – the area where I live and work.
- Being part of a system that enabled people to access food at a local level.
- Being part of a process and ensuring our most clinically vulnerable patients have been supported in difficult times.
- Feedback from patients knowing they were cared for in extreme circumstances.

Ways of Working:
- Team effort – no organisational boundaries.
- Whole process – got it working well, shared goals, overcoming obsticals.

- Being part of a system working collaboratively and having my opinion valued
- Collaborative working, high levels of passion and commitment from colleagues.
- Collaborative working to ensure patients looked after.
- Keeping going with good humour and kindness.
- The job got done and with speed.
- Exemplary teamwork.
- Playing a part in putting arrangements in place to obtain and use GP data.

Learning that can be Applied Elsewhere

Collaborative Working:
- Common goals strengthen teams
- Focus on outcomes not roles
- We are more than the sum of our parts.
- The value of integrating clinical care with a place based community response – so important to work together.
- Trust one another, listen, and hear.
- Make the absolute best use of networks and relationships.
- The positive impact that working together has for patients.
- Investing in relationships is always worth it.

Ways of Working:
- Apply some of the new ways of working back to my usual work streams
- Applying the wider picture and crossovers that I have gained.
- How quickly things can be turned around when needed.
- Seeing the real benefits of joining up data sets and the value this adds in action.
- Inequality is a real issue and needs to be a cross cutting them in everything we do.
- Using some of the processes developed in wider ways – particularly around data sharing.
- Collaborative working via video conferencing can really work effectively.

Other Comments

- Overall the work has demonstrated the best of team working and taking a collaborative approach.
- Really enjoyed the challenge – in particular the shared vision and determination to achieve the goals.
- Everyone felt valued and valuable.
- Short, regular meetings- where we can see the other attendees - are really helpful.

- Team stuck with the task and were well informed.
- Great Collaborative piece of work.
- Enjoyed working with teams and building relationships that would ordinarily take years/months to do.
- Really proud to have been part of this work.
- Although not all elements of the work apply to all members of the group, there was strength in including all members in the meetings, especially in the early days - it helps with context and in forming the team.

West Yorkshire and Harrogate
Health and Care Partnership

Third sector resilience in West Yorkshire and Harrogate

Before and during Covid-19

Report writers and data team:

Gary Blake, Connor Craig-Jackson, Kate Marriott, Richard Warrington, Amy Docker, Rose Hollinshead and Michael Lindsay-Bayley – all Voluntary Action Leeds

July 2020

Contents

Keith is a volunteer driver at the Dementia Forward hub in Burton Leonard, Harrogate

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Executive Summary

'Our charities are playing a crucial role in the national fight against coronavirus, supporting those who are most in need' Rishi Sunak, UK Chancellor of the Exchequer

More than 300 Voluntary and Community Sector (VCS) organisations delivering services in West Yorkshire and Harrogate (WY&H) completed this survey in April and May 2020. These organisations represent the diversity and breadth of the Third Sector and the intrinsic contribution they make to the health and well-being of the population and reducing health inequalities. With the grass roots connections and trust to reach the most vulnerable in our society, this survey reflects how communities have turned to the VCS during this time and the part the sector has played in our response in WY&H.

The findings from the survey captured in this report reflect the impact of COVID-19 on the sector. **Despite significant financial pressures and loss of income, organisations have responded quickly and flexibly, with 83% of survey respondents adapting how they deliver services to meet existing and emerging needs** – especially for the most vulnerable and isolated in our society including BAME and those experiencing poor mental health.

Organisations taking part in this survey **employ 7000 members of staff**, equating to 4,600 FTE. Nationally the VCS employ some 2.7% of the UK workforce. **Just over a third (34%) of organisations that employed staff in this survey told us they had furloughed staff** by April/May 2020 and many of these are likely to be made redundant as organisations close before the end of the year.

Of the organisations taking part in this survey, **95% were actively engaged in working with more than 16,000 volunteers in January 2020. By April/May 2020 this had reduced to 65%** primarily due to volunteers shielding or face to face services being put on hold. **21% of organisations told us they had no paid staff and were entirely volunteer run.**

Our report shows many charities are fighting for survival with **55% of organisations saying they did not expect to be financially sustainable beyond the end of 2020**. Traditional methods of generating income have dried up overnight. Social distancing is making delivering services harder and more costly. Reserves are running out. Smaller charities, in particular, are at risk of imminent closure if adequate support is not provided. This will leave significant gaps in provision for the most isolated and disadvantaged in our communities.

Quickly adapting and adopting new and innovative ways of working, the sector has embraced the use of digital and telephone services despite limited access to up to date technology and digital support. However, our report highlights that **digital exclusion has been a barrier to reaching some of the most vulnerable** including the elderly, those for whom English is a second language, disabled people, those experiencing domestic violence and those living in poverty. This is a challenge we need to work with communities to address as a priority moving forwards.

In many instances, the urgency of COVID-19 has led to the **fast tracking of partnership arrangements with local authorities and the NHS, flexibility of funding from local and national funders,** and a recognition of the value of volunteering within health and care (one fifth of the organisations who responded are run solely by volunteers). These are all positive developments to learn from and build on. The VCS itself recognises the need for sustained and joined up investment in the sector not least to ensure continuity and consistency for those using services.

This report clearly demonstrates the case for supporting a new, sustainable model of investment in the VCS as we reset the way we commission and deliver services across WY&H. The financial vulnerability of the sector is clear but so is the vital contribution they make to health and care in our communities and the generous and genuine heart that these organisations have to do the best for people. The fundamental issue is not about saving charities or charity jobs but supporting the beneficiaries that rely on the safety net that charities provide. A system wide response is essential to build a strong, resilient sector that in turn helps to build a more resilient population through preventative and community based services, supporting self-care and enabling greater independence, resulting in a reduction in demand for acute and long term health and care services.

 "Charities at the front line and all those working to support our society need help to perform their vital function bringing people together at this time of enormous challenge. They will need this type of support now and into the future as we come out of this crisis." **Sir John Low, Chief Executive of the Charities Aid Foundation (CAF)**

What next? Our recommendations

1. NHS, Local Authorities and other funders and commissioners commit to putting in place a strategy for longer term, joined up investment in the VCS.

2. All Partners formally recognise the social and economic value of volunteering and actively plan to better connect the volunteering infrastructure across NHS, VCS and LAs. This includes: working together to consider developing and adopting a volunteer passport; investing in volunteer training and development across sectors; and working together to develop a WY&H wide integrated volunteering strategy.

3. Commissioners and funders work together to simplify contracting and commissioning arrangements including monitoring requirements and to develop a shared application format.

4. The Partnership works with the VCS to put in place a workforce offer which enables the further development of: workforce capacity including health and well-being; finance and business adaptation; governance and planning.

5. All partners ensure the VCS and community voice is listened to and reflected in service design and delivery from the outset.

Introduction to report

Aims and background to this report

Some 55% of the data for this report is from a survey carried out by Third Sector Leeds (TSL), and led by a partnership of Forum Central, Leeds Community Foundation, Social Enterprise Yorkshire and Humberside, Third Sector Leeds and Voluntary Action Leeds. The survey was then adapted by other areas to help complete the West Yorkshire and Harrogate picture. Additional data came from a similar survey undertaken in Bradford and Calderdale.

An on-line questionnaire was completed by third sector organisations between 8 April and 8 May 2020.

The survey sought to capture the impact of COVID-19 on the third sector looking at:

- Sector viability in the light of changing income and expenditure
- Pressures on communities and changes in volunteering
- The third sector's ability to adapt to changing circumstances and positive experiences.

This report has been part funded through Harnessing Power of Communities and it looks at the data covering West Yorkshire and Harrogate Health and Care Partnership, with 303 organisations contributing information.

The report team and how the data was analysed

The majority of the data for this report was gathered through an on-line survey using Smart Survey and organisations answered a series of questions that produced both qualitative and quantitative data.

The quantitative data from the survey was analysed and coded into themes which allowed the research team to identify commonality and themes from the survey. This coding was initially done for each district of West Yorkshire & Harrogate and then amalgamated and summarised for the whole of West Yorkshire and Harrogate.

Voluntary Action Leeds (VAL) managed the data analysis and had responsibility for producing the report, supported by a team of 3 furloughed staff from the private sector and one person from The University of Leeds.

Sample size

The survey analysis was completed on 303 responses received from third sector organisations in West Yorkshire and Harrogate between 8 April and 8 May 2020.

Data and results from the survey have not been adjusted to reflect the numerical regional breakdown of West Yorkshire and Harrogate, for example nearly 55% of responses to this survey come from organisations with bases in Leeds. This 55% rate of responses from Leeds is larger than the actual percent of West Yorkshire and Harrogate that includes Leeds. The percentage of the population of West Yorkshire and Harrogate living in Leeds is approximately 32%.

Explanation of difference in mean average and mode average

The Third Sector is diverse on many levels, which the data from this survey reinforces. For example, the number of paid staff that organisations employed in this survey varied from zero up to 748. The number of volunteers that organisations were working with (January 2020) varied from zero to 4000. Because of this large variation, any *Mean Averages* that are calculated will be affected by large values that are high in comparison to the rest of the data. Because of this, this report sometimes refers to both *Mean Averages* and *Mode Averages.* The median average is better suited for skewed distributions to derive at central tendency since it is much more robust and sensible. The Median is the number found at the exact middle of the set of values. A median can be computed by listing all numbers in ascending order and then locating the number in the centre of that distribution.

Paul cooked over 2,000 individual meals which the team at Supporting Older People in Harrogate distributed to anyone who struggled to get fresh food during the Covid-19 pandemic.

The report

The organisations taking part in this survey
303 Third Sector organisations took part in this survey that all had bases in at least one area of West Yorkshire and Harrogate.

Organisations taking part in this survey were asked a series of questions about their organisations in terms of turnover, number of staff, number of Full Time Equivalents (FTEs) and number of volunteers. While this report cannot claim that the more than 300 organisations taking part are an accurate representation of the third sector across West Yorkshire and Harrogate, a sample size this large still gives an opportunity for a better understanding of the diversity of the third sector across this area.

The type of organisations taking part
- 87% of organisations declared they are a Registered Charity and/or a Company Limited by Guarantee
- 13% a Charitable Incorporated Organisation (CIO)
- 8% a Community Interest Company (CIC)
- 7% a Group or Unincorporated Association.

NB some organisations are registered in more than one way

Organisations' annual turnover

Turnover of Organisation	Number	%
Less than £10k	55	18%
Less than £100k	103	34%
Less than £500k	87	29%
Between £500k to £1 million	23	8%
Over £1 million	24	8%
Over £5 million	10	3%

NB. One organisation did not respond to this question

Organisational reliance on earned income
Organisations were asked if more than 50% of their income is earned by trading, room hire etc. **31%of organisations said the majority of their income came from 'income earned'.** Covid-19 has had a dramatic impact on reducing organisations opportunities to generate earned income. This has meant organisations have had to reduce delivery of services that are dependent upon this income.

"We have had to close our shop and café which are both income generations for other services. We do have some reserve but as we are now providing services that were not in our budget (e.g. providing free meals in takeaway containers) we will struggle if this goes on for months."

It is important to remember that while 31% of organisations said that more than 50% of their income was earned through trading, there will be many more organisations who will also be earning a significant percentage of their income through trading.

The Local Authority Areas where the organisations are based

Organisations were asked which Local Authority they were based in. Additional areas from outside West Yorkshire and Harrogate have been included as some organisations had more than one base. The figures below represent those organisations taking part in the Third Sector Leeds (TSL) survey, but in addition to this data, information from an additional 49 organisations based in Bradford and 25 from Calderdale has been used in this report.

What Local Authority are you based in?		
Answer Choice	Response percent	Response total
Bradford	8.3%	25
Calderdale	3.3%	10
Craven	8.9%	27
Harrogate	16.2%	49
Kirklees	12.2%	37
Leeds	54.79%	166
Wakefield	4.3%	13
Other Areas* Some organisations that were based in West Yorkshire and Harrogate also reported bases in other Local Authority areas	12.87%	39

NB. Some organisations cover more than one area.

How many staff do organisations employ?

In the survey organisations were actually asked *"How many staff do you have?"*

The number of staff each organisation had varied from zero up to 748.

The mean average number of staff each organisation had was 23 staff members, which often included full time, part time and sessional workers.

A note of caution: given that one organisation employed 610 staff, a mean average is not necessarily the best figure to use to represent average number of staff employed per organisation.

How many full time equivalents (FTEs) are employed by organisations?

Organisations were asked "How many FTE staff do you have?" and the number of hours implied by an FTE was not actually specified

The mean average number of FTE each organisation employed was 15 FTE.

However as the sample size included some large employers a better average is a median average and this was significantly lower average at **2 FTE staff per organisation**.

The total number of FTE staff employed by organisations taking part in this survey was 4,593

Approximately one in five (21%) of organisations told us they had no paid staff and were entirely volunteer run.

38% of organisations told us they employed no staff or less than 1 FTE.

How many FTE Equivalents do you have?

How many FTE staff do you have?	Number of organisations	Percentage
Less than 1	111	38%
1 - 5	92	32%
6 - 10	30	10%
11 - 20	23	8%
21 - 30	8	3%
31 - 50	9	3%
51 - 100	9	3%
101 - 610	8	3%

How many staff did organisations employ at the time of the survey?

Organisations were asked how many staff they currently had, a question that was asked to try and establish the effect of Covid-19 on staff numbers. This number is explored later when each Local Authority area is analysed. It was apparent that some organisations may have reported in terms of FTE's and not in their overall numbers. Also it is possible that if organisations were asked to report this figure for June it would be very different from April/May.

Just over a third (34%) of organisations that employed staff in this survey told us they had furloughed staff by April/May 2020.

Volunteering numbers: Before and during Covid-19

Organisations were asked *"How many volunteers did you have in January 2020?"*

In January 2020, 95% of organisations said they had active volunteers involved in their organisations. **The total reported number of active volunteers in West Yorkshire & Harrogate (January 2020) was 16,681.**

It is important to remember that this is only the number reported by organisations taking part in this survey, the real number would have been, and still is, many more times this number. However, the data produced by this survey (294 organisations responded to this question) does give important indications of volunteering in West Yorkshire & Harrogate. It is important to remember that **nearly one in five organisations participating in this survey said they were entirely run by volunteers**.

There was a wide variation in the number of reported active volunteers per organisation, numbers varied from no volunteers (5%) up to 4,000 volunteers. This equated to a (mean) average of 57 volunteers per organisation. However as just two organisations reported they had a total 6,500 a better guide to the average number of volunteers per organisation is a median average, this equates to **15 volunteers per organisation**.

BTM in Bradford holds a range of workgroups that develop and deliver accessible information. These workgroups are made up of people with learning disabilities, people with mental ill health and people who are Deaf.

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How many volunteers did organisations have April/May 2020?

Organisations were asked *"How many volunteers did you have now?" (April/May 2020).* It was thought useful to capture this number so it could act as a comparison of the figure before Covid-19.

In April/May 2020, 35% of organisations told us they now had no active volunteers, this compares to only 5% of organisations saying this in January 2020.

The total number of "Active Volunteers" engaged with organisations April/May 2020 was 6324, this compares to a figure of 16,681 (January 2020) which is equivalent to a reduction of 62% in the number of Active Volunteers. These figures are reviewed in more detail by each Local Authority area but there is a consistency in the pattern reported.

It may seem surprising that the volunteer numbers appear to have dropped when a substantial number of volunteers have come forward for Covid-19 related activities. We believe the explanation is that new volunteers may not be formally recorded and established volunteers may not be able to help because of the change or cessation of services or due to shielding.

The mean average number of volunteers per organisation in April/May 2020 was 22, this compares to a mean average of 57 per organisation in January 2020 which is a reduction of 61%.

The median average number of volunteers per organisation in April/May 2020 was 4 this compares to a median average of 15 per organisation in January 2020, which is a reduction of 73%.

Comparisons of number of volunteers organisations reported January 2020 and April/May 2020	Number of organisations January 2020	% of organisations January 2020	Number of organisations April/May 2020	% of organisations April – May 2020
No Volunteers	16	5%	102	35%
1-10 Volunteers	98	33%	121	41%
11-30 Volunteers	91	31%	47	16%
31-50 Volunteers	36	12%	8	3%
51-100 Volunteers	29	10%	6	2%
101-150 Volunteers	16	5%	3	1%
151 – 4000 Volunteers	8	3%	6	2%

What organisations told us

The following sections of the report look at both the data from the survey in terms of numbers, but also "*What Organisation Said*" through their *"free text"* input into the on-line survey.

