

Public Document Pack



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

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Monday 12 October 2020

Notice of Meeting

Dear Member

Cabinet

A Meeting of **Cabinet** will take place remotely at **3.00 pm** on **Tuesday 20 October 2020**.

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

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

A handwritten signature in black ink, appearing to read 'Julie Muscroft', on a light-colored background.

Julie Muscroft

Service Director – Legal, Governance and Commissioning

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

The Cabinet members are:-

Member	Responsible For:
Councillor Shabir Pandor	Leader of the Council
Councillor Viv Kendrick	Cabinet Member - Children (Statutory responsibility for Children)
Councillor Musarrat Khan	Cabinet Member - Health and Social Care
Councillor Naheed Mather	Cabinet Member - Greener Kirklees
Councillor Peter McBride	Deputy Leader and Cabinet Member for Regeneration
Councillor Carole Pattison	Cabinet Member for Learning, Aspiration and Communities
Councillor Cathy Scott	Cabinet Member - Housing and Democracy
Councillor Graham Turner	Cabinet Member - Corporate
Councillor Rob Walker	Cabinet Member for Culture and Environment

Emergency Cabinet Portfolio Responsibilities During Covid-19

Cllr Shabir Pandor	Leading the immediate response to the pandemic Leading recovery strategy Public Health
Cllr Peter McBride	Immediate support to business Planning the post-pandemic inclusive economy
Cllr Viv Kendrick	Statutory responsibility for children's social care Safeguarding our most vulnerable children throughout the pandemic
Cllr Musarrat Khan	Statutory responsibility for vulnerable adults Responsible for vulnerable adult social care, and safeguarding our most vulnerable adults throughout the pandemic
Cllr Carole Pattison	Working with schools to maintain services Planning for return to school
Cllr Graham Turner	Financial oversight Resources
Cllr Naheed Mather	Council staff, including staff wellbeing
Cllr Cathy Scott	Engaging and supporting voluntary sector capacity for immediate responses to the pandemic Strengthening place-based working for the future (North Kirklees)
Cllr Rob Walker	Engaging and supporting voluntary sector capacity for immediate responses to the pandemic Strengthening place-based working for the future (South Kirklees)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Cabinet

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

2: Minutes of Previous Meetings

1 - 20

To approve the Minutes of the meetings of the Cabinet held on 1 September and 22 September 2020.

3: Interests

21 - 22

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputations/Petitions

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

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

6: Questions by Members of the Public (Written Questions)

Due to current Covid-19 restrictions, Members of the Public may submit written questions to the Leader, and/or Cabinet Members.

Any questions should be emailed to executive.governance@kirklees.gov.uk no later than 10.00am on Monday 19 October 2020.

In accordance with Council Procedure Rule 11(5), the period allowed for the asking and answering of public questions shall not exceed 15 minutes. A maximum of four questions per person may be submitted.

7: Questions by Elected Members (Oral Questions)

Cabinet will receive any questions from Elected Members (via remote access).

In accordance with Executive Procedure Rule 2.3 (2.3.1.6) a period of up to 30 minutes will be allocated.

8: Ad Hoc Scrutiny Report - Consultation on the Future Arrangements for the Management of the Council's Residential Housing Stock

23 - 32

To receive the findings of the Ad-hoc Scrutiny panel on the consultation process and the on-going work relating to the future arrangements for management of Kirklees social housing stock.

Wards affected: All

Contact: David Stickley, Legal Services

9: Decision on the Future Model for the Management and Maintenance of Kirklees Council Housing 33 - 158

To receive the outcome of the formal tenant engagement on the management and maintenance of the housing stock and status of the recommendations from the previous Cabinet report of 2nd June 2020 and consider the ratification of a previous 'in principle' decision to change the model for management of its housing stock to an in-house delivery model.

Wards affected: All

Contact: Naz Parkar, Service Director - Growth and Housing

10: Council Budget Strategy Update; 2021-2022 and following years 159 - 220

To determine the Cabinet's approach to the annual update of the Council's Medium Term.

Wards affected: All

Contact: Eamonn Croston – Service Director, Finance

11: Our Council Plan 221 - 272

To consider 'Our Council Plan' which provides a one-year extension to the existing 2018 – 2020 Corporate Plan.

Wards affected: All

Contact: Kate McNicholas, Head of Policy, Partnerships and Corporate Planning

12: Tackling Inequalities 273 - 284

To consider proposals for Kirklees Council's initial actions to tackle the inequalities that the coronavirus pandemic has cast a significant light upon.

Wards affected: All

Contact: Kate McNicholas, Head of Policy, Partnerships and Corporate Planning

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 1st September 2020

Present: Councillor Shabir Pandor (Chair)
Councillor Musarrat Khan
Councillor Naheed Mather
Councillor Peter McBride
Councillor Carole Pattison
Councillor Cathy Scott
Councillor Graham Turner
Councillor Rob Walker

Apologies: Councillor Viv Kendrick

242 Membership of Cabinet

Apologies for absence were received on behalf of Councillor Kendrick.

243 Minutes of Previous Meetings

That the Minutes of the Meetings held on 2 June, 16 June, 29 June, 13 July and 28 July 2020 be approved as a correct record.

244 Interests

There were no declarations of interest.

245 Admission of the Public

It was noted that Agenda Item 17 would be considered in private session (Minute No. 258 refers).

246 Deputations/Petitions

No deputations or petitions were received.

247 Questions by Members of the Public (Written Questions)

Cabinet received the following question;

Question from Heather Peacock

“The phase 5 A629 widening scheme is coming up for planning this month. How can Kirklees Council justify the loss of 126 of the counties best trees?”

A response was provided by the Cabinet Member for Regeneration (Councillor McBride).

248 Questions by Elected Members (Oral Questions)

Cabinet received the following questions from Members of the Council;

Question from Councillor Lukic

“When will the review of parking charges in Dewsbury be shared and can the suspension of charges be continued until the review is complete?”

A response was provided by the Cabinet Member for Regeneration (Councillor McBride).

Question from Councillor J Taylor

“The recycling centres have now been re-open for a while but we are not yet collecting cardboard. Why are we not yet in a position to allow people to start recycling cardboard?”

A response was provided by the Cabinet Member for Greener Kirklees (Councillor Mather).

Question from Councillor Lawson

With regards to planning enforcement, there seems to be a perceived understanding that developers are going ahead with development work without the necessary permissions and it seems to be on the increase. Do we have an idea of the scale of that kind of work and do we have the capacity in our enforcement?”

A response was provided by the Cabinet for Culture and Environment (Councillor Walker).

Question from Councillor Munro

“In relation to the local cycling and walking implementation plan, I’d like to ask which route would be taken through Lepton and Fenay Bridge with design line three and when can we expect Phase 1 to be completed and work to begin on design line three?”

A response was provided by the Cabinet for Culture and Environment (Councillor Walker).

Question from Councillor D Hall

“I’m sure you will have recognised now that people in the majority of the borough are relieved that the special covid measures have been lifted for them and thanks to all those who worked to bring that about. Particularly local businesses are looking forward to opening tomorrow. Would you now accept Leader that you were wrong not to press for this approach earlier?”

A response was provided by the Leader of the Council.

Question from Councillor Cooper

“Will the Council withdraw its plans to cut down the avenue of trees down Halifax Road through Edgerton as part of the WYCA funded road widening scheme, which would save two minutes in travel time. Does the Cabinet Member recognise that this is an iconic entry point to Huddersfield and that we would lose far more than we would gain if the Council is determined to pursue this decimation?”

Does the Cabinet Member agree that to re-evaluate the £13m scheme is essential now that traffic and commuting patterns have changed so radically and does he recognise that it is not possible to compensate for the loss of so many mature trees in any meaningful way through the planting of a few hundred tree whips? Will you at the very least put the scheme on hold?”

A response was provided by the Cabinet for Regeneration (Councillor McBride).

Question from Councillor J Taylor

“We hopefully will see most children return to school next week and there is now talk of economic recovery and the challenges which our town centres face, and encouraging people back to work. There has been much discussion between us as Group Leaders about Kirklees’ plans for economic recovery and that we would be engaging with Councillors, yet to date we haven’t been properly engaged. What is happening and what example is Kirklees setting to encourage people to go back to work in a secure covid safe environment?”

A response was provided by the Leader of the Council.