What organisations told us about organisational delivery

Current demand for services

Organisations were asked: "*Has demand for your services changed*?"

- 59% of organisations said demand had increased (37%) or had stayed the same (22%)
- 41% of organisations said demand for their services had decreased.

Modifying delivery of services

Organisations were asked- *Have you maintained your service with modified delivery?*

- *83% of Organisations said "Yes"*

Organisations were asked -*Have you had to close/put on hold all or part of your service?*

- *89% of organisations said "Yes"*

How has service delivery changed?

Responses from organisations responding to this research showed:

- Services are adapting to ensure they can be sustained.
- This has led to excellent innovation and the expansion of some services.
- This largely involves digital and phone services.
- Furthermore, there has also been an increase in demand for many services.

Services are adapting to ensure they can be maintained. While some organisations have had to close completely, others have put elements of delivery on hold, or found new ways to deliver their services. This has been due to a number of factors including: a loss of income streams, physical spaces needed for service delivery being closed, changes to staffing (including furlough), an increase in demand for some services (such as mental health support), and changes necessary to maintain social distancing guidelines.

For some organisations, this has meant focusing resources on providing only essential services. For example, one organisation reported:

"We have had to close our Day Centre, and withdraw our Homecare Service. We are only providing shopping for isolating older people, and a 5-days a week Hot Meals Service delivered by a local Cafe who have closed their doors to the public." (Leeds)

Some services cannot be carried out due to restrictions, so have been put on hold:

"We are a community hall - not being used for Covid-19 response - so our doors closed on 23 March and we have no idea when they might reopen." (Kirklees)

Many are stretching their resources to ensure vulnerable people are getting the support they need. Some services, such as food and meal deliveries, have been modified to account for social distancing.

"Community Response Service launched - linked in with VAL. Providing telephone / social media support, shopping, supermarket food vouchers, pharmacy drop off etc." (Leeds)

This has led to excellent innovation and the expansion of some services. For one organisation, innovation in online activities has had a chance to thrive:

"We are a digital Social Enterprise. The transition to work remotely had its challenges. Our engagement in the last four weeks has increased significantly." (Kirklees)

What areas of delivery are most at risk?

Organisations identify delivery risks in terms of: specific delivery, those most at risk from receiving support and risks to their organisation as a whole.

While organisations gave a diverse range of services that were "*at risk*" lots of organisations specifically highlighted mental health support and the consequences of people not receiving appropriate support. Running alongside this was an increased demand for many services but also increasing uncertainty about financial stability.

Pressure on services is increasing, putting them at risk

There is an increase in demand in key support areas such as domestic abuse and mental health support, putting these support areas at risk.

"The support areas most at risk are related to domestic and sexual violence which we have already seen an increase in. Mental health needs are increasing as people are struggling with family dynamics and a reduction in frontline support services." **(Bradford)**

Delivering mental health services is a core priority for many organisations, with increasing demand in difficult circumstances *"Mental health and wellbeing of young people and vulnerable adults"* **(Kirklees)**

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"Concerned about impact on those with mental health issues and the fact that m/h has been pushed aside (there is no choice right now…) No longer term planning seems to be in place to deal with the m/h of the front line staff once things settle either."

The following is only a selection of the comments made in the survey, however it clearly demonstrates the diverse range of services delivered by the third sector but also serves as warning of the range of services and beneficiaries that face uncertainty.

Examples of types of services identified as being at risk

- Community engagement and support
- Training and employment project
- Lunch clubs – closed
- Wellbeing Cafes
- Volunteer programme
- Asylum seeker support
- Dementia focused exercise classes
- Mental health. No bereavement counselling and no support for bereaved parents and families
- Community transport
- Health and wellbeing programmes
- Maintaining current bank of volunteers
- Bereavement skills training
- Youth sessions
- Parent and toddler groups
- Ongoing funding for work in schools and community settings such as care homes
- Support - practical, legal and moral
- Laundry service
- Prison provision of Sports Leaders

Examples of those most at risk from not receiving support:

- The most vulnerable children
- Vulnerable Adults
- Services to families who have children with additional needs
- Loneliness amongst over 70s
- Unemployment support especially those with limited IT skills
- Residents getting ill
- People with Mental Health issues, in particular those who do not have a mobile phone or access to a computer
- We are concerned about our services to children as these are funded through fundraising which is being impaired

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- Volunteers
- Vulnerable young people not accessing education / service support

Examples of organisational risks:

- Paying our landlords
- Lack of money
- The whole charity might have to close
- Concerns are capacity, staff safety/illness, buildings for return of activities
- The Hot Meals Service is costing our charity £168 per day! We cannot maintain this without some grant support.
- Resumption of group activities

Digital technology

Embracing and using digital technologies

There has been a large shift towards digital and phone communication in order to comply with social distancing. One organisation reported a shift to:

"Working from home, no face to face meetings but online zoom meetings" (Kirklees).

Furthermore, there is a transition to digital and phone services, replacing face to face contact and group sessions, *"Face to face contact replaced by telephone support" (Kirklees).*

"With all our sites (Leeds \ Bradford \ Shipley and hubs in Calderdale and Keighley) closed, we have had to rapidly adapt our service, with contact initially through phone, that has now expanded to text \ e-mail \ group chat workshops \ etc."

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Challenges of using digital

While many organisations had manged to change their way of delivery with technology, other organisations felt this would be difficult for them:

"Whilst we have maintained some semblance of service we are not really able to provide a lot of the support we usually would as our service relies on face to face contact with our service users." (Bradford).

Another organisation saw the importance of providing some sort of support to its clients but there were lots of logistics to organise and things to consider:

"Funders have largely been very understanding, kind and flexible. They have encouraged us to offer support however we can, approving our changes to delivery as they have said they trust us as experts in what we do. The challenges come from working with disadvantaged and vulnerable groups after impact of austerity on these communities, during Covid-19 pandemic. To deliver support to women seeking asylum, for instance, we need to work out how to safely communicate with some women and potentially buy them phones. We also need to ensure that they, like other women we work with, have reasonable access to food and are safe from harm in their current accommodation. With some women we have to work out code so we can communicate safely with them. With some we can only communicate when they go out to the shop. The impact on mental health for many women has been huge. We are managing more stress, more suicidal ideation and staffs are being affected by level of need in contrast to ability to have positive impact."

Many organisations participating in this research wanted and saw the importance of engaging with their users/clients/members through the use of digital technology but identified that often this needed an initial investment and there is a cost associated with remote working:

"We are currently planning how to offer an online service to our beneficiaries, and how to fund this." (Craven)

"We have had to lend I-pads to Looked after Children - when the Government are stating that they are providing them" (Calderdale)

Organisations identified challenges around engaging with many different clients/people, examples are:

"Particularly poorer people and people in transphobic or less accepting living arrangements" (Harrogate)

"We run youth groups - we are trying to engage with our YP online but many of them struggle to get online" (Leeds)

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Digital exclusion

"Not all asylum seekers have phones; asylum seekers are not permitted to have bank accounts therefore they have difficulties getting phone contracts with data." (Wakefield)

Organisations were asked *"Are you finding digital exclusion an issue for people you work with (e.g. older people, deprived areas, young people etc.)?"*

Are you finding digital exclusion an issue for people you work with (e.g. Older people, Deprived areas, Young people etc.)?		
	Number	Percentage
YES	207	74%
NO	71	26%

This survey identified that:

- Transfer to digital and phone services while can provide new opportunities, it also creates significant barriers, making some unable to access services.
- Older people, people in poverty, disabled people and vulnerable people living in abusive settings are all at risk of missing out on key services.

There are major barriers for some vulnerable people in accessing these services. Digital exclusion was reported to be multi-faceted. Some individuals lacked access to digital technology needed for online services. This was reported to be a barrier to people living in deprived areas and in poverty, as well as older people. Organisations reported that a key element in digital exclusion for many of the people they support was unhealthy or abusive home environments, where people's access to technology is controlled by a partner, or it is unsafe to make phone calls.

A recurring theme was a lack of skill and know-how in using technology; this was often the case with older people and those with learning disabilities. Organisations reported working hard to develop the skills and confidence to operate online.

For example, one organisation reported that continuing work with the most vulnerable children was at risk as they are *"[made] vulnerable by doing virtual support in unhealthy home environments e.g. where domestic violence or abuse is present."*

There has also been an increase in demand for many services. Domestic and sexual violence is increasing, putting huge pressure on limited resources:

"The support areas most at risk are related to domestic and sexual violence which we have already seen an increase in. Mental health needs are increasing as people are struggling with family dynamics and a reduction in frontline support services." (Calderdale)

Older people and digital technology

While some organisations reported how they were supporting older people with digital technology, many organisations also expressed concerns around older people are at risk of missing out on services due to technology barriers:

"Digital exclusion is generally an issue for older people we are aiming to combat this problem under the current circumstances." (Leeds)

"Older people in our Harrogate site … do not have these facilities at home so we are ringing on their landline. Many of them also live with elderly parents who do not have access to the digital world."
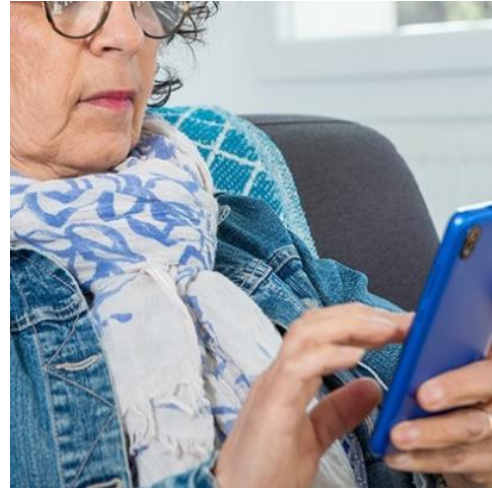
"We cannot send email updates and information to most of the older people we support and the majority do not have access to online banking" (Harrogate)

"There are many more options we could offer if our service users had internet and iPad, but some don't even have a mobile phone." (Harrogate)

Poverty, deprivation and access to digital technology

Many organisations identified that poverty is a key factor in access to online services, and lack of access can cause exclusion:

"Yes that is a problem, many people in poverty or those who are homeless do not have internet access or enough data or sometimes electricity to keep up to date and the easiest way to find out what is going at the cafe is on our social media but some people cannot access that." (Leeds)

"One of the groups using our centre teaches ESOL to children struggling at school and one is for asylum seekers and refugees. Some of those families are in melt down. The children do not have equipment to access and take part in virtual groups and the cost of printing and dropping off activity sheets is creating issues with the limited funds available to that group" (Bradford)

Access to technology is a barrier for many people in deprived areas:

"Access to appropriate digital equipment is an issue for some of our adult participants and learners living in most deprived areas of Leeds."

Disabled people

Reliance on technology to deliver services can act as a further barrier to disabled people:
"People who are hard of hearing not understanding a phone call" (Leeds)

A skills gap has been identified in some people's technology use, with organisations providing key support in developing these skills and confidence: *"We support people with learning disabilities and have found that many of them have access to a smart phone or tablet but haven't been supported to learn how to use them. Staff are spending a lot of time helping people get online and become safe and confident with the technology." (Leeds)*

"Some of our learning disabled workers do not have access to a computer to access on-line sessions through Zoom/Facebook." (Harrogate)

Abuse

Access to technology, and therefore key services, can be severely compromised by abusive home environments: *"Yes some women we work with cannot afford to maintain a smart phone. When in abusive relationships their phone is often broken or put in cash converters by abusive partner." (Leeds)*

Lack of a safe home environment can hugely reduce safe access to services that now may only be delivered digitally: *"Women experiencing DV - not able to take phone calls." (Leeds)*

Volunteering

"Volunteer expenses have quadrupled as we are becoming more reliant on them for transport and deliveries."

Volunteering responses to Covid-19

The data results of this survey clearly demonstrate that has been a significant reduction in the number of active volunteers across West Yorkshire & Harrogate in terms of overall numbers as well as a significant increase in the number of third sector organisations currently not actively engaged with volunteers. This figure increased from 5% to 35% from January to April/May 2020.

However, the timing of this survey has probably not yet captured the significant number of volunteers across West Yorkshire and Harrogate that have come forward in response to Covid-19. In Leeds for example more than 8,000 volunteers registered through a scheme co-ordinated by Voluntary Action Leeds (VAL) and Leeds City Council. Volunteers have been actively placed with third sector organisations across Leeds to support people dealing with

the consequences of Covid-19. It is likely that this "influx" of new volunteers has not yet been captured.

"We have more volunteers than we had in January" (Craven)

"We maintained (or rather met the increased demand) with more/different daytime volunteers available due to furlough in their day time employment" (Bradford)

Many of these 'New Volunteers' volunteered in direct response to requests from different schemes being organised across West Yorkshire & Harrogate. Some of these schemes were led by third sector organisations, Local Authorities and partnerships of organisations and communities 'coming together'. Many organisations thought it important that the third sectors response to Covid-19 is recognised. The sector has long had a reputation for being responsive and this was exemplified by its response to Covid-19. But the sector's response to this wouldn't have been possible without the energy and commitment of thousands of volunteers across West Yorkshire & Harrogate; many working together as Mutual Aid Groups or Good Neighbours. The NHS Volunteer Responders are a separate and valued group of people not included in this report.

In this research organisations were asked- *are you linking with a volunteer programme (e.g. VCS, Local Council etc?)*

47% of organisations in this survey told us they were linked to a volunteer programme and other organisations told us they were planning to.

Are you linking with a volunteer programme (e.g. VCS, Local Council etc.)?		
	Number	**%**
Yes	136	47%
No	136	47%
Not Yet	16	6%

Lots of organisations in this survey explained how they had taken leading roles in responding to the needs of communities in response to Covid-19:

"A voluntary taskforce is coordinating delivery of prescriptions and shopping, pet care, liaison with local services and businesses, and providing a calm, friendly, trusted voice on the other end of the phone for isolated and vulnerable people. A dedicated telephone line, email address, social media, and web page are all being monitored six days a week, and Victoria Hall administrative systems have been co-opted and adapted to safely, reliably and efficiently support up to 1500 vulnerable people throughout a very isolated rural area. The auditorium has been converted to a socially-distanced office space, from which our core volunteers can coordinate the response for Settle and surrounding area. Services we provide include shopping and prescription deliveries, signposting to services and businesses, pet care, general advice, and check-in calls for the isolated and vulnerable" (Harrogate)

"We have stopped our voluntary car driving service and our handyperson gardening and DIY service and redeployed staff and volunteers to co-ordinating volunteers to do essential shopping and prescription collection and delivery, plus other tasks such as dog walking. Also, making arrangements for emergency food, signposting to other support etc. Now looking to develop befriending support to those self-isolating as well (already offered in one part of our District)" (Harrogate)

"The service has changed dramatically. We have a team of workers and volunteers who do befriending calls each week. All group activity has stopped within the centre and we have changed our delivery model to one of a food distribution centre" (Leeds)

Many organisations talked about the commitment of volunteers: *"Key volunteers are currently working 60-70 hours a week" (Leeds)*

"We couldn't do what we are doing without them and hope to retain their service when we come through this crisis. Our organisation has not had existing volunteers to rely on as many of our existing staff and volunteer suffer from mental health issues and are therefore not resilient enough to cope with the needs of how we have had to refine our provision. We have therefore relied very much on the senior staff team and VAL volunteers to help us. They have been amazing!!!"

Some organisations thought there were perhaps too many volunteering schemes set up, rather than working with what was already there:

"Top down volunteering schemes from government, businesses etc. have been tricky to respond to without sounding churlish/ungrateful and some of the blame must lie with the VCS for not having a higher profile. However we really must get the message out there that if people want to help and feel good helping look at what is already there and working well before setting up new stuff. This is hard to prioritise when we're already extremely stretched, but volunteering is not just for Christmas or COVID-19!!"