Question from Councillor Lawson

“With regards to the Planning White Paper which is currently out for consultation, there are many things in the paper that have been criticised for undermining democracy in the planning process. What does that mean locally for our neighbourhood plans? We have many groups in the borough who have been working hard for years, in some cases, to produce neighbourhood plans. The erosion of democracy seems to work at direct odds with neighbourhood plans. What are we doing as a Council to provide democracy in the planning process?”

A response was provided by the Cabinet Member for Regeneration (Councillor McBride).

Question from Councillor Munro

“St James’ School is now the only secondary school in the Almondbury Ward. Its catchment area includes Lepton and Fenay Bridge. As you know, we have an active travel plan in Kirklees promoting sustainable travel such as walking and cycling yet children in Lepton and Fenay Bridge are expected to cross over Penistone Road if they walk to school where there is no safe crossing and as we’ve seen in recent weeks it is an extremely dangerous stretch of road. Parents are therefore deterred from making their children walk, they would let their children walk if there was a safe

crossing. At a recent meeting with highways I asked if a safe crossing would be possible and my request was dismissed. Why can't the Council find the money for such a crossing?"

A response was provided by the Cabinet Member for Culture and Environment (Councillor Walker).

249 Devolution Deal for West Yorkshire – Consultation Outcomes

(Under the provisions of Council Procedure Rule 36(1) Cabinet received representations from Councillors Cooper, D Hall, Lawson and J Taylor).

Cabinet gave consideration to a report which sought agreement to submit the summary of consultation responses to the Secretary of State by 11 September 2020. The report advised that, following the approval of the draft scheme by Constituent Councils and the Combined Authority, the scheme had been finalised and published, and that a consultation exercise was co-ordinated by the Combined Authority.

Cabinet were advised that the consultation process had commenced on 25 May 2020 and had run until 20 July 2020, which had resulted in a total of 4413 responses. The report indicated that the consultation responses were significantly positive in terms of all key themes, with overall support for the proposals within the scheme, and this detail was set out at Appendix 1 of the considered report.

In terms of next steps, Cabinet noted that the consultation responses at Appendix 1 would be submitted to the Secretary of State and it was requested that authority be delegated for the finalisation of the documents in order to ensure that the submission incorporates any issues that may be raised by any Constituent Council or the Combined Authority. The revised timeline for the implementation of the deal, which was set out at Appendix 2, set out the process timeline leading up to the election of a Mayor in May 2021.

RESOLVED –

- 1) That the content of the report and summary of consultation responses, as attached at Appendix 1 to the report, be noted.
- 2) That the summary of consultation responses, as set out at Appendix 1, be submitted to the Secretary of State by 11 September 2020, and that (i) authority be jointly delegated to the Managing Director of the Combined Authority, in consultation with the Leader and Chief Executive of each Constituent Council and the Chair of the Combined Authority, to finalise and submit documents subject to any technical issues which may arise and (ii) the Chief Executive and Leader of Kirklees Council be authorised to act as the consultees on behalf of the Council for these purposes.
- 3) That the updated timetable, as set out at Appendix 2 of the report, and the next steps which are subject to the consent being given by the Constituent Councils and Combined Authority, to draft the Order in November 2020 so that a mayoral combined authority model and associated changes may be adopted and implemented by May 2021, as set out in the Deal, be noted.

- 4) That the decision be exempt from Call-In on the grounds of urgency, as detailed in para. 3.6 of the report.
- 5) That Corporate Governance and Audit Committee be invited to consider the proposed governance arrangements, as detailed in para. 2.29 of the report, regarding the Council's reporting arrangements on devolution.

250 Spen Place Partnership - Supporting the Mental Health and Wellbeing of Children and Young People

(Under the provisions of Council Procedure Rule 36(1) Cabinet received representations from Councillors D Hall and Lawson).

Cabinet received a report which requested that consideration be given to allocating a sum of funding from the Place Partnership mental health themed budget towards support for children and young people returning to schools in the Spen Valley Place Partnership area to support mental health and wellbeing provision.

Cabinet were advised that the initiative would enhance arrangements and plans that schools have in place in order to mitigate the impact upon mental health during the pandemic and would complement other initiatives which were already in place. It was noted that, once evaluated, the scheme may be extended to colleges at a later date.

The report indicated that, subject to approval, £120,000 would be distributed between the schools and that projects would commence as soon as was feasible within the financial year.

RESOLVED –

- 1) That approval be given to funding from the Place Partnership mental health theme allocation to benefit children and young people in the Spen Place Partnership.
- 2) That a total of £120k be distributed to schools within the place partnership area and that schools be invited to submit proposals to the Spen Valley Place Partnership identifying how positive mental outcomes will be achieved, evaluated and sustained.

251 Kirklees Transforming Cities Fund Programme

(Under the provisions of Council Procedure Rule 36(1) Cabinet received representations from Councillors Bolt, D Hall and J Taylor).

Cabinet received a report which provided detail as to the current status of the Transforming Cities Fund Programme for Kirklees District and sought approval to enter projects within the programme onto the Kirklees Capital Plan.

The report set out details of eight projects; (i) Dewsbury Town Centre walking and cycling transformations (ii) Dewsbury Bus Station (iii) Heckmondwike Bus Hub (iv) Dewsbury Cleckheaton Sustainable Travel Corridor (v) Huddersfield major walking and cycling routes (vi) Huddersfield bus station improvements (vii) Huddersfield rail station access and (viii) Dewsbury Batley Tingley sustainable travel corridor. It was noted that the funding for the Transforming Cities Fund high scenario programme

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was the sum of the £66m Transforming Cities Fund budget with devolution top-up, plus £6m local match funds, totalling £72m.

Cabinet were advised that the projects as set out within the report were currently being reviewed by the West Yorkshire Combined Authority as part of package level strategic outline cases and that once approved by WYCA, would be developed through a project specific outline business case, with public consultation exercise on each scheme taking place between October 2020 and March 2021.

RESOLVED –

- 1) That the Transforming Cities Fund projects and current budgets be noted.
- 2) That approval be given to the projects being entered into the Kirklees Capital Plan.
- 3) That authority be delegated to the Strategic Director (Economy and Infrastructure) to negotiate and agree the terms of any agreement with West Yorkshire Combined Authority that is for the purpose of providing funding for the development of business cases for Transforming Cities Fund projects, the carrying out of public consultation and the development and working up of designs for Transforming Cities Fund Projects.
- 4) That authority be delegated to the Service Director (Legal, Governance and Commissioning) the authority to enter into any funding agreement with the West Yorkshire Combined Authority as referred to in para. 6.1.3.

252

Huddersfield Public Art Plan

(Under the provisions of Council Procedure Rule 36(1) Cabinet received representations from Councillors Bolt, Cooper, D Hall and J Taylor).

Cabinet received a report which sought approval for the Huddersfield Public Art Plan, which set out an approach and projects to support the cultural regeneration of Huddersfield as part of the Huddersfield Blueprint and adopted Kirklees Public Art Policy.

The Art Plan report, which was attached as an appendix to the considered report, outlined the range which included permanent pieces, temporary projects and interventions to support the cultural revival of Huddersfield. Cabinet were advised that the plan aimed to support the development of the town centre over the next ten years through a programme of temporary and permanent public art commissions and that commissioned artists would take inspiration from Huddersfield's rich heritage, diverse cultures and unique landscape to produce high quality artworks.

The report advised that, subject to approval, the Huddersfield Public Art Plan would be embedded within the Huddersfield Blueprint and that engagement would take place to ensure that quality cultural public realm, public art and creative interventions were delivered.

RESOLVED - That approval be given to the Huddersfield Public Art Plan.

253 Achieve and Aspire Strategic Priorities Libraries & Public Buildings Programme – Proposals to allocate funding to and deliver the new build Birkby Fartown Library

(Under the provisions of Council Procedure Rule 36(1) Cabinet received representations from Councillors Bolt and Sokhal).

Cabinet received a report which sought approval for the allocation of a capital budget of £799k for the proposed replacement new build library facility at Birkby Fartown as identified within the libraries and public buildings section of the Council's five year capital plan, as approved by Council on 12 February 2020.

The report requested that approval be given for the proposed new build development located off Lea Street, adjacent to Birkby Junior School (as illustrated at Appendix A to the considered report). The report advised that the site was a short walk from the previous library location on Wasp Nest Road, which ceased during 2018 and the building was converted to school accommodation. Cabinet were advised that the new proposed site occupied a small section of a former railway cutting, which was now used as a greenway, with a maintained walking and cycling route and had the potential to provide a vital community link.