Volunteers that are shielding and the challenge of keeping volunteers volunteering

As already discussed, overall the number of third sector organisation that said they were actively working with volunteers had significantly decreased from 95% in January 2020 to 65% April/May 2020. While it is likely that some of these *"missing volunteers"* have been volunteering on responses to Covid-19, many of these volunteers will not be volunteering

"Our volunteers are all retired and some of the older ones may decide not to return if they perceive risk, however diminished, by interacting with other people" (Kirklees)

"The only area of concern is whether our volunteers and organisation will re-boot when it's all over" (Calderdale)

Sustaining the volunteering response

Several organisations raised concerns about how long these "New volunteers" would be able to stay volunteering with their organisation:

"We are now providing repeat food deliveries whilst still accepting new cases and may not be able to provide the required number of volunteers" (Leeds)

"We maintained (or rather met the increased demand) with more/different daytime volunteers available due to furlough in their day time employment" (Bradford)

Many organisations talked about the costs of delivering services and often there was an assumption that *"volunteers come free".* In the case of *"formal volunteering"*, they need to register, have an induction, and be issued with an identify card; they need support; acknowledgment of the important role they play; and expenses:

"Volunteer expenses have quadrupled as we are becoming more reliant on them for transport and deliveries" (Leeds).

Organisations in this research identified how one of the positive outcomes of Covid-19 was the fact that they had *"engaged with many new people in the community."* While this is a positive, an outcome of this is that many third sector organisations have seen a significant increase in the need for their services. Many of these services are reliant on volunteers and some concerns were raised on what might happen to these services when any volunteers who have been furloughed, can no longer volunteer because they are back at work:

"We are now providing repeat food deliveries whilst still accepting new cases and may not be able to provide the required number of volunteers" (Leeds)

"We fear that when things can get back to normal many volunteers will feel they don't want to continue which will mean some groups may not be able to operate" (Craven)

Sustaining volunteering, the 'New' and the 'Old'
Volunteers

Covid-19 has highlighted the reliance of many organisations on volunteers in general and many of these volunteers were involved in delivering services pre Covid-19. Many organisations commented on their reliance on older volunteers. As a high-risk category, these individuals are often shielding, so the sector has seen a particular dip in older volunteers.

"Most of our volunteers are in the high risk group (over 75)" (Leeds)

"Our volunteers are all retired and some of the older ones may decide not to return if they perceive risk, however diminished, by interacting with other people" (Kirklees)

Many organisations were concerned how their services that relied on volunteers were going to re-engage with those volunteers:

"Going forward it will be how to recover and re-establish community office, particularly around physical volunteers able to assist. Most of our volunteers are over 70 so depending on restrictions and social distancing, this may impact on how we reopen and what we can offer. Prior to COVID-19 we were trying to recruit a wider range of volunteers from different backgrounds, with different skill sets and of varying ages as many of our current volunteers will gradually leave us but this is always a challenge. Now it is even more important as some volunteers may not be able to return to work with us and many newly recruited volunteers to assist specifically with COVID-19 are either furloughed or able to assist in the short term, rather than sustainably for the future." (Harrogate)

"Cadet & volunteer retention - how many cadets/adult volunteers will lose interest once we have been shut down for a long period". (Bradford)

Another organisation shared its concerns on how to re-engage its volunteers, without whom they would not be able to generate an income:

"Our only income stream is from our charity shop that is run by 80 volunteers. There are only 12 that are under 70 so the shop is closed. The shop generates income to pay the rent on that shop and the rent on our advice centre" (Kirklees)

Volunteers returning to work and new volunteering opportunities

As already discussed, due to Covid-19, there has been an enormous response by people to volunteer across West Yorkshire and Harrogate. It is important that this motivation to volunteer is harnessed and sustained (on other activities) after Covid-19.

Organisations' financial viability

"All our funding is from the council payments for the first quarter have already been made. I don't know if they will do the same next quarter."

How long are organisations financially viable?

Organisations were asked- *If the current situation continues how many months do you expect you can continue to be financially sustainable?*

55% of organisations said they did not expect to be financial sustainable beyond the end of 2020 and less than one in five organisations (18%) thought they could be financially stable beyond 12 months.

The fact that the majority of organisations (55%) didn't expect to be financially stable beyond the end of this year is obviously a concern and discussions need to take place about this. It is anticipated that many third sector organisations may start the next financial year with a projected deficit budget, but with the hope that they can secure additional resources to "*balance the books*" later on in the year.

This year has been unusual. Many funders have stated they have stopped funding any future projects that are not directly contributing to tackling the effects of Covid-19. Local Authorities are predicting very large deficits for this financial year and many third sector organisations rely on Local Authority funding. During this year is that many third sector organisations have a limited opportunity to generate income due to loss of room hire, delivery of training etc.

Nearly a third (31%) of organisations said the majority of their income came from "*income earned*" and with limited opportunities to earn income this financial year is going to be especially financially challenging for third sector organisations.

If the current situation continues how many months do you expect you can continue to be financially sustainable?		
Amount of time	Number	Percentage
1 Month	13	5%
3 Months	47	17%
6 Months	91	33%
12 Months	75	27%
Indefinitely	49	18%

NB Not all organisations answered this question.

Income streams most at risk because of Covid-19

Organisations were asked to *identify income streams affected/most at risk (now)? Have these risk areas changed specifically as a result of Covid-19?*

There was a diverse range of risks identified by organisations that would affect their income streams. Some organisations had been ready to submit or hear back on significant funding bids but have learnt that funding is currently only available for *"Covid-19 type activities."* Other organisations were concerned about how they would be able to deliver specific contracts and income streams. They were concerned around how much flexibility funders would give them.

Many organisations discussed how responding to Covid-19 has left very little capacity for bid writing and securing funding even when/if this opportunity arose.

The third sector has for some time found ways of developing new and diverse income streams, no longer relying just on grants and contracts for income. Important income streams are through things like room hire, delivering training, activities, selling products and services and donations from corporate partners and the community. Many have important income streams that have completely stopped or have been reduced drastically. One organisation commented:

"We had followed the sector advice to work towards increasing traded income due to of shortage of funds. It's somewhat ironic that this has now put us at risk whereas our funded income is robust."

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Another organisation explained how being unable to deliver had left them with little income:

"Virtually no income as we can't offer any face to face classes. We are waiting to hear about a Harnessing the Power of communities grant which if we are successful will really help as we come out of lock down, a decision on the grants has understandably been delayed."

Several organisations shared their concerns around having to use reserves to survive as their incomes had drastically reduced:

"All we can do is use reserves - which would be OK for more than 12 months but without any income coming in at all - this has limits."

The following are examples of many income streams at risk as a specific consequence of Covid-19

Examples of funders and contracts at risk:

- Fundraising for new projects.
- Revenue income from grants related to achieving project delivery outcomes.
- All our funding is from the council payments for the first quarter have already been made. I don't know if they will do the same next quarter.
- Our application to Big Lottery has been put on hold.
- Grant application (currently a lot of focus on grants for charities delivering projects directly related to COVID that we are unlikely to qualify for).
- Our primary funded programmes are to deliver workshops and projects within community groups and school settings. This has completely stopped.

Examples of other income streams at risk

- Trading - we've just stopped and are working on grant incomes.
- Income generated from selling of services - yes 100%.
- Income from care contracts.
- Income from social enterprises.
- Parental contributions.
- Sales from our shops which are closed at the moment.
- Appeals, fundraising events and donations - appeals not held, fundraising events not held- significant impact on community services going forward.
- Our top income streams have basically stopped as they all rely on us having premises and delivering face to face therapies.
- Fees paid by parents - this is 50% of our income so if the nursery is closed then no fees.
- Room hire and programme income - lost 100%.
- Investments - lost 40%.

- £7k paid for courses and practice days have now stopped and we don't anticipate earning more than £200 in donations for the online offerings we have made available.
- Corporate Fundraising.

Challenges to expenditure/cash flow

Organisations were asked: *What are the top 3 challenges for your expenditure/cash flow?*

Organisations shared many examples of how they still had running costs to pay but often without any income streams: *"still have bills that we are contracted to pay and have the standard building checks and safety laws to abide by which are a large expense."*

Organisations raised concerns around *"LA reducing/stopping grants"* and another organisation concern around cash flow was *"we will not have any".*

Many organisations shared their concerns around "people not renewing their donation habits" and limited opportunities to organise events that *"bring in donations and gifts."*

Many organisations saw the fact they were having to use reserves as a big challenge to their cash flow: *"£15k drop in monthly income on top of deficits for last 3 years, Low reserve levels".*

The following are examples are what organisations saw as their main challenges around expenditure/cash flow

- LA reducing/stopping grants.
- When social isolation ends we won't automatically go back to the level of income that we had in March 2020 but we will have the same overheads. It will take time to get the income back to the same level.
- Funders having used all the funds to cope with current situation and no funds left afterwards.
- Medium term this picture may change, but that would depend on the continued funding, or not, of our contracts and grants.
- That we use all of our reserves and cease to exist.
- Low level risk funders backing our work remain stable.
- If we are back to normal operation by September we will take an income hit of two-thirds of our annual turnover i.e. £18,000.
- I think the risk is that we are earning £0 but still have bills that we are contracted to pay and have the standard building checks and safety laws to abide by which are a large expense.
- That we will not have any.
- Room hire and Cafe income has been building for couple of years. We are hoping this doesn't set up right back the start but are fearful it will.
- Funds in the charity reducing as overheads continue even though we are working from home and mostly furloughed.

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- Potential 'wastage' loss due to people not renewing their donation habits; loss of unplanned donations will stifle this year's programme of material and project support.
- The majority of our income comes from local authorities - if they receive further cuts then our services could be in jeopardy.
- Being a grassroots movement we will struggle to keep a profile in a closed community; this will affect donations and gifts.
- Even when restrictions are lifted we will still have problems as many of our users are elderly and will be very cautious visiting the Hall. It maybe that film night which is our main income stream may prove uneconomical in the future.
- Cash flow - having the money in the bank to pay wages at end of each month. We know we will get the CJRS 80% money back and SSP refunded but having no date is a problem - beginning of May is no use for 30 April payments.
- Redundancies - we have a loyal long service workforce so statutory redundancy costs would force business to close if it came to that.

Flexibility of funders

Organisations were asked: *If you receive grant/contract income how have funders offered flexibility & have there any been particular challenges?*

63% of organisations that receive grant/contract income said funders had been flexible and about one in five (18%) thought it was too early to know.

Have grant/contract funders offered you flexibility?		
Response	Numbers	Percentage
Yes - they have been flexible	**135**	**63%**
No - they have not been flexible	**32**	**15%**
Unknown – too early to tell	**39**	**18%**
Mixture – some funders flexible, others not	**9**	**4%**

Many funders have been very supportive:

Organisations said that generally, there has been flexibility and support from funders. some have offered flexibility, such as less strict reporting, others have not relaxed their expectations. Funding for non-covid related initiatives, such as sport and wellbeing have been reported to be drying up.

"Funders are being flexible and accepting of changes put into place, reporting has been reduced" (Kirklees)

"Our grant funders have been fantastic - allowed for flexibility in the way we use our current funding and have offered support (financial and otherwise) to be able to make our virtual support more widely available" (Leeds)

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Funding streamlined to Covid-19 response

There were many reports of funding being streamlined into Covid-19 response organisations, leaving other services unable to access grants. Criteria for funding is changing to adapt to Covid-19 programmes, leaving organisations unable to deliver targets and missing out on income to pay staff: *"Grant applications for general overheads and salaries - these are now needed for Covid-19 programmes and the criteria are changing, this means we are not able to meet our intended/planned targets for the coming months and years. If grants are available, we are now focused on other needs and not able to commit time to source and apply for funds for ongoing needs." (Leeds)*

Funding being streamlined to Covid-19 relief, reducing access for other services: *"Some funding streams we had applications in with have been withdrawn as the funders are now focusing on emergency support." (Leeds)*

Some funding has been put on hold or closed

While some funding bodies are putting bids on hold, others are closed to new applications all together: *"Funding - from the Lottery - application put on hold. Other funders are closed to new applications" (Leeds)*

Grants for non Covid-19 support have been lost, while small grants are available for Covid-19 related activity: *"Grants for our previous activity for sports, wellbeing and community cohesion are low priority and have dried -up. Current grants (few in number) have been related to the shop and drop service." (Leeds)*

Mixed response from funders

"Grant income at present is through Leeds community foundation who have been very supportive. Leeds council have been supportive to a point. Harrogate council are not being helpful, still saying that as we are not physically open to trainees we may not be paid even though we are working remotely and even though we have been directed to close. Mixed messages."

Another organisation said one funder had been helpful but another paused an application that was a few days away from a decision: *"Public Health have been very generous and supportive and are working with us to redeploy staff as usefully to the city as possible. Big Lottery have paused everything (even bids that were two days away from panel) and that has been most unhelpful." (Leeds)*

"Some have been very flexible…others have been a nightmare and very unsupportive." (Calderdale)

Some have offered little or no flexibility:

Some funders have offered no flexibility: *"We do receive some small pots of funding and there have been no concessions in the expectations - which is really disappointing as we are supporting disabled people into work!" (Leeds)*

"No flexibility from funders in early release of funds has left us struggling." (Kirklees)

Accessibility issues

Some organisations highlighted issues with accessibility in the forms being produced by grant giving organisations: *"People within grant giving organisations are creating forms to ask for evaluation, but because they are doing them in a hurry accessibility has not being considered hence we are unable to complete them"*

Continued access to funding is essential for survival

Maintaining funding is essential for the survival of third sector services: *"If we lose lottery funding we will have to close as we won't be able to pay the rent or wages" (Kirklees)*

Some have more precarious income streams that have the potential to be severely affected by an economic shift: *"high risk; don't have a stable income so entirely dependent on grant funding and supporter income which given the current economic climate these funding sources could have an increased risk of drying up." (Kirklees)*

Example quotes on: flexibility of funders:

- The Arts Council have offered longer reporting times…and ensured that funding is still delivered regardless if reporting has been carried out on time.
- CCG funding for the financial year has been received in full, rather than just for the1st quarter as it normally would.
- All of our funders have been very supportive and there have been no challenges.
- Our grant funders have been fantastic - allowed for flexibility in the way we use our current funding and have offered support (financial and otherwise) to be able to make our virtual support more widely available.
- Commissioners have been great - they don't have time to look at next year's budgets so have just asked us to invoice them - we are a key part of the pathways and getting people out of NHS services which is key currently.
- We have a loan from the Key Fund to buy our industrial shredder- this ends in November. They have been very understanding and have deferred payments for the next 3 months to help with cash flow.

- We receive contract funding and the Council has confirmed there is no risk to that funding, accepting our business continuity plans on adapting the delivery of the contracted service. We are keeping in close communication with commissioners.
- Funders from our core grant providers have being brilliant. They have understood the need to change and prioritise our services to meet needs and are supporting us to do this by using the funds already granted in different domains and services, they have relaxed monitoring and reporting demands.
- Funders have all offered a great deal of flexibility so far and have been clear that they will continue to fund so long as we can show we're adapting delivery.
- Good Things Foundation who fund around 25% of our delivery have been really good and are keen for us to continue with delivery remotely where possible and are continuing our financial support.
- We have been told not to worry about targets and do what needs to be done, offered small additional grants to cover loss of income or pay for additional things like phone costs, been allowed to reallocate unspent money for other things.

Examples of quotes were organisations feel funders have not been flexible

- No flexibility from funders in early release of funds has left us struggling.
- Waiting on one funder for three weeks to get an answer as to whether we can suspend a project that we can't adapt and then extend. This is getting difficult as we can't give the Project Manager any clarity.
- Big Lottery have paused everything (even bids that were two days away from panel) and that has been most unhelpful. They do have a new fund to apply to but that doesn't replace all the hard work on existing bids.
- Nothing has been said since Covid-19 started. Discussions we were having all seem to have gone on hold.

Example quotes on: Particular challenges around funding and delivery

- There is flexibility in how we can adapt our work. However other funders have paused or stopped their application processes which were part of our future funding plans.
- All funders flexible and supportive. But our European project still has to be delivered on time and on budget.
- Yes the Lottery have been brilliant, as have Live Well Leeds commission, other funders have been flexible but it is hard to weigh up whether to pause or re-deploy workers for other causes (e.g. city wide covid-19 project). We have done a mixture to provide stability longer-term (furloughing some workers).
- As we are OK at present I have not done anything yet, hoping that if things improve in the next six to nine months we might catch up somehow.
- Funders happy to defer work but don't offer core funding without project delivery.

- Some funders have indicated that might be able to be flexible in how services are delivered, but in the interim we lack funding to have staff developing suitable alternatives. Also if we divert current funding to other services we anticipate a funding gap when able to reinstate regular programmes.
- We haven't applied for any grants we are too busy facing the day to challenges.
- The pressure to 'find ways' to engage is very overpowering but not practical.
- Payment by results contracts have been extended by 9 months but will remain very difficult to deliver next year. Whilst some limited compensation has been offered for things that were cancelled in March, this in no way covered the costs we had incurred.