Appendix B to the report set out indicative layouts and visuals which had been produced by an external architectural consultant and that following a tender exercise a successful contractor had been identified to deliver the scheme. The report advised that the proposal was for the construction of a single storey high performance library building with a stone faced façade and 165m sq. internal floor area. It was noted that the proposed completion of the scheme would be scheduled for April 2021.

RESOLVED –

- 1) That approval be given to the allocation of a capital budget of £799k for the delivery of a replacement new build library facility at Birkby Fartown, as outlined in the considered report.
- 2) That approval be given to the preferred site location for the proposed new build off Lea Street, adjacent to Birkby Junior School, as set out at Appendix A.
- 3) That Officers be authorised to procure and implement a new build library for Birkby Fartown as described within the report, subject to a satisfactory conclusion of the 'Stopping Up' order for the Greenway on Lea Street.

254 Corporate Financial Monitoring Report - Quarter 1, 2020-2021

(Under the provisions of Council Procedure Rule 36(1) Cabinet received representations from Councillors D Hall and J Taylor).

Cabinet received a report which set out financial monitoring information in regards to (i) General Fund Revenue (ii) the Housing Revenue Account and (iii) the Capital Plan, as at Quarter 1 (month 3) 2020-2021.

The report advised that (i) the Council's revised General Fund controllable (net) revenue budget for 2020/2021 was £305.4m, which included planned (net) revenue

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savings in-year of £2.8m (ii) the revised budget included a number of planned transfers from reserves during the year, the most significant being £1.3m from the Revenue Grants reserve, £0.8m from the Public Health reserve and £0.6m from the Strategic Investment Support reserve.

Cabinet were advised that there was a forecast overspend of £7.7m against the £305.4m revised budget at Quarter 1, equivalent to 2.5% which represented forecast £4.64m unfunded pressures relating to Covid 19 and forecast £3.04m net pressures elsewhere.

The report provided information on the impact of Covid 19 upon the Council's finances, advising that the Government had allocated £3.7billion un-ringfenced Covid funding to the local government sector nationally. Further details were also provided in regards to (i) general fund reserves (ii) the collection fund (iii) the housing revenue account (iv) capital budget and (v) 2020/2021 budget proposals.

RESOLVED –

- 1) That in regards to the General Fund (i) the 2020/2021 forecast revenue overspend of £7.7m as at Quarter 1 be noted (ii) the 2020/2021 forecast £7.6m High Needs overspend which as per current DfE guidance will roll forward into 2021/2022 on the Council balance sheet as a negative reserve be noted (iii) that, in conjunction with the assumed continued support of Central Government to adequately compensate the Council for Covid 19 pressures, the Council's Executive Team continue to identify opportunities for spending plans to be collectively brought back in line within the Council's overall budget by year end (iv) approval be given to the proposed use of Kirklees allocation of £551k supplementary hardship funding through the existing Local Welfare Provision Scheme, as outlined in para. 1.2.12 (v) the forecast year-end position on corporate reserves and balances be noted (vi) the details of the financial support package to Adult Social Care Providers, as outlined in Appendix 10, further to the agreed delegation of approval to the Strategic Director with responsibility for Adult Social Care in consultation with the S151 Officer and Cabinet Members with responsibility for Adult Social Care and Resources, be noted.
- 2) That the forecast position on the Collection Fund as at Quarter 1 be noted.
- 3) That the Quarter 1 forecast Housing Revenue Account position and forecast year-end reserves position be noted.
- 4) That in regards to Capital (i) the Quarter 1 forecast capital monitoring position for 2020/2021 be noted (ii) approval be given to re-profiling across years of the capital plan as set out within the report and at Appendix 6 (iii) approval be given to £1.225m additional funds required for Brambles Primary Academy (iv) approval be given to £2m capital proposals for Children's homes, as set out within the report and at Appendix 7 (v) approval be given to capital proposals relating to infection, prevention and control measures on in-house residential homes (vi) authority be delegated to the Strategic Director (Adults, Housing and Health) to use IPC funding towards building works on other internal care homes (vii) approval be given to an additional £1.44m capital funds to replace the existing outdated Adults Social Care case management system CareFirst (revised overall programme cost of £2.49m including £347k

revenue costs) as set out within the report and at Appendix 8 (viii) approval be given to a £2.5m refurbishment scheme at Civic Centre 1 to adapt to a post Covid-19 working environment, as set out within the report and at Appendix 9 (ix) approval be given to the release of funding from the Sustainability of Major Town Halls – Service Development capital programme line for redecoration and refurbishment works at Dewsbury Town Hall (x) approval be given to the release of funding from existing Town Centre Action Plan capital budgets to fund expenditure on Town Centre Footfall Count Cameras and (xi) the increase in funding for Transforming Cities Fund from the low scenario to the high scenario, and a longer programme timeline to be determined and managed by West Yorkshire Combined Authority, be noted.