Furloughing of staff

Organisations that employed staff were asked if they had furloughed staff, **34% said they had furloughed staff** and an additional 6% said they hadn't yet but were considering doing so. As this figure is the one that organisations reported April/May 2020 it is likely that this figure will have increased during June:

 "9 at present. Will probably furlough more."

"No - not yet but will consider it in the future if necessary"

"We are in the process of furloughing 70% of employees. If partnership agreements do not work this will be more."

Did organisations face challenges in the furloughing of staff?

Generally, organisations said they managed the process okay, one organisation commented that the process was *"simple and easy to apply and the repayment arrived quickly"* but another organisation said *"it is a distressing process, and the process of claiming the money is not simple."*

Several organisations wished they could furlough staff for part of their hours and commented on: *"The lack of clarity at the beginning caused major challenges."*

Several organisations also commented on the fact you still had to pay staff costs and then get reimbursed in arrears which could cause cash flow problems: *"You have to have the money before you get it reimbursed. Not many not for profits have £12K readily available."*

Selected quotes on: Furloughing staff and the process:

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- Staff morale…Some are working twice as hard for 100% salary and others are at home not working but getting paid 80%. Some of those doing nothing are struggling with mental health.
- Evolving process requiring management time and subsequent communication support for furloughed staff.
- It would be easier if we were able to furlough part of someone's hours as my team work different hours for different projects / funding streams.
- Only disappointment was that staff couldn't volunteer for us - even in a completely different role -but we have directed to other charities instead.
- We believe that we can't furlough because we are in receipt of public funds.

Organisation support needs

"For our charity we need support to survive, receive funding for core costs"

What sources of support and advice are you using?

Organisations were asked where they were going for sources of advice and support, the most popular was Local Authorities (62%), Local networks/partners (53%) & local Council for Voluntary Service Organisations (40%).

Looking at the distribution of percentages it is clear that organisations were going to several sources for support and advice. 22% of organisations said they went to *"other"* sources of advice that included Government advice through website, HR specialists, solicitors and the Federation of Small Businesses

26. What sources of support and advice are you using?		
Support from whom:	Number	Percentage
National Infrastructure (e.g NCVO)	85	32%
Council for Voluntary Service (e.g. Voluntary Action Leeds)	106	40%
Other Infrastructure (e.g Forum Central/SEYH, Community First Yorkshire)	83	31%
Community Accounting Services	15	6%
National media	76	29%
National third sector networks	75	28%
Local Authorities	163	62%
Local networks/partners	141	53%
Local contacts	122	46%
Other	58	22%

What areas did organisations say they felt they needed more support for?

Organisations felt the top priority was around funding, *"emergency funding"*, *"help with core costs"*, *"other Govt. initiatives"*, *"funding for digital inclusion"* and this required *"Lobbying at the highest level"*.

"Lobbying at the highest level to fully represent the sector to elicit much greater, financial support for the sector, in the medium term (not just these 6 months), particularly small and medium-sized organisations who are dependent on a project-based funding model."

Examples quotes on: Financial support needed

- Financial support to keep the community going.
- Sources of emergency funding. Furlough and other Govt. initiatives set up to help financially.
- Help with core costs.
- Lobbying local authorities about continuing to pay throughout this period.
- Training and Funding for digital inclusion for staff and carers.
- Accessing grants/funding.
- Support to get more tech out to people and offer digital inclusion.

Other areas of support that organisations asked for

Many organisations in this research raised issues of dealing with *"staff anxiety and Stress"*, for some staff this was thought, in part, to be due to working in a fast changing, stressful and a very unusual working environment. Other organisations talked about the stress staff who were not working experienced because they were isolating or furloughed. This was causing a feeling of isolation for many staff members. Several organisations asked for support around *"Managing staff anxiety".*

"Brilliant response from staff, making the most of resources and putting in extra time. be mindful of mental health impacts and overworking. Also for those furloughed- mindful of impacts of watching organisation suffer and unable to volunteer."

Another common support request was around *"Digital development"* in supporting staff, volunteers and clients. Organisations asked for *support in "Promoting the fact we are still here"* and many organisations felt it was important that support is provided to ensure that the role of the third sector in responding to Covid-19 is recognised: *"Recognition of the work we're continuing to supply."*

Examples quotes on other areas of support that organisations asked for

- Managing staff anxiety.
- Help with HR issues.
- Digital and social media understanding and how to implement online working.
- More joined up connections with similar services.

- Recognition of the work we're continuing to supply.
- Promoting that we are still here offering a service to disabled people and to people with health issues.
- Digital development i.e. moving training on line.
- Advice on steps required to adequately maintain a temporarily unoccupied community building, reduce its expenditure, cater for any of the implications on any facilities in an unoccupied building, cater for security etc in the current COVID-19 restrictions.

Support around an 'Exit Strategy'

While there is obvious uncertainty around "*timing for ending lock down*" and when things might be "*normal*" again organisations saw they need to plan ahead and to start thinking about "*'normal' needs of community outside of Covid-19 crisis.*"

Examples of quotes around support needed for planning ahead

- Information on likely exit strategy and timing for ending lock down.
- We need to be able to operate as a face-to-face community once more.
- Practicalities of bringing enterprise activities and community buildings back into use - cost versus income versus demand versus staffing.
- More support if the lock-down continues for 6 months or more to pay for insurance and service charges on building.
- Ongoing community need assessment that reflects 'normal' needs of community outside of C19 crisis.

Positives emerging from Covid-19

"We've shown we can react quickly to a crisis and may be able to introduce new remote working systems for clients not previously used."

Organisations were asked: *What are the positives for your organisation/your service users to emerge from Covid-19-?*

A few organisations said they couldn't see many positives, but the vast majority of organisations could. The main positives that organisations identified were:

- **Digital technology for staff:** *"something for everyone to consider in the future, reduce the need to travel to attend meetings."*

- **Digital technology for clients:** *"Dedicated online services launched"*

- **New partnership working & collaboration:** *"Organisations who wouldn't normally work together forming strong partnerships."*

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- **New ways of working:** *"Throwing orthodoxy out of the window."*

- **A better understanding of communities** *"A greater community spirit."*

- **Engaging with new people:** *"We have found vulnerable adults that we did not know."*

- **Volunteering:** *"My volunteers have been amazing, dedicated, caring and enthusiastic."*

Digital technology for staff

For many staff, working from home will be very challenging and particularly at present. Many organisations, though, talked about the positives of "home working technology" and people coming to understand that "on-line can be more effective." Several organisations stated that initially staff working from home found it difficult but many had now found it an effective way of working:

"Some office based staff who were reluctant to work from home before now realise they can do it and quite enjoy it. IT systems have been adapted and most of the time work well. Before COVID-19 we felt we were running out of office space and were looking for larger premises. We now realise we can use the space we have more effectively."

Lots of organisations talked about now being regular users of Zoom / Skype and this was *"something for everyone to consider in the future, reduce the need to travel to attend meetings."*

Examples on quotes digital technology for staff

- Working from home is a possibility for future situations.
- Increased ability to use home working technology.
- Learning how to work in different ways and using technology.
- Realising meetings on line can be more effective and quicker than face to face.
- We will continue to use Zoom as an additional service offer once the current crisis is over.
- Remote working and capacity to change quickly to meet the challenge.
- We had recently completed an overhaul of all our IT - and its paid off with all staff have access to 21st Century working systems and able to work remotely.
- Use of digital solutions to keep in contact and hold meetings - Zoom / Skype - something for everyone to consider in the future, reduce the need to travel to attend meetings.

Digital technology for clients

As already discussed the "Digital Divide" is very real for many people, however many third sector organisations have found new ways of engaging with users through Digital technologies. One organisation said: *"Moving online is a huge positive for the organisation. It will benefit some learners who could not access the classes."*

Examples of quotes digital technology for clients

- Dedicated online services launched.
- Moving to Zoom means there is no geographical restriction on where we deliver.
- Made us develop our capacity to deliver on line...but this is really the opposite of what we try to do in running face to face groups.
- Moving online is a huge positive for the organisation. It will benefit some learners who could not access the classes, and may suit some learners more than face to face lessons.
- Staff learning and implementing more virtual resources which enables a greater proportion of our local and national audience to be able to access therapeutic support.

Partnership working and collaboration

A big positive that organisations identified was echoed by one organisation who said: *"We have seen partnerships develop that seemed impossible before."* Organisations talked in terms of *"improved working"*, *"Co-ordinated approach"* and *"Renewed commitment to partnership working."*

Examples quotes on partnership working & collaboration

- Organisations who wouldn't normally work together forming strong partnerships.
- Improved working with cross city colleagues.
- Better relationships with statutory sector - they finally pick up the telephone and talk to us.
- A joined up / co-ordinated approach that has pooled resources where necessary for critical contracts.
- Being better linked in with the council, and having more of a reputation with decision makers.
- We have seen partnerships develop that seemed impossible before, we have seen a real neighbourly and community response which has been missing for many years and I have seen real integration amongst some diverse groups that would ordinarily have remained distant.
- Renewed commitment to partnership working.
- Move towards more partnership opportunities.

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New ways of working

Organisations talked about how Covid-19 had made people/organisations "*focused on bigger picture*" and that organisations were able to adapt "*quickly*" and were being "*creative.*"

Examples quotes on new ways of working

- Throwing orthodoxy out of the window.
- People have focused on bigger picture and not on petty nonsense!
- We have adapted and changed what we do at short notice.
- Creativity and ingenuity of services being offered and how they are being offered".

Engaging with new people

Many organisations talked about making contact with people "*that we didn't know*" and in terms of "*People are more confident in our service and asking for help.*" A positive outcome of Covid-19 is the fact that so many third sector organisations have "*reached out and engaged with*" so many "*vulnerable adults*". Many of these adults weren't previously engaged with other support services, the fact that they are now getting support is positive. The challenge in this will be ways of making this support sustainable.

Example quotes on engaging with new people

- We are incredibly proud to be a LCC/VAL hub throughout the crisis and the opportunity to be at the forefront of helping local people. We will do whatever it takes to make sure we deliver at the highest level and are constantly looking to refine our provision according to need. We are, however, concerned that we are adequately staffed to deal with the aftermath, however, we accept that there are many organisations in this position and it is difficult at this stage to identify what will be needed in the long term.
- We are ready to rise to the challenge but will need support financially to do this.
- We have found vulnerable adults that we did not know were there and who didn't want to contact the council. We have learnt new skills and build new partnerships.
- Community cohesion has improved and people are more aware of who is next door and their needs. People are more confident in our service and asking for help.
- We've been able to connect with parents on a different level and share more joyful and fun activities and information especially sharing old photos we've taken over the years of the children we work with and sharing memories.

A better understanding of communities

Lots of organisations commented that there was now: *"an enhanced sense of community"*, *"A greater community spirit"* and a better understanding of *"what their local community can do for each other within their own environment."*

Organisations talked in terms of a *"desire for the community to come together",* their organisations now had a better understanding *"of the population we serve"* and had come to better understand *"How strong our community resilience is."*

Example quotes on a better understanding of communities

- Overwhelming community support.
- The support of our community. Financially but also in messages and willingness to 'broadcast' us and what we do.
- Clearer sense of community needs. Improved reputation among service users and partners of our logistical capability.
- Fostering an enhanced sense of community (we are a rural area).
- Shared support and strength.
- Incredible community support for the organisation and what we are doing. It has definitely helped with our image and promoting who we are and what we do for the community because many either didn't know who we were or thought we were part of the council before COVID-19. We've had a lot of support and thanks from the community and from service users that have benefited from getting in touch with us for help.
- How strong our community resilience is.
- Great sense of Community spirit; increase in volunteering by residents of the Community.
- More understanding of the population we serve.
- Building up relationships with the community.
- Community unity and the opportunity to build on that, to enhance hall use, services and events.
- A greater community spirit.
- A general feeling of appreciation for what their local community can do for each other within their own environment.
- A greater appreciation for the importance of human connection and community.

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Volunteering

As already discussed many thousands of volunteers have come forward from across the region and nationally to volunteer in response to supporting Covid-19 response activities.

This volunteering response was highlighted by lots of organisations: *"We couldn't do what we are doing without them and hope to retain their service", "the process of people offering help and volunteering has been astounding" and "amazing response to request for volunteers"*

Many organisations talked in terms of *"harness some of this goodwill after the Covid-19 situation", "Our community work cannot take place without volunteers so hopefully this will continue"* and *"An increase in people volunteering now may help us in the future."*

Examples quotes on volunteering

- An increase in people volunteering now may help us in the future as people see it as a positive thing to do.
- Sense of future direction for volunteers.
- Quadrupled the number of volunteers.
- People willing to offer help and to volunteer if we need.
- Amazing response to request for volunteers.
- 200% increase in number of volunteers - we are overwhelmed and cannot give them all a job but we are trying to maintain contact and hope to harness some of this goodwill after the Covid-19 situation.
- The dedication and continued maintenance of the 24/7 Samaritan helpline by volunteers.
- My volunteers have been amazing, dedicated, caring and enthusiastic.
- The volunteers that we have worked with from the LCC/VAL scheme have been amazing! We couldn't do what we are doing without them and hope to retain their service when we come through this crisis. Our organisation has not had existing volunteers to rely on as many of our existing staff and volunteer suffer from mental health issues and are therefore not resilient enough to cope with the needs of how we have had to refine our provision.
- Engagement with new people in our communities through the Leeds Cares Volunteer Scheme referrals who we hope will be able to access our services and activities in the future.
- Unbelievable community spirit - the process of people offering help and volunteering has been astounding.
- Society generally has a need and people want to volunteer. Our community work cannot take place without volunteers so hopefully this will continue.
- We are getting into contact with new people in our community both as volunteers and beneficiaries.
- Number of people willing to volunteer, particularly younger volunteers.
- An increase in people volunteering now may help us in the future as people see it as a positive thing to do.

Other issues or areas organisations raised

Organisations were asked are there "*Any other issues or areas you want to raise*?" The following issues in particular were highlighted.

Stress to staff (and volunteers)

As previously discussed several organisations identified some positives of staff working from home, however many organisations also expressed concerns about the potential negative impact of this. Organisations also raised concerns about "added stress" that staff (& volunteers) had been experiencing during the recent period:

"Burn out will be a serious consideration as many staff feel constantly connected at home to work. There is a growing expectation from funders, stakeholders etc. that people are available 16 hours a day. This is going to lead to very poor mental health in the future."

Mental Health 'Explosion'

Many organisations highlighted a belief that the current situation would lead to a significant increase in the need for mental health and other support:

"The current crisis will inevitably create a "mental health explosion. Issues will include the psychological effects of self-isolation, unemployment, exposure to domestic violence, increase in gambling addiction, financial issues, lack of physical exercise and lack access to nutritious food. Community organisations like ours will see a huge increase in the demand for our services and we are concerned how this will impact on our staff, volunteers and service users alike."

Paying for Covid-19 response

During this research several organisations talked about the financial challenge of delivering Covid-19 response activities, especially at a time when many income streams had ceased.

"Being asked to do C19 response but no recourse to funds from central government - we had to find our own funding, and this feels fundamentally unfair."

"Concern that the current crisis may lead to a long term shift in big pots of funding (e.g. lottery etc.) that will mean that many small and local organisations cannot access them."

Recommendations

1. NHS, Local Authorities and other funders and commissioners commit to putting in place a strategy for longer term, joined up investment in the VCS.

2. All Partners formally recognise the social and economic value of volunteering and actively plan to better connect the volunteering infrastructure across NHS, VCS and LAs. This includes: working together to consider developing and adopting a volunteer passport; investing in volunteer training and development across sectors; and working together to develop a WY&H wide integrated volunteering strategy.

3. Commissioners and funders work together to simplify contracting and commissioning arrangements including monitoring requirements and to develop a shared application format.

4. The Partnership works with the VCS to put in place a workforce offer which enables the further development of: workforce capacity including health and well-being; finance and business adaptation; governance and planning.

5. All partners ensure the VCS and community voice is listened to and reflected in service design and delivery from the outset.

Appendices
Reports by Local Authority area:
- Bradford
- Calderdale – awaiting report
- Harrogate
- Kirklees – awaiting report
- Leeds
- Wakefield

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We are working alongside

Kirklees Council, our partners and citizens are working together to make the local places where we live, work and play better. Here's how we're working alongside each other in our local places, including our values, our stories and practical ideas to help you and others to get involved.

The way we do things around here

We are coming from a different place

We're working with and alongside each other in our local places. We know that our local places, and each of us, are unique. We know that people who are closer to things are best placed to know what will work. If we have our feet on the ground, we can see and value what we have. We're meeting each other where we are - in our lives, in our work and in our neighbourhoods - so that we can work together to make our local places even better. This is where the links between local organisations and local citizens are the strongest. So this is where we will begin.

We are learning by doing

We're acting on people's ideas and testing things out together in our local places. We are prepared to start and not know what we'll end up with. We want to create more opportunities for action, and fewer hoops for people to jump through. We will keep learning from what we're already doing and supporting each other to do new things. We will not be frightened of getting things wrong sometimes.

We are working on trust

We're getting to know each other and to trust one another. We trust that everyone wants to achieve the best. Nobody is here to trip each other up. Our relationships are strong enough that we can be open about how one person or organisation affects another. We will create more opportunities for people to get to know each other better.

We are growing confidence

We're working out who is best placed to do something. We know that there are brilliant people in our local places. We know who to ask to get things done. We feel confident to step back when we aren't needed and to step up when we can help. We understand each other's constraints and are patient with each other. We give people time and space to grow the small things that can go a long way.

We are taking courage from kindness

We're being kinder to each other. We are creating stronger relationships and making new connections, so that we collaborate more and compete less. We are thinking

about what's really important to us. We will focus on what people value and have the courage to do the less obvious. We will look for ways to bottle the kindness that we show to one another so that it doesn't get lost.

We are sharing with each other

We're thinking imaginatively about how we can share. By working together, we're finding practical ways to share people's time, skills and knowledge. We recognise the importance of our social connections for everyone's wellbeing. We are here for each other and will actively connect people with others.

We are listening with curiosity

We're interested in what people have to say. We want people to feel able to ask the questions they've always wanted to. We're keen to listen to others, especially people who aren't often heard. We are curious to know what people feel right now about where they live. We go into conversations with an open mind, listening without an agenda. We are putting citizens' voices first.

We are open and honest

We're open with each other and open to new ideas. We encourage other people to share their ideas and to be honest and open. We will have honest conversations about what's possible. We will tell each other the truth. We will talk about what didn't go so well, so that we can learn from it.

We are involving others early

We're thinking, designing and doing things together. We all have a role in making our local places even better. When we do something, we want to be clear where we're starting from, so we need to start together. We'll start the conversation early and keep it going. We know that thinking of others first, not as an afterthought, is how we'll get to where we want to be.

We are recognising everyone

We're here to help everyone become an active citizen and be part of our local democracy and civic life. We want people to have a say in what happens in our local places and to feel that getting involved makes a difference. We value the contribution that each of us makes, in whatever way we want to be involved. We recognise that it's harder for some people to get involved. We will find ways to include everyone. Together we are doing what we believe in our hearts will make our local places even better. We are making it happen by working alongside.

Note for Economy and Neighbourhoods Scrutiny panel members:

We are currently working with VCS and health partners to develop the other elements of this work, which include practical examples of the methods for working alongside, storytelling to show what's possible and to create deeper understanding, and a clear statement about what difference our new approach will make. We will continue to add to the practical examples and stories over time.

Kirklees
COUNCIL

Name of meeting: Scrutiny Panel

Date: 06 October 2020

Title of report: Draft Housebuilder Design Supplementary Planning Document (SPD)

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 - The SPD will have an effect on all wards
Is it in the Council's Forward Plan (key decisions and private reports)?	No
Is it eligible for call in by Scrutiny?	Yes
Date signed off by Strategic Director & name

Is it also signed off by the Service Director for Finance IT and Transactional Services?

Is it also signed off by the Service Director for Legal Governance and Commissioning Support? | David Shepherd 28.09.2020

Eamonn Croston 24.09.2020

Deborah Wilkes 25.09.2020 |
| **Cabinet member portfolio** | **Give name of Portfolio Holder/s**
Cllr Peter McBride
Cllr Cathy Scott |

Electoral wards affected: All

Ward councillors consulted: Cllr Peter McBride, Cllr Cathy Scott and Cllr Manisha Kaushik were briefed on the Housebuilders Design Guide SPD on Tuesday 1st September 2020. .Planning Committee Chairs (Cllr Steve Hall and Cllr Terry Lyons) were briefed on Thursday 10 September, with members of LMT being briefed on the 14th September. All consultees were supportive of the document being prepared for public consultation.

Public or private: Public

Has GDPR been considered? Yes. The draft SPD does not contain any personal data.

Purpose of the report

- To highlight thescope of the Draft Housebuilder Design SPD for the purposes of consultation and allow questions and comments about the scope of the document. Details of the scope and content of the SPD will be presented at the Scrutiny session
- To note the timeline for next steps for public consultation and adoption of the SPD.

1. Summary

The draft Housebuilders Design Guide SPD will support the implementation of the policies in the Local Plan, primarily policy LP24 Design, and provide further guidance on key considerations for planning applications for the design and layout of housing developments in Kirklees.

Supplementary Planning Documents (SPDs) are produced to add clarity in relation to the application of planning policies set out in the Local Plan. The draft SPD provides clear guidance about how the council will implement Local Plan policy LP24 (Design) and determine what will normally be expected in terms of high quality, well-designed new housing developments in Kirklees. It will provide important certainty for elected members, officers and external parties such as the local community and developers.

Once adopted SPDs are a material consideration in planning decisions but are not part of the development plan. SPDs are subject to consultation but not an Examination in Public.

The presentation will set out the general scope and content of the document and allow for questions and comments. Note that the draft SPD is not appended to this report as Scrutiny comments will be considered in finalising the SPD which will then be subject to public consultation in mid-October 2020.

The adoption of the SPD will be a Cabinet decision

The adopted Local Plan policy LP24 (Design) which provides the policy basis for this SPD is attached at Appendix 1.

2. Information required to take a decision

Government policy places emphasis on the importance of good design in the revised National Planning Policy Framework (NPPF) (2019) and the National Design Guide. The NPPF states that the "...creation of high quality buildings and places is fundamental to what the planning and development process should achieve" (paragraph 124).

The NPPF also recognises that "To provide maximum clarity about design expectations at an early stage, plans or supplementary planning documents should use visual tools such as design guides and codes. These provide a framework for creating distinctive places, with a consistent and high quality standard of design" (paragraph 126).

Preparation of an SPD for Residential Design is identified in the council's revised Local Development Scheme (LDS) (approved at Cabinet on 3rd December 2019) to establish best practice and set out how Local Plan policy requirements can be met whilst achieving the high quality design and layout of residential proposals. To ensure effective residential design guidance, officers are producing two draft SPD documents aimed at different types of residential planning proposals. These are within the quality places agenda and will seek to ensure future housing developments are well-designed to help deliver quality places:

- **The draft Housebuilders Design Guide SPD**
- **The draft House Extensions and Alterations SPD**

This report focuses on the draft Housebuilders Design Guide SPD which will provide detailed guidance about how the council will implement Local Plan policy LP24 (Design) to achieve high quality design and layout of new housing developments.

Supplementary Planning Documents (SPDs) are produced to add clarity in relation to the application of planning policies set out in the Local Plan. Once adopted SPDs are a material consideration in planning decisions but are not part of the development plan. SPDs are subject to public consultation but not an Examination in Public. The decision to adopt an SPD will be a Cabinet decision following the public consultation
The draft Housebuilders Design Guide SPD supports the implementation of the policies in the Local Plan, primarily policy LP24 Design, and provides further guidance on key considerations for planning applications for the design and layout of housing developments in Kirklees.

The aim of the SPD is to ensure the delivery of high quality well-designed housing developments which promote sustainable development to reduce and mitigate the impacts of climate change, promote healthier lifestyles and create safe and attractive places.

The draft SPD will set out key principles to create high quality buildings and places, together with Design and Access Statement Prompts, and will be split into the following main sections:
- **Introduction** - Explains the policy context, drivers for site design in Kirklees and the tools to secure good design.
- **Context** – Key principles relating to local character and distinctiveness, and the local built, including consideration of the need for different property types/sizes; scale and enclosure; the building line and urban grain.
- **Setting design parameters** – Design principles to establish a site framework to understand the impact of constraints, such as flood risk, topography, ground conditions, infrastructure, relationship with neighbouring land and buildings, landscape, noise, odour and air quality, trees and hedgerows, biodiversity, connectivity and views.
- **Site layout** – Design principles to consider how the site can be developed within identified site parameters, including density; green infrastructure and open space; landscaping and site edges; biodiversity; built form and the building line; walking, cycling and road connections; maintaining high standards of residential amenity; street design; parking; views; weather and microclimate.
- **Architectural Details** – Design principles to consider the use of materials, windows and doors, details and finishing throughout the site, and rooflines.
- **Home Design** – Principles concerned with the design of individual homes within the site layout, such as internal space standards, outdoor space, energy efficiency and storage of waste.

3. Implications for the Council

The main implication for the Council in producing the draft Housebuilders Design Guide SPD is that it will provide consistency, greater clarity and improve certainty for housebuilders, developers, and agents submitting planning applications for new housing in the district. It will assist applicants in the early design and layout of residential development to identify key matters likely to be raised within pre-application discussions and will help to bring forward policy-compliant schemes.

The draft SPD will also help facilitate the council's Development Management service in the determination of planning applications and provide clear guidance and certainty for the local community, elected members, officers and statutory consultees to increase awareness of the council's expectations in relation to high quality well-designed housing developments.

- **Working with People**
  The Housebuilders Design Guide SPD will enable communities to understand the council's expectations regarding the delivery of well-designed housing developments. The council will undertake public consultation on the draft SPD in accordance with the Statement of Community Involvement (SCI).

- **Working with Partners**
  The Housebuilders Design Guide SPD will enable housebuilders, developers, agents and external partners, such as statutory consultees, to understand the council's expectations regarding the delivery of well-designed housing developments.

- **Place Based Working**
  The Housebuilders Design Guide SPD is part of the 'quality places' agenda and will set out what the Council considers to be good residential design and how to ensure future housing developments achieve the required high quality and socially inclusive design necessary to deliver quality places which are attractive, sustainable, safe and accessible.

- **Improving outcomes for children**
  The SPD will help improve outcomes for children through the delivery of good quality well-designed family homes and neighbourhoods that are cohesive, safe and accessible and facilitate outdoor play and recreation.

- **Other (e.g. Legal/Financial or Human Resources)**
  - Legal - The requirements for producing SPD's are set out in the Town and Country Planning (Local Planning) (England) Regulations 2012 and the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017.
  - Financial - The Local Plan is the statutory development plan for Kirklees and includes policy LP24 (Design) which requires good design as a core principle of all development proposals in the district. The proposal for a Residential Design SPD is included in the Local Development Scheme (LDS) therefore the work is being undertaken within existing budgets.
  - Human resources - The proposal for a Residential Design SPD is identified in the LDS and as such existing staff resources are being used for the project.
  - An Integrated Impact Assessment has also been undertaken (Appendix 2)

4. **Consultees and their opinions**

Cllr Peter McBride, Cllr Cathy Scott and Cllr Manisha Kaushik were briefed on the Housebuilders Design Guide SPD on Tuesday 1st September 2020. .Planning Ctte Chairs (Cllrs Steve Hall and Terry Lyons) were briefed on Thursday 10 September, with members of LMT being briefed on the 14th September. All consultees were supportive of the document being prepared for public consultation.

Early engagement with internal and external stakeholders, including WYCA, has been undertaken to inform the scope and content of the draft SPD. The document has been prepared with input gained from internal stakeholders through formal drop-in sessions,

which were attended by Development Management, Conservation & Design, Highways DM, Flood Management and Drainage, Public Health, the Landscape Architect Manager, the West Yorkshire Police Planning Liaison Officer, Client Design Advisor, Waste & Recycling Operations Planning Coordinator, Biodiversity Officer, Cultural Development and Climate Change Officer.

External consultees were provided questionnaires to provide their views on the following:

- Good design - How successful have Kirklees been in securing good design in new housing developments? Are there any examples of good design in Kirklees or from elsewhere and what are the qualities that make these examples successful?
- Barriers - What are considered the main barriers to achieving good design in new housing developments or for extensions and alterations to existing residential properties. Are there any barriers to achieving good design in Kirklees which have been successfully overcome in other local authorities and can you provide examples of these?
- Design Guidance in the SPD - What key principles and elements of good design should be included in the Residential Design SPD and what guidance would be helpful to achieve this.

A Strategic Environmental Assessment (SEA) Screening has been undertaken by the council, which concluded that a full SEA is not required. This screening outcome has been sent to the three statutory consultees (Environment Agency, Natural England and Historic England) to seek their views on this conclusion who have all have commented that no SEA is required.

5. Next steps and timelines

It is intended the Council will consult on the draft Housebuilders Design Guide SPD in mid-October 2020 for a period of six weeks (the minimum legal requirement is four weeks). The consultation will be carried out in accordance with Statement of Community Involvement. Following the consultation, all comments will be considered, enabling any changes to be incorporated in the final Housebuilders Design Guide SPD. It will be a decision for Cabinet to adopt the SPD at that stage.

The next steps:
- **Public consultation** on the draft Housebuilders Design Guide SPD – proposed for mid-October 2020
- **Anticipated Cabinet** decision on adoption of the Housebuilders Design Guide SPD – Early 2021

6. Officer recommendations and reasons
- Scrutiny Panel to note the content and timeline of the draft SPD and provide feedback during the Scrutiny Panel session.

Reason: Scrutiny Panel requested to have early input into the content of draft SPDs.

7. Cabinet Portfolio Holder's recommendations

Cllr Peter McBride, Cllr Cathy Scott and Cllr Manisha Kaushik were briefed on the Housebuilders Design Guide SPD on Tuesday 1st September 2020. All were supportive of the document being prepared for public consultation.

8. **Contact officer**
   John Buddle (Planning Policy and Strategy Team Leader, Planning Policy Group)
   john.buddle@kirklees.gov.uk
   (01484) 221000

9. **Background Papers and History of Decisions**
   - Local Plan adopted 27th February 2019 (www.kirklees.gov.uk/localplan)
   - Local Plan Examination Library (https://www.kirklees.gov.uk/beta/planning-policy/local-plan-examination-library-2017.aspx)

10. **Service Director responsible**

Karl Battersby
Strategic Director for Economy and Infrastructure
E-mail: karl.battersby@kirklees.gov.uk
Tel: (01484) 221000

APPENDIX 1: EXTRACT FROM THE KIRKLEES LOCAL PLAN STRATEGY AND POLICIES (Adopted 27th February 2019)

Policy LP24

Design

Good design should be at the core of all proposals in the district and should be considered at the outset of the development process, ensuring that design forms part of pre-application consultation of a proposal. Development briefs, design codes and masterplans should be used to secure high quality, green, accessible, inclusive and safe design, where applicable. Where appropriate and in agreement with the developer schemes will be submitted for design review.

Proposals should promote good design by ensuring:

a. the form, scale, layout and details of all development respects and enhances the character of the townscape, heritage assets and landscape;

b. they provide a high standard of amenity for future and neighbouring occupiers; including maintaining appropriate distances between buildings and the creation of development-free buffer zones between housing and employment uses incorporating means of screening where necessary;

c. extensions are subservient to the original building, are in keeping with the existing buildings in terms of scale, materials and details and minimise impact on residential amenity of future and neighbouring occupiers;

d. high levels of sustainability, to a degree proportionate to the proposal, through:

   i. the re-use and adaptation of existing buildings, where practicable;

   ii. design that promotes behavioural change, promoting walkable neighbourhoods and making walking and cycling more attractive;

   iii. considering the use of innovative construction materials and techniques, including reclaimed and recycled materials;

   iv. where practicable, minimising resource use in the building by orientating buildings to utilise passive solar design. This includes encouraging the incorporation of vegetation and tree planting to assist heating and cooling and considering the use of renewable energy;

   v. providing charging points to encourage the use of electric and low emission vehicles;

   vi. incorporating adequate facilities to allow occupiers to separate and store waste for recycling and recovery that are well designed and visually unobtrusive and allows for the convenient collection of waste;

   vii. designing buildings that are resilient and resistant to flood risk, where such buildings are acceptable in accordance with flood risk policies and through incorporation of multi-functional green infrastructure where appropriate;

   viii. designing places that are adaptable and able to respond to change, with consideration given to accommodating services and infrastructure, access to high quality public transport facilities and offer flexibility to meet changing requirements of the resident / user.

e. the risk of crime is minimised by enhanced security, and the promotion of well-defined routes, overlooked streets and places, high levels of activity, and well-designed security features;
f. the needs of a range of different users are met, including disabled people, older people and families with small children to create accessible and inclusive places;
g. any new open space is accessible, safe, overlooked and strategically located within the site and well-integrated into wider green infrastructure networks;
h. development contributes towards enhancement of the natural environment, supports biodiversity and connects to and enhances ecological networks and green infrastructure;
i. the retention of valuable or important trees and where appropriate the planting of new trees and other landscaping to maximise visual amenity and environmental benefits; and
j. the provision of public art where appropriate.