255 Code of Practice for Commercial Property Relationships during the COVID-19 pandemic

Cabinet gave consideration to a report which sought approval to adopt the Government's Code of Practice for commercial property relationships to provide a basis for future negotiation with tenants of the Council's leased estate seeking support to mitigate the economic impacts of Covid-19.

Cabinet noted that, as the majority of businesses had re-commenced trading, the Council had resumed its charging regime for tenants of the leased estate and whilst many businesses had received grants or financial support, some remained in financial hardship. The report advised that the Government had published a Code of Practice for managing commercial property relationships during the pandemic which suggested that landlords who are able to support tenants who are in genuine financial difficulty should try to do so. The report recommended that the Council adopts the Government's Code of Practice to provide the basis for managing requests for financial support on a case by case basis.

Cabinet were advised that, subject to approval of the Code, further engagement would take place with tenants and business organisations to publicise the proposed approach and that tenants who indicate that they are unable to meet payment arrangements will be invited to apply for support.

RESOLVED –

- 1) That the adoption of the Government's Code of Practice for commercial property relationships to provide the basis for future negotiations with tenants of the leased estate in relation to further financial assistance be approved.
- 2) That authority be delegated to the Strategic Director (Economy and Infrastructure) and Service Director (Finance), in consultation with the Cabinet Member for Corporate Services, to establish an appropriate scheme of financial assistance for tenants of the Council's leased estate, in accord with the principles established in the Code of Practice.
- 3) That authority be delegated to the Strategic Director (Economy and Infrastructure) to implement and monitor the scheme of financial assistance.

256 Disposal of land at St Paul's Road, Mirfield

(Under the provisions of Council Procedure Rule 36(1) Cabinet received a representations from Councillor Bolt).

Cabinet gave consideration to a report which sought approval to dispose of the former council depot site at St Paul's Road, Mirfield, to Connect Housing at 'less than best consideration' to deliver a 13 unit development of affordable supported living apartments for adults with a social care need.

The report advised that that the site currently comprised one and two storey highway depot buildings and that Connect Housing were seeking planning permission to demolish the buildings and erect a two-storey supported living apartment block of 13 one and two bedroom apartments with associated offices, gardens and parking provision to deliver a supported living scheme for people with learning disabilities. The development would be CQC registered and had been developed by Connect Housing in partnership with Kirklees Commissioning and Health Partnerships in order to provide specialist housing to meet local need.

The report advised that the unrestricted and restricted value of the land, valued in accordance with the Local Government Act 1972 General Disposal Consent 2003, was £167,000. It advised that an initial assessment of costs had indicated that there would be a need to dispose of the land at an undervalue in order to make the scheme viable, details of which were set out within an exempt appendix to the report.

(Cabinet gave consideration to the exempt information at Agenda Item 17 (Minute No. 258 refers) prior to the determination of this item.

RESOLVED –

- 1) That approval be given to granting State Aid to Connect Housing.
- 2) That the disposal of the land at 'less than best consideration' to a specialist housing provider (Connect Housing), be approved.
- 3) That authority be delegated to the Strategic Director (Economy and Infrastructure) to (i) negotiate and agree the terms of disposal with Connect Housing and (ii) determine the appropriate level of discount following comprehensive assessment of Connect Housing's development appraisal.
- 4) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to enter into and execute any agreement and other ancillary documents necessary to dispose of the land to Connect Housing for use as specialist supported housing.

257 Exclusion of the Public

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during the consideration of the following item of business, on the grounds that it involves the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

258

Disposal of land at St Paul's Road, Mirfield

(Exempt information relating to Part 1 of Schedule 12A of the Local Government Act 1972, namely that the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information and providing greater openness and transparency in the Council's decision making).

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 15 (Minute No. 256 refers).