APPENDIX 2: Integrated Impact Assessment

EIA STAGE 1 – SCREENING ASSESSMENT

PROJECT DETAILS

Name of project or policy:	
Housebuilders Design Guide Supplementary Planning Document (SPD)	

Directorate:	Senior Officer responsible for policy/service:
Housing and Growth	Mathias Franklin, Acting Head of Planning and Development

Service:	Lead Officer responsible for EIA:
Planning	Steven Wright, Planning Group Leader

Specific Service Area/Policy:	Date of EIA (Stage 1):
Residential Design Supplementary P	31/03/2020

Brief outline of proposal and the overall aims/purpose of making this change:
The purpose of the House Builders Design SPD is to provide guidance for interested parties submitting a planning application (applicants and developers), the local community, other stakeholders and development management officers on what features the Local Planning Authority will seek to determine a well designed residential development.
The SPD provides detailed guidance and additional information about the implementation of Kirklees Local Plan policy LP24 'Design' and will be a material consideration in the determination of planning applications

ASSESSMENT SUMMARY

Theme	Calculated Scores						Stage 2 Assessment Required
	Proposal	Impact	P + I	Mitigation	Evidence	M + E	
Equalities	0	4.4	**4.4**	0	4	**4**	No
Environment		3.6	**3.6**	0	4	**4**	No

NATURE OF CHANGE

WHAT IS YOUR PROPOSAL?	Please select YES or NO
To **introduce** a service, activity or policy (i.e. **start** doing something)	NO
To **remove** a service, activity or policy (i.e. **stop** doing something)	NO
To **reduce** a service or activity (i.e. **do less** of something)	NO
To **increase** a service or activity (i.e. **do more** of something)	NO
To **change** a service, activity or policy (i.e. **redesign** it)	NO
To **start charging** for (or increase the charge for) a service or activity (i.e. ask people to **pay** for or to pay more for something)	NO

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON…	Level of Impact Please select from drop down
Kirklees **employees** within this service/directorate? (overall)	Positive
Kirklees **residents** living in a specific ward/local area?	Positive
Please tell us which area/ward will be affected:	All wards
Residents across Kirklees? (i.e. most/all local people)	Positive
Existing **service users**?	Neutral

Each of the following **groups**? *(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both employees and residents - within these protected characteristic groups).*		Please select from drop down
…age	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…disability	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Positive
…gender reassignment	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…marriage/ civil partnership	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…pregnancy & maternity	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…race	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…religion & belief	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…sex	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…sexual orientation	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…those in poverty or low-come	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral

| …unpaid carers | What impact is there on Kirklees **employees**/internal working practices? | Neutral |
| | What impact is there on Kirklees **residents**/external service delivery? | Neutral |

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON…	Level of Impact
	Please select from drop down
Kirklees Council's **internal practices**?	Positive
Lifestyles of **those who live and work in** Kirklees?	Positive
Practices of suppliers to Kirklees council?	Neutral
Practices of other partners of Kirklees council?	Neutral

Each of the following **environmental themes**? (Please select from the drop down list)

	People	Partners	Places
…clean air (including Climate Changing Gases)	Positive	Neutral	Positive
	Score: 1	Score: 2	Score: 1
…Clean and plentiful water	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
… Wildlife and habitats	Positive	Neutral	Positive
	Score: 1	Score: 2	Score: 1
…Resilience to harm from environmental hazards	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
… Sustainability and efficiency of use of resources from nature	Positive	Neutral	Positive
	Score: 1	Score: 2	Score: 1
…Beauty, heritage and engagement with the natural environment	Positive	Neutral	Positive
	Score: 1	Score: 2	Score: 1
… Resilience to the effects of climate change	Positive	Neutral	Positive
	Score: 1	Score: 2	Score: 1
…Production, recycling or disposal of waste	Positive	Neutral	Positive
	Score: 1	Score: 2	Score: 1
… Exposure to chemicals	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2

HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?		Please select YES or NO
Equality Themes		
Have you taken any **specialist advice** linked to your proposal? (Legal, HR etc)?		Yes
Do you have any **evidence/intelligence** to support your assessment (in section 2) of the impact of your proposal on…	…employees?	Yes
	…Kirklees residents?	Yes
	…service users?	No
	…any protected characteristic groups?	No
Please list your **equalities** evidence/intelligence here [you can include hyperlinks to files/research/websites]: The SPD provides additional guidance to help implement Local Plan policies and it's use by empolyees from development management and external applicants will have a positive effect in helping determine planning applications and evolving scheme designs. The House Builders Design Guide SPD aims to ensure that the future housing developments in the district have high quality and socially inclusive design that help deliver quality places. The SPD provides guidance on how to plan for streets,		

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal outlined on the different groups of people?	FULLY
To what extent do you feel you have considered your Public Sector Equality Duty?	FULLY

Environmental Themes		
Have you taken any **specialist advice** linked to your proposal?		Yes
Do you have any **evidence/intelligence** to support your assessment (in section 2) of the impact of your proposal on…	…Kirklees Council practices?	Yes
	…resident and worker lifestyles?	Yes
	…Practices of Supplier to Kirklees Council?	No
	…Practices of other Kirklees Council partners?	No
Please list your environmental evidence/intelligence here [you can include hyperlinks to files/research/websites]: The SPD sets out what the council considers to be good residential design and how to ensure the quality of future housing development within the district. The document will be used by the council's development management teams when determining planning applications. The document seeks to plan for climate change and respond to the climate emergency throughout the life cyle of the development mitigating and adapting to climate change.		

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the environmtenal issues identified?	FULLY

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![Kirklees Council logo]

Name of meeting: Scrutiny Panel

Date: 06 October 2020

Title of report: Draft House Extensions and Alteration Supplementary Planning Document (SPD)

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 - The SPD will have an effect on all wards
Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	No
Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name **Is it also signed off by the Service Director for Finance IT and Transactional Services?** **Is it also signed off by the Service Director for Legal Governance and Commissioning Support?**	David Shepherd 28.09.2020 Eamonn Croston 24.09.2020 Deborah Wilkes 25.09.2020
Cabinet member portfolio	**Give name of Portfolio Holder/s** Cllr Peter McBride Cllr Cathy Scott

Electoral wards affected: All

Ward councillors consulted: Cllr Peter McBride, Cllr Cathy Scott and Cllr Manisha Kaushik were briefed on the House Extensions and Alteration Guide SPD on Tuesday 1st September 2020. .Planning Committee Chairs (Cllr Steve Hall and Cllr Terry Lyons) were briefed on Thursday 10 September. All consultees were supportive of the document being prepared for public consultation.

Public or private: Public

Has GDPR been considered? Yes. The draft SPD does not contain any personal data.

Purpose of the report

- To highlight the scope of the Draft House Extensions and Alteration SPD for the purposes of consultation and allow questions and comments about the scopeof the document. Details of the scope and content of the SPD will be presented at the Scrutiny session
- To note the timeline for next steps for public consultation and adoption of the SPD.

1. Summary

The draft House Extensions and Alteration Guide SPD will support the implementation of the policies in the Local Plan, primarily policy LP24 Design, and provide further guidance on key considerations for planning applications for the extension and alteration of existing homes in Kirklees.

Supplementary Planning Documents (SPDs) are produced to add clarity in relation to the application of planning policies set out in the Local Plan. The draft SPD provides clear guidance about how the council will implement Local Plan policy LP24 (Design) and determine what will normally be expected in terms of high quality, well-designed extensions and alterations to houses in Kirklees. It will provide important certainty for elected members, officers and external parties such as the local community and developers.

Once adopted SPDs are a material consideration in planning decisions but are not part of the development plan. SPDs are subject to consultation but not an Examination in Public.

The presentation will set out the general scope and content of the document and allow for questions and comments. Note that the draft SPD is not appended to this report as Scrutiny comments will be considered in finalising the SPD which will then be subject to public consultation in mid-October 2020.

The adoption of the SPD will be a Cabinet decision.

The adopted Local Plan policy LP24 (Design) which provides the policy basis for this SPD is attached at Appendix 1.

2. Information required to take a decision

Government policy places emphasis on the importance of good design in the revised National Planning Policy Framework (NPPF) (2019) and the National Design Guide. The NPPF states that the "...creation of high quality buildings and places is fundamental to what the planning and development process should achieve" (paragraph 124).

The NPPF also recognises that "To provide maximum clarity about design expectations at an early stage, plans or supplementary planning documents should use visual tools such as design guides and codes. These provide a framework for creating distinctive places, with a consistent and high quality standard of design" (paragraph 126).

Preparation of an SPD for Residential Design is identified in the council's revised Local Development Scheme (LDS) (approved at Cabinet on 3rd December 2019) to establish best practice and set out how Local Plan policy requirements can be met whilst achieving the high quality design and layout of residential proposals. To ensure effective residential design guidance, officers are producing two draft SPD documents aimed at different types of residential planning proposals. These are within the quality places agenda and will seek to ensure future housing developments are well-designed to help deliver quality places:

- **The draft Housebuilders Design Guide SPD**
- **The draft House Extensions and Alterations SPD**

This report focuses on the draft House Extensions and Alterations SPD which will provide detailed guidance about how the council will implement Local Plan policy LP24

(Design) in relation to house extensions and alterations and what the council would expect in terms of high-quality well-designed proposals.

Supplementary Planning Documents (SPDs) are produced to add clarity in relation to the application of planning policies set out in the Local Plan. Once adopted SPDs are a material consideration in planning decisions but are not part of the development plan. SPDs are subject to public consultation but not an Examination in Public. The decision to adopt an SPD will be a Cabinet decision following the public consultation.

The draft House Extensions and Alterations SPD supports the implementation of the policies in the Local Plan, primarily policy LP24 Design, and provides further guidance on key considerations for planning applications for house extensions and alterations in Kirklees. Advice for well-designed proposals is set out in the draft SPD in terms of responding to local context, character of the area and the climate emergency to improve the quality of homes and neighbourhood and to help mitigate and adapt to climate change.

The draft SPD will be split into the following main sections:
- **Advice before you begin** - Considerations before applying for planning permission, including permitted development, pre-application advice, listed buildings and conservation areas, green belt, security, access for all users and discussion with neighbours.
- **Site appraisal** – Undertaken to assess the characteristics of the existing house, the site and its immediate surroundings. This will inform the proportion, position, size and scale of the extension.
- **General design principles for extensions and alterations** – Principles relating to local context and character, impact on the original house, impact on neighbouring properties, sustainable design to help mitigate the impacts of climate change, parking and the relationship with the natural environment.
- **Detailed guidance for extensions and alterations** – Guidance relating to the implementation of the key principles for different types of extensions and alterations, including rear, front and side extensions, dormer windows and roof extensions, balconies, outbuildings, bungalows and extensions for disabled people.

3. **Implications for the Council**

The main implication for the Council in producing the draft House Extensions and Alterations SPD is that it will provide consistency, greater clarity and improve certainty for householders, developers, agents and architects undertaking and submitting planning applications. It will assist applicants in the early design of house extensions and alterations by identifying key matters likely to be raised within pre-application discussions and will help bring forward policy-compliant schemes.

The draft SPD will also help facilitate the council's Development Management service in the determination of planning applications and provide clear guidance and certainty for the local community, elected members and officers to increase awareness of the council's expectations in relation to high quality well-designed house extensions and alterations.

- **Working with People**
  The House Extensions and Alterations SPD will enable communities to understand the council's expectations regarding the delivery of well-designed house extensions and alterations. The council will undertake public consultation on the draft SPD in accordance with the Statement of Community Involvement

(SCI).

- **Working with Partners**
  The House Extensions and Alterations SPD will enable developers and statutory consultees to understand the council's expectation regarding the delivery of well-designed house extensions and alterations. The council will undertake public consultation on the draft SPD in accordance with the Statement of Community Involvement (SCI).

- **Place Based Working**
  The House Extensions and Alterations SPD is part of the 'quality places' agenda and sets out the design requirements to seek high quality design of residential extensions which avoid unacceptable impacts on existing residents.

- **Improving outcomes for children**
  The SPD will help improve outcomes for children through the delivery of guidance which will help to support growing families stay in their homes. Furthermore, it will seek to avoid unacceptable impacts on existing occupiers where neighbouring properties are proposing extensions and help to support the retention of garden space in family homes.

- **Other (e.g. Legal/Financial or Human Resources)**
  - Legal - The requirements for producing SPD's are set out in the Town and Country Planning (Local Planning) (England) Regulations 2012 and the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017.
  - Financial - The Local Plan is the statutory development plan for Kirklees and includes policy LP24 (Design) which requires good design as a core principle of all development proposals in the district. The draft SPD provides guidance to ensure further clarity in relation to house extensions to ensure they are subservient to the original building, are in keeping with existing buildings in terms of scale, materials and details and minimise impact on residential amenity of future and neighbouring occupiers. The proposal for a Residential Design SPD is included in the Local Development Scheme (LDS) therefore the work being undertaken on this House Extensions and Alterations SPD is within existing budgets.
  - Human resources - The House Extensions and Alterations SPD is identified in the LDS and as such existing resources are being used for the project.
  - An Integrated Impact Assessment has also been undertaken(Appendix 2).

4. **Consultees and their opinions**

Cllr Peter McBride, Cllr Cathy Scott and Cllr Manisha Kaushik were briefed on the House Extensions and Alterations SPD on Tuesday 1st September 2020. Planning Committee Chairs (Cllr Steve Hall and Cllr Terry Lyons) were briefed on Thursday 10 September. All consultees were supportive of the document being prepared for public consultation.

Early engagement with internal and external stakeholders, including WYCA, has been undertaken to inform the scope and content of the draft SPD. The document has been prepared with input gained from internal stakeholders through formal drop-in sessions, which were attended by Development Management, Climate Change Officer, the West

Yorkshire Police Planning Liaison Officer, Client Design Advisor, Highways Engineer and Waste & Recycling Operations Planning Coordinator. Further input was received through written responses provided by Development Management, Conservation & Design, Highways DM, Flood Management and Drainage, the Landscape Architect Manager, the West Yorkshire Police Planning Liaison Officer, Client Design Advisor, Waste & Recycling Operations Planning Coordinator, Biodiversity Officer, Cultural Development and Climate Change Officer.

External consultees were provided questionnaires to provide their views on the following:

- Good design - How successful have Kirklees been in securing good design in new housing developments? Are there any examples of good design in Kirklees or from elsewhere and what are the qualities that make these examples successful?
- Barriers - What are considered the main barriers to achieving good design in new housing developments or for extensions and alterations to existing residential properties. Are there any barriers to achieving good design in Kirklees which have been successfully overcome in other local authorities and can you provide examples of these?
- Design Guidance in the SPD - What key principles and elements of good design should be included in the Residential Design SPD and what guidance would be helpful to achieve this.

A Strategic Environmental Assessment (SEA) Screening has been undertaken by the council, which concluded that a full SEA is not required. This screening outcome has been sent to the three statutory consultees (Environment Agency, Natural England and Historic England) to seek their views on this conclusion who have all have commented that no SEA is required.

5. Next steps and timelines

It is intended the Council will consult on the draft House Extensions and Alterations SPD in mid-October 2020 for a period of six weeks (the minimum legal requirement is four weeks). The consultation will be carried out in accordance with Statement of Community Involvement. Following the consultation, all comments will be considered, enabling any changes to be incorporated in the final House Extensions and Alterations SPD. It will be a decision for Cabinet to adopt the SPD at that stage.

The next steps:
- **Public consultation** on the draft House Extensions and Alterations SPD – proposed for mid-October 2020
- **Anticipated Cabinet** decision on adoption of the House Extensions and Alterations SPD – Early 2021

6. Officer recommendations and reasons
- Scrutiny Panel to note the scope and timeline of the draft SPD and provide feedback during the Scrutiny Panel session.

Reason: Scrutiny Panel requested to have early input into the content of draft SPDs.

7. Cabinet Portfolio Holder's recommendations

Cllr Peter McBride, Cllr Cathy Scott and Cllr Manisha Kaushik were briefed on the House Extensions and Alterations SPD on Tuesday 1st September 2020. All were supportive of the document being prepared for public consultation.

8. Contact officer
John Buddle (Planning Policy and Strategy Team Leader, Planning Policy Group)
John.buddle@kirklees.gov.uk
(01484) 221000

9. Background Papers and History of Decisions
- Local Plan adopted 27th February 2019 (www.kirklees.gov.uk/localplan)
- Local Plan Examination Library (https://www.kirklees.gov.uk/beta/planning-policy/local-plan-examination-library-2017.aspx)

10. Service Director responsible

Karl Battersby
Strategic Director for Economy and Infrastructure
E-mail: karl.battersby@kirklees.gov.uk
Tel: (01484) 221000

APPENDIX 1: EXTRACT FROM THE KIRKLEES LOCAL PLAN STRATEGY AND POLICIES (Adopted 27th February 2019)

Policy LP24

Design

Good design should be at the core of all proposals in the district and should be considered at the outset of the development process, ensuring that design forms part of pre-application consultation of a proposal. Development briefs, design codes and masterplans should be used to secure high quality, green, accessible, inclusive and safe design, where applicable. Where appropriate and in agreement with the developer schemes will be submitted for design review.

Proposals should promote good design by ensuring:

a. the form, scale, layout and details of all development respects and enhances the character of the townscape, heritage assets and landscape;

b. they provide a high standard of amenity for future and neighbouring occupiers; including maintaining appropriate distances between buildings and the creation of development-free buffer zones between housing and employment uses incorporating means of screening where necessary;

c. extensions are subservient to the original building, are in keeping with the existing buildings in terms of scale, materials and details and minimise impact on residential amenity of future and neighbouring occupiers;

d. high levels of sustainability, to a degree proportionate to the proposal, through:

    i. the re-use and adaptation of existing buildings, where practicable;

    ii. design that promotes behavioural change, promoting walkable neighbourhoods and making walking and cycling more attractive;

    iii. considering the use of innovative construction materials and techniques, including reclaimed and recycled materials;

    iv. where practicable, minimising resource use in the building by orientating buildings to utilise passive solar design. This includes encouraging the incorporation of vegetation and tree planting to assist heating and cooling and considering the use of renewable energy;

    v. providing charging points to encourage the use of electric and low emission vehicles;

    vi. incorporating adequate facilities to allow occupiers to separate and store waste for recycling and recovery that are well designed and visually unobtrusive and allows for the convenient collection of waste;

    vii. designing buildings that are resilient and resistant to flood risk, where such buildings are acceptable in accordance with flood risk policies and through incorporation of multi-functional green infrastructure where appropriate;

    viii. designing places that are adaptable and able to respond to change, with consideration given to accommodating services and infrastructure, access to high quality public transport facilities and offer flexibility to meet changing requirements of the resident / user.

e. the risk of crime is minimised by enhanced security, and the promotion of well-defined routes, overlooked streets and places, high levels of activity, and well-designed security features;
f. the needs of a range of different users are met, including disabled people, older people and families with small children to create accessible and inclusive places;
g. any new open space is accessible, safe, overlooked and strategically located within the site and well-integrated into wider green infrastructure networks;
h. development contributes towards enhancement of the natural environment, supports biodiversity and connects to and enhances ecological networks and green infrastructure;
i. the retention of valuable or important trees and where appropriate the planting of new trees and other landscaping to maximise visual amenity and environmental benefits; and
j. the provision of public art where appropriate.

APPENDIX 2: Integrated Impact Assessment

EIA STAGE 1 – SCREENING ASSESSMENT

PROJECT DETAILS

Name of project or policy:

House Extensions & Alterations Supplemntary Planning Document (SPD)

Directorate:	**Senior Officer responsible for policy/service:**
Housing and Growth	Mathias Franklin, Acting Head of Planning and Development

Service:	**Lead Officer responsible for EIA:**
Planning	Steven Wright, Planning Group Leader

Specific Service Area/Policy:	**Date of EIA (Stage 1):**
residential Design Supplementary Pla	31/03/2020

Brief outline of proposal and the overall aims/purpose of making this change:

The purpose of the House Extensions & Alterations SPD is to provide guidance for interested parties submitting a planning application (applicants and developers), the local community, other stakeholders and development management officers on what features the Local Planning Authority will seek to determine a well designed extensions and/or alterations to exiting properties.

The SPD provides detailed guidance and additional information about the implementation of Kirklees Local Plan policy LP24 'Design' and will be a material consideration in the determination of planning applications

ASSESSMENT SUMMARY

Theme	Calculated Scores						Stage 2 Assessment Required
	Proposal	**Impact**	**P + I**	**Mitigation**	**Evidence**	**M + E**	
Equalities	0	4.4	**4.4**	0	4	**4**	No
Environment		3.6	**3.6**	0	4	**4**	No

NATURE OF CHANGE

WHAT IS YOUR PROPOSAL?	Please select YES or NO
To **introduce** a service, activity or policy (i.e. **start** doing something)	NO
To **remove** a service, activity or policy (i.e. **stop** doing something)	NO
To **reduce** a service or activity (i.e. **do less** of something)	NO
To **increase** a service or activity (i.e. **do more** of something)	NO
To **change** a service, activity or policy (i.e. **redesign** it)	NO
To **start charging** for (or increase the charge for) a service or activity (i.e. ask people to **pay** for or to pay more for something)	NO

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON…	Level of Impact Please select from drop down
Kirklees **employees** within this service/directorate? (overall)	Positive
Kirklees **residents** living in a specific ward/local area?	Positive
Please tell us which area/ward will be affected:	All wards
Residents across Kirklees? (i.e. most/all local people)	Positive
Existing **service users**?	Neutral

Each of the following **groups**? *(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both employees and residents - within these protected characteristic groups).*		Please select from drop down
…age	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…disability	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Positive
…gender reassignment	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…marriage/ civil partnership	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…pregnancy & maternity	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…race	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…religion & belief	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…sex	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…sexual orientation	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…those in poverty or low-come	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral

| ...unpaid carers | What impact is there on Kirklees **employees**/internal working practices? | Neutral |
| | What impact is there on Kirklees **residents**/external service delivery? | Neutral |

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON…	Level of Impact
	Please select from drop down
Kirklees Council's **internal practices**?	Positive
Lifestyles of **those who live and work in** Kirklees?	Positive
Practices of suppliers to Kirklees council?	Neutral
Practices of other partners of Kirklees council?	Neutral

Each of the following **environmental themes**? (Please select from the drop down list)

	People	Partners	Places
…clean air (including Climate Changing Gases)	Positive Score: 1	Neutral Score: 2	Positive Score: 1
…Clean and plentiful water	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
… Wildlife and habitats	Positive Score: 1	Neutral Score: 2	Positive Score: 1
…Resilience to harm from environmental hazards	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
… Sustainability and efficiency of use of resources from nature	Positive Score: 1	Neutral Score: 2	Positive Score: 1
…Beauty, heritage and engagement with the natural environment	Positive Score: 1	Neutral Score: 2	Positive Score: 1
… Resilience to the effects of climate change	Positive Score: 1	Neutral Score: 2	Positive Score: 1
…Production, recycling or disposal of waste	Positive Score: 1	Neutral Score: 2	Positive Score: 1
… Exposure to chemicals	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2

HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?		Please select YES or NO
Equality Themes		
Have you taken any **specialist advice** linked to your proposal? (Legal, HR etc)?		Yes
Do you have any **evidence/intelligence** to support your assessment (in section 2) of the impact of your proposal on…	…employees?	Yes
	…Kirklees residents?	Yes
	…service users?	No
	…any protected characteristic groups?	No

Please list your **equalities** evidence/intelligence here [you can include hyperlinks to files/research/websites]:
The SPD provides additional guidance to help implement Local Plan policies and it's use by empoyees from development management and external applicants will have a positive effect in helping determine planning applications and evolving scheme designs.

The House Extensions and Alterations SPD aims to deliver good residential design across the district which is accessible by all for the lifetime of the property that will also support the changing needs of the occupier. The guidance includes standards

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal outlined on the different groups of people?	FULLY
To what extent do you feel you have considered your Public Sector Equality Duty?	FULLY

Environmental Themes		
Have you taken any **specialist advice** linked to your proposal?		Yes
Do you have any **evidence/intelligence** to support your assessment (in section 2) of the impact of your proposal on…	…Kirklees Council practices?	Yes
	…resident and worker lifestyles?	Yes
	…Practices of Supplier to Kirklees Council?	No
	…Practices of other Kirklees Council partners?	No

Please list your environmental evidence/intelligence here [you can include hyperlinks to files/research/websites]:
The SPD sets out what principles the council considers to be helpful when designing any house extension or alteration. The SPD provides standards required by the council that will help acheive a well-designed house extension or alteration. The document will be used by the council's development management teams when determining planning applications.

The document seeks to plan for climate change and respond to the climate emergency throughout the life cyle of the development mitigating and adapting to climate change.

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the environmtenal issues identified?	FULLY

Name of meeting: Scrutiny Panel

Date: 6th October 2020

Title of report: Draft Biodiversity Net Gain Technical Advice Note

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 - The Technical Advice Note will have an effect on all wards
Is it in the Council's Forward Plan (key decisions and private reports)?	No
Is it eligible for call in by Scrutiny?	Yes
Date signed off by Strategic Director & name	David Shepherd 28.09.2020
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Eamonn Croston 24.09.2020
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Deborah Wilkes 25.09.2020
Cabinet member portfolio	**Give name of Portfolio Holder/s** Cllr Peter McBride Cllr Cathy Scott

Electoral wards affected: All

Ward councillors consulted: Cllr Peter McBride, Cllr Cathy Scott and Cllr Manisha Kaushik were briefed at the Regeneration Portfolio Holder Briefing (1st September 2020), Planning Committee Chairs (Cllr Steve Hall and Cllr Terry Lyons) were briefed on Thursday 10th September. All are supportive of this document being prepared for public consultation.

Public or private: Public

Has GDPR been considered? Yes. The draft Technical Advice Note does not contain any personal data.

Purpose of the report

- To highlight the scope of the draft Biodiversity Net Gain Technical Advice Note and allow questions and comments. Details of the scope and content of the Note will be presented at the Scrutiny session.
- To note the timeline for next steps for consultation on the Technical Advice Note and the approval process.

1. Summary

The revised National Planning Policy Framework 2019 (NPPF) requires development to secure measurable net gains for biodiversity (paragraph 170) and Local Plan policy LP30 requires development proposals to "provide net biodiversity gains through good design by incorporating biodiversity enhancements and habitat creation". Proposals to mandate the majority of developments to demonstrate a 10% Net Gain for Biodiversity were announced in July 2019 and are intended to be enacted through the (currently draft) Environment Bill expected to be published later this year.

The draft Technical Advice Note will provide detailed advice on how Biodiversity Net Gain should be achieved by development within Kirklees in accordance with Local Plan policy LP30 (Biodiversity and Geodiversity) in the intervening time prior to the introduction of the Environment Bill. It will provide important certainty for elected members, officers and external parties such as the local community and developers.

The presentation will set out the general scope and content of the document and allow for questions and comments. Note that the draft document is not appended to this report as Scrutiny comments will be considered in finalising the draft Biodiversity Net Gain Technical Note which will then be subject to public consultation in mid-October 2020.

Following public consultation, approval for the Technical Guidance Note will be sought from Cabinet. Following approval, the Technical Guidance Note will be given weight as a material consideration in the planning applications process but will carry less weight than a Supplementary Planning Document (SPD).

At a later date, once the Environment Bill is passed, the intention will be to progress this to become an SPD including any changes required through the Environment Act. At the relevant time it will therefore be subject to the formal process for a Supplementary Planning Document.

The adopted Local Plan policy LP30 (Biodiversity and Geodiversity) which provides the policy basis for this guidance note is attached at Appendix 1.

2. Information required to take a decision

Paragraph 170 of the National Planning Policy Framework (NPPF) 2019 requires development to secure measurable net gains for biodiversity. Paragraph 22 of the planning practice guidance on the natural environment confirms the definition of biodiversity net gain as an approach that "delivers measurable improvements for biodiversity by creating or enhancing habitats in association with development". Paragraph 25 of the same guidance also identifies the use of a biodiversity metric as a pragmatic way to calculate changes in biodiversity value.

The draft Biodiversity Net Gain Technical Advice Note will provide clarity for applicants on how to achieve biodiversity net gain through development within Kirklees and supports national and local legislation. It will set out clear guidance on how biodiversity should be considered throughout the development process, including the utilisation of Defra's Biodiversity metric to demonstrate a 10% net gain in biodiversity which is due to be mandated by the Environment Bill.

The current government ambitions on house building and infrastructure are likely to accelerate land use change, with implications for biodiversity and the natural environment. Placing biodiversity at the heart of planning and development will support Kirklees local

policy to protect and enhance biodiversity and provide net biodiversity gains through good design, as well as the wider government agenda on house building and infrastructure.

The draft technical advice note will be split into two main sections, **Section A: General Guidance for Developers** and **Section B: Guidance for Ecologists**. These will be split further into the following parts:

1. **Introduction** - The importance of consideration of biodiversity and the natural environment by development, the purpose of the technical note and the legislative context underpinning the guidance.

Section A

2. **Biodiversity Net gain Approach** - The approach to achieving a biodiversity net gain through development, including technical information on how the biodiversity metric calculates the ecological value of a site pre and post-development, the application of the mitigation hierarchy and exceptions when the biodiversity metric may not be used (such as when irreplaceable habitats or designated sites are present).
3. **Kirklees Approach** - Guidance specific to how biodiversity net gain is to be delivered and determined within Kirklees. This includes the percentage gain expected, the type of development the guidance applies to and the level of information required to support a planning application in order to demonstrate a biodiversity net gain. This section also outlines the acceptable options available to applicants should a development fail to achieve biodiversity net gain on-site.
4. **Other Clarifications** - Further information on how outline applications are to be considered, the implications of actions to reduce the baseline biodiversity value of a site and how minor planning applications may demonstrate a biodiversity net gain.

Section B

5. **Introduction** - Technical information regarding determining the strategic significance of habitats withing Kirklees and relevant guidance documents.
6. **Level of Information Required** - Detailed information regarding the scope of documents required to demonstrate biodiversity net gain and the professional standards that these should meet.
7. **Habitat Creation and Enhancement** - Information on the principles for new habitat creation in terms of 'in-kind' trading and keeping these realistic and achievable. Further details are provided on maintaining woodland cover and ecological functions and habitat provisions inside residential garden curtilages.

3. **Implications for the Council**

The main implication for the council in producing the Biodiversity Net Gain Technical Advice Note is that it will provide greater clarity and consistency for developers, agents, other stakeholders and development management to facilitate the determination of planning applications. It will also encourage applicants to consider biodiversity early in the planning process which is likely to improve outcomes for biodiversity within Kirklees.

- **Working with People**
  The publication of the technical advice note will allow communities to understand the council's expectations with regard to the delivery of biodiversity net gains by major development applications. Net gains in biodiversity are likely to provide improved 'ecosystem services' which provide a number of benefits to the

community including aesthetic, spiritual, educational and recreational. The council will undertake public consultation on this document in accordance with the Statement of Community Involvement (SCI). There is the intention to follow the formal process of preparing an SPD once more clarity is published through the Environment Act.

- **Working with Partners**
  The Biodiversity Net Gain Technical Note will enable developers, agents and statutory consultees to understand the council's expectation with regard to the delivery of biodiversity net gain through development.

- **Place Based Working**
  The Biodiversity Net Gain Technical Advice Note will highlight whether a biodiversity net gain can be delivered on site and the requirement to offset losses off-site. Where biodiversity is to be delivered off-site, the use of the biodiversity metric in addition to utilising information on Kirklees natural resources will ensure that biodiversity offsetting is undertaken in strategically significant locations to provide benefits to the local area. The purchase of 'Biodiversity Credits' to collect a commuted sum from development has the potential to fund habitat creation or restoration in areas where they will have the greatest benefits within the district.

- **Climate Change and Air Quality**
  The Biodiversity Net Gain Technical Advice Note will improve outcomes for biodiversity through development and therefore strengthen 'ecosystem services'. Green infrastructure is an effective way to increase carbon offsetting and reduce air pollution. In addition, by providing effective 'wildlife corridors' to create resilient and coherent ecological networks this will allow biodiversity greater adaptation to climate change.

- **Other (e.g. Legal/Financial or Human Resources)**
  - Legal - once the Biodiversity Net Gain Technical Guidance has been subject to public consultation, the Local Planning Authority will consider the guidance as a material consideration in planning applications decision making. It will not, however, carry the weight of a Supplementary Planning Document (SPD). Once the Environment Bill is enacted, the intention is to follow the statutory process to produce an SPD.
  - Financial - The Local Plan is the statutory development plan for Kirklees and includes policy LP30 (Biodiversity & Geodiversity) which requires a net biodiversity gains through good design as a core principle of all development proposals in the district. The production of this guidance note and the assessment of planning applications in relation to Biodiversity Net Gain are within existing budgets.
  - Human resources – existing staff resources have been used to produce the guidance note and will be used to assess submissions received alongside planning applications
  - An Integrated Impact Assessment has also been undertaken which is attached at Appendix 2

4. Consultees and their opinions

Cllr Peter McBride, Cllr Cathy Scott and Cllr Manisha Kaushik were briefed on the Biodiversity Technical Advice Note on Tuesday 1st September 2020. Planning Committee Chairs (Cllr Steve Hall and Cllr Terry Lyons) were briefed on Thursday 10th September. All consultees were supportive of the document being prepared for public consultation.

Early engagement with West Yorkshire Ecological Services, adjoining local authorities and Yorkshire Wildlife Trust has been undertaken to inform the scope and content of the draft

Technical Advice Note. Internally the document has been prepared with input from Development Management, Planning Policy and Parks & Open Spaces officers.

A Strategic Environmental Assessment (SEA) Screening has not been undertaken by the council as this screening process is requirement when following the statutory process of producing an SPD. As stated above, the formal SPD process will occur at a later date.

5. Next steps and timelines

It is intended the Council will consult on the draft Biodiversity Net Gain Technical Advice Note in mid-October 2020 for a period of six weeks. The consultation will be carried out in accordance with Statement of Community Involvement. Following the consultation, all comments will be considered, enabling any changes to be incorporated in the final Biodiversity Technical Advice Note. It will be a decision for Cabinet to approve the guidance at that stage.

The next steps:
- **Public consultation** on the draft Biodiversity Net Gain Technical Advice Note – proposed for mid-October 2020
- **Anticipated Cabinet** decision on approval of the Biodiversity Net Gain Technical Advice Note – Early 2021

6. Officer recommendations and reasons
- Scrutiny Panel to note the scope of the draft Technical Advice Note and provide feedback during the Scrutiny Panel session.

Reason: Scrutiny Panel requested to have early input into the content of the draft guidance as part of the quality places agenda.

7. Cabinet Portfolio Holder's recommendations

Cllr Peter McBride, Cllr Cathy Scott and Cllr Manisha Kaushik were briefed on the Biodiversity Net Gain technical Advice Note on Tuesday 1st September 2020. All were supportive of the document being prepared for public consultation

8. Contact officer
Amy Reddick (Biodiversity Officer, Conservation & Design Team)
Amy.Reddick@kirklees.gov.uk
(01484) 221000

9. Background Papers and History of Decisions
- Local Plan adopted 27th February 2019 (www.kirklees.gov.uk/localplan)
- Local Plan Examination Library (https://www.kirklees.gov.uk/beta/planning-policy/local-plan-examination-library-2017.aspx)
- Draft Environment Bill 2019-21 (https://services.parliament.uk/Bills/2019-21/environment/documents.html)

10. Service Director responsible

Karl Battersby
Strategic Director for Economy and Infrastructure
E-mail: karl.battersby@kirklees.gov.uk
Tel: (01484) 221000

APPENDIX 1: EXTRACT FROM THE KIRKLEES LOCAL PLAN STRATEGY AND POLICIES (Adopted 27th February 2019)

Policy LP30

Policy LP30 Biodiversity & Geodiversity
The council will seek to protect and enhance the biodiversity and geodiversity of Kirklees, including the range of international, national and locally designated wildlife and geological sites, Habitats and Species of Principal Importance and the Kirklees Wildlife Habitat Network.

South Pennine Moors
Proposals which may directly or indirectly compromise achieving the conservation objectives of a designated or candidate European protected site will not be permitted unless the proposal meets the conditions specified in Article 6 (3) - (4) of the Habitats Directive.

Statutory Designated Sites
Statutory designated sites, including the South Pennine Moors Special Protection Area (SPA) and Special Area for Conservation (SAC) and Sites of Special Scientific Interest, are already highly protected through existing laws and legislation. In accordance with legislation, the Council will seek to ensure that harmful impacts to these areas as a result of development proposals are avoided.

Development proposed within or outside a designated Site of Special Scientific Interest, likely to have an adverse effect on the site's special nature conservation features, will not normally be permitted. Exceptionally development will be allowed where the benefits of the development clearly outweigh the impacts on the site's special conservation features and measures are provided to mitigate harmful impacts.

The Dark Peak Nature Improvement Area
Proposals that contribute to the aims and objectives of the Dark Peak Nature Improvement Area will in principle be supported, subject to other policies in this plan. Development likely to have an adverse impact on the aims and objectives of the NIA will not be permitted.

Local Designated Sites & Important Local Ecological Features
Proposals having a direct or indirect adverse effect on a Local Wildlife Site or Local Geological Site, Ancient Woodland, Veteran Tree or other important tree, will not be permitted unless the benefits of the development can be clearly shown to outweigh the need to safeguard the local conservation value of the site or feature and there is no alternative means to deliver the proposal. In all cases, full compensatory measures would be required and secured in the long term.

Habitats and Species of Principal Importance
Proposals will be required to protect Habitats and Species of Principal Importance unless the benefits of the development clearly outweigh the importance of the biodiversity interest, in which case long term compensatory measures will need to be secured.

Biodiversity and Development
Development proposals will be required to:-
- (i)   result in no significant loss or harm to biodiversity in Kirklees through avoidance, adequate mitigation or, as a last resort, compensatory measures secured through the establishment of a legally binding agreement;

(ii)	(ii) minimise impact on biodiversity and provide net biodiversity gains through good design by incorporating biodiversity enhancements and habitat creation where opportunities exist;
(iii)	(iii) safeguard and enhance the function and connectivity of the Kirklees Wildlife Habitat Network at a local and wider landscape-scale unless the loss of the site and its functional role within the network can be fully maintained or compensated for in the long term;
(iv)	(iv) establish additional ecological links to the Kirklees Wildlife Habitat Network where opportunities exist; and
(v)	(iv) incorporate biodiversity enhancement measures to reflect the priority habitats and species identified for the relevant Kirklees Biodiversity Opportunity Zone.

APPENDIX 2: Integrated Impact Assessment

EIA STAGE 1 – SCREENING ASSESSMENT

PROJECT DETAILS

Name of project or policy:	
Biodiversity Net Gain in Kirklees Technical Note	

Directorate:	Senior Officer responsible for policy/service:
Housing and Growth	Mathias Franklin, Acting Head of Planning and Development

Service:	Lead Officer responsible for EIA:
Planning	Steven Wright, Planning Policy Group Leader

Specific Service Area/Policy:	Date of EIA (Stage 1):
Biodiversity & Geodiversity	24/09/2020

Brief outline of proposal and the overall aims/purpose of making this change:
The draft Biodiversity Net Gain Technical Advice Note provides clarity for applicants on how to achieve biodiversity net gain through development within Kirklees and supports national and local legislation. It sets out clear guidance on how biodiversity should be considered throughout the development process, including the utilisation of Defra's Biodiversity metric to demonstrate a 10% net gain in biodiversity which is due to be mandated by the Environment Bill.

ASSESSMENT SUMMARY

Theme	Calculated Scores						Stage 2 Assessment Required
	Proposal	Impact	P + I	Mitigation	Evidence	M + E	
Equalities	0	4.5	**4.5**	0	4	**4**	No
Environment		3.9	**3.9**	0	6	**6**	No

NATURE OF CHANGE

WHAT IS YOUR PROPOSAL?	Please select YES or NO
To **introduce** a service, activity or policy (i.e. **start** doing something)	NO
To **remove** a service, activity or policy (i.e. **stop** doing something)	NO
To **reduce** a service or activity (i.e. **do less** of something)	NO
To **increase** a service or activity (i.e. **do more** of something)	NO
To **change** a service, activity or policy (i.e. **redesign** it)	NO
To **start charging** for (or increase the charge for) a service or activity (i.e. ask people to **pay** for or to pay more for something)	NO

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON…	Level of Impact Please select from drop down
Kirklees **employees** within this service/directorate? (overall)	Positive
Kirklees **residents** living in a specific ward/local area?	Positive
Please tell us which area/ward will be affected:	All wards
Residents across Kirklees? (i.e. most/all local people)	Positive
Existing **service users**?	Neutral

Each of the following **groups**? *(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both employees and residents - within these protected characteristic groups).*		Please select from drop down
…age	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…disability	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…gender reassignment	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…marriage/ civil partnership	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…pregnancy & maternity	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…race	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…religion & belief	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…sex	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…sexual orientation	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral
…those in poverty or low-come	What impact is there on Kirklees **employees**/internal working practices?	Neutral
	What impact is there on Kirklees **residents**/external service delivery?	Neutral

| …unpaid carers | What impact is there on Kirklees **employees**/internal working practices? | Neutral |
| | What impact is there on Kirklees **residents**/external service delivery? | Neutral |

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON…	Level of Impact
	Please select from drop down
Kirklees Council's **internal practices**?	Positive
Lifestyles of **those who live and work in** Kirklees?	Positive
Practices of suppliers to Kirklees council?	Positive
Practices of other partners of Kirklees council?	Neutral

Each of the following **environmental themes**? (Please select from the drop down list)

	People	Partners	Places
…clean air (including Climate Changing Gases)	Neutral	Neutral	Positive
	Score: 2	Score: 2	Score: 1
…Clean and plentiful water	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
… Wildlife and habitats	Positive	Neutral	Very Positive
	Score: 1	Score: 2	Score: 0
…Resilience to harm from environmental hazards	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
… Sustainability and efficiency of use of resources from nature	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
…Beauty, heritage and engagement with the natural environment	Positive	Neutral	Positive
	Score: 1	Score: 2	Score: 1
… Resilience to the effects of climate change	Neutral	Neutral	Positive
	Score: 2	Score: 2	Score: 1
…Production, recycling or disposal of waste	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
… Exposure to chemicals	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2

HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?		Please select YES or NO
Equality Themes		
Have you taken any **specialist advice** linked to your proposal? (Legal, HR etc)?		Yes
Do you have any **evidence/intelligence** to support your assessment (in section 2) of the impact of your proposal on…	…employees?	Yes
	…Kirklees residents?	Yes
	…service users?	No
	…any protected characteristic groups?	No

Please list your **equalities** evidence/intelligence here [you can include hyperlinks to files/research/websites]:
The Technical Advice Note provides interim guidance to help implement Local Plan Policy LP30 in accordance with national planning policy legislation and it's use by development management employees will have a positive impact in faciliating the process to determine planning applications. As the technical note aims to improve biodiversity post-development this is likely to provide improved 'ecosystem services' which provide a number of benefits to the community including aesthetic, spiritual, educational and recreational therefore these benefits may be enjoyed by all residents regardless of characteristic group.

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal outlined on the different groups of people?	FULLY
To what extent do you feel you have considered your Public Sector Equality Duty?	FULLY

Environmental Themes		
Have you taken any **specialist advice** linked to your proposal?		
Do you have any **evidence/intelligence** to support your assessment (in section 2) of the impact of your proposal on…	…Kirklees Council practices?	Yes
	…resident and worker lifestyles?	Yes
	…Practices of Supplier to Kirklees Council?	No
	…Practices of other Kirklees Council partners?	No

Please list your environmental evidence/intelligence here [you can include hyperlinks to files/research/websites]:
The Technical Advice Note sets out Kirklee's approach on how biodiversity net gain is to be achieved by development until the Environment Act is passed. It will be used by the council's development management teams in determining planning applications and by developers and their specialist consultants in order to create well designed schemes. It seeks to ensure biodiversity is considered early in the development process which is likely to improve outcomes for biodiversity within Kirklees by ensuring valuable habitats are retained, enhanced and created post-development and managed for a sufficiently long-term.

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the environmtenal issues identified?	FULLY

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ECONOMY AND NEIGHBOURHOODS SCRUTINY PANEL

MEMBERS: Councillors: Harpreet Uppal (Lead Member), Martyn Bolt, Richard Eastwood, Yusra Hussain, Richard Murgatroyd and John Taylor
Co-optees: Andrew Bird, Chris Friend, Eilidh Ogden

SUPPORT: Leigh Webb, Principal Governance & Democratic Engagement Officer

POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2020/21		
ISSUE	**APPROACH AND AREAS OF FOCUS**	**OFFICER/PARTNER COMMENTS**
FULL PANEL DISCUSSION ISSUES – CARRIED FORWARD FROM 2019/20		
1. **Inward Investment Strategy**	• Inward Investment Strategy • which businesses/sectors should be targeted and what do they need to be sustainable and grow. • alternative sources of finance for environmental issues/ alternative energy use.	Originally scheduled for April 2020 (cancelled due to Covid 19)
2. **Tackling Poverty**	• What organisations can do to design services which integrate and consider the impact of poverty in how people access, use and experience services; • How poverty can be considered as part of decision-making processes across the authority; • Inclusive Economy work – e.g. good work, local spend and social value; • How can employers work together to optimise the opportunities for investment in good quality pre-Apprenticeships and Apprenticeships programmes? How can we transfer good practice in health and social care to other sectors of the local economy? • What Council can do to support their own staff who may be living in poverty e.g. poverty proofing in a work-based setting.	Originally scheduled for April 2020 (cancelled due to Covid 19) Considered by Corporate Scrutiny Panel (Sept 2020)

1

3. Active Travel	To continue to monitor current and planned infrastructure.	Originally considered at joint meeting on 28 Feb 2020 - Panel resolved to keep the issue on the work programme and arrange a half day workshop to allow for more in depth consideration. Cycling and Walking visit (29 March cancelled due to Covid 19) To be re-arranged when possible
4. Digital Strategy	• Progress with physical infrastructure but also in respect of the wider promotion of the advantages of the Kirklees district. • The work being undertaken relating to the development of appropriate skills (links in with Skills Strategy) • The work being done to ensure that residents within more rural areas are supported to be able to access a digital network that is fit for purpose and future proofed.	Originally considered March 2020. Panel resolved to receive update on digital agenda after 12 months.
5. Air Quality	Following introduction of 5 year Action Pan, to monitor and consider the following: • Which measures have proven effective and which provide good value for money. • Addressing the issue of vehicles with idling engines particularly outside schools. • How the planning system can be used/will address issues in relation to infrastructure to encourage sustainable transport/active travel. • Improving infrastructure to encourage travel by public transport/cycling and walking. • Encouraging/ facilitating better options for travel to school to reduce use of private cars.	The Panel considered the Air Quality Action Plan in Oct 19 as part of its development. A number of areas to monitor were identified following implementation of the Action Plan.

6. Planning Related Matters	Hot Food Takeaway	Deferred from Jan 2020 (likely Apr 2021)
	CIL + Viability Guidance	Considered Jan 2020 – further examination prior to adoption by Council
7. Towns and Communities in Kirklees	• Assess the objectives/delivery of plans to include the aspirations/vision for the towns, public realm and infrastructure. • Consideration of the wider context of other town centres/ villages across Kirklees to include looking at the key challenges and opportunities that could influence this agenda.	July 2019 Report on the Huddersfield Blueprint – with a focus on engagement and consultation. Future updates/reports requested as plans develop
PROPOSED NEW ISSUE	**FOCUS**	**OFFICER/PARTNER COMMENTS**
1. COVID-19	To consider the impact of COVID-19 on areas falling within the remit of the Economy and Neighbourhoods Panel. Potential areas for consideration: • **Waste Collection/Recycling/Fly Tipping** • **Economic Impact** including: - Business Grants (processing and take up) - Measures to support the local economy and aid economic recovery - Understanding the budget implications of dealing with the crisis and the longer-term financial impact. - Impact on poverty and tackling inequalities • **Community Response** (including capacity of voluntary organisations within the community and the strengthening)	

	Housing Rents (Impact on tenants following recent increase in council housing rents ; help provided to tenants who may require financial support) • **Supplementary Planning Documents** – Residential Design and Householder extensions and alterations	