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Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

CABINET

Tuesday 22nd September 2020

Present: Councillor Shabir Pandor (Chair)
Councillor Viv Kendrick
Councillor Naheed Mather
Councillor Peter McBride
Councillor Carole Pattison
Councillor Cathy Scott
Councillor Rob Walker

Observers: Councillor Martyn Bolt
Councillor Anthony Smith

Apologies: Councillor Musarrat Khan
Councillor Graham Turner

259 Membership of Cabinet

Apologies for absence were received on behalf of Councillor Graham Turner and Councillor Musarrat Khan.

260 Interests

There were no declarations of interest.

261 Admission of the Public

All agenda items were considered in public session.

262 Deputations/Petitions

Cabinet received a deputation from Heather Peacock, Greenhead Trees Group.

A response was provided by the Cabinet Member for Regeneration (Councillor Peter McBride)

263 Questions by Members of the Public (Written Questions)

Cabinet received the following questions from Members of the Public:

Question from Gary McAdam

“The latest statistics show that Kirklees Council has one of the worst rates for test-and-trace in England. Given that less than 50% of all contacts were reached by the council. What is the council planning to change in order to prove to residents that

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filling in test and trace forms is a worthwhile endeavour and what are they doing to ensure they reach the government target of at least 80% contacts reached”?

A response was provided by the Leader of the Council (Councillor Shabir Pandor)

Question from Gary McAdam

“When will the council be returning to meetings in public rather than using the online virtual meeting system?”

A response was provided by the Leader of the Council (Councillor Shabir Pandor)

Question from James Taylor

“I've been looking at the planned "improvements" that Kirklees have been advertising along with the WYCA for the Mirfield to Leeds (M2D2L) Transport scheme consultation which raises several issues. Firstly, who has drawn up the plans for this regarding the Mirfield section and although there's the Kirklees logo on the plans with Kirklees be actually making comments on these proposals. I was wondering if Kirklees or WYCA had recently had some work experience pupils in or if they had suddenly employed Bob the Builder.

I ask because whoever has drawn up the plans for the Mirfield section sees fit to remove some grass verges and trees along the route, move the main bus stops and bus lay-by where buses can pull in if they're ahead of time and move the bus stops to outside the library which has the narrowest bit of pavement in the town centre as well as making a road no entry that has a veterinary surgery there?”

A response was provided by the Cabinet Member for Regeneration (Councillor Peter McBride)

Question from James Taylor

“Do Kirklees Highways and Planning departments actually speak to each other? Regarding this transport scheme consultation there is a plan to install a new pelican crossing in Mirfield on Huddersfield Road. A couple of weeks ago at the virtual Strategic Planning Committee there was an application for a new supermarket on Huddersfield Road, Mirfield. The planning committee was told that a pelican crossing wouldn't be suitable on Huddersfield Road by a highways officer but now we have a situation where a pelican crossing would be suitable about 100 yards away through this transport scheme consultation, why when a developer could be asked through s106 to pay for a pelican crossing is the answer no way according to highways but then when its coming out of KMC/WYCA is it suddenly yes?”

Councillor Peter McBride to refer the matter to officers for a response

Question from James Taylor

“The former Swan pub on the A644 literally on the Mirfield border recently got planning permission for a petrol station and shops, part of the conditions granted

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were that the developer had to contribute a lump sum in s106 to widen the A644 in proximity to the site. Going back to this transport scheme by KMC/WYCA there are no proposals on the plans to increase road width on the A644 by the former Swan public house, so why is a developer paying s106 monies for road improvements that aren't part of this transport scheme consultation.”

Councillor Peter McBride to refer the matter to officers for a response

Question from James Taylor

“I understand that the final proposals for the rail improvements between Huddersfield and Dewsbury are going to the Department of Transport this Autumn to be signed off. What plans have Kirklees put in place and planning to put in place for what is going to be an extremely busy time. We are possibly going to be in a situation with no trains in Mirfield for several years, there's these proposed works from the KMC/WYCA transport scheme, there's also the proposed improvements to Cooper Bridge and the motorway.

Could we be in a situation where there is no train service for several years and two major highways programmes all running at the same time affecting Mirfield which would obviously have a major impact on the infrastructure and not forgetting any day that has a "Y" in it can also guarantee the motorway having accidents on it and the likes of Yorkshire Water, Northern Gas Networks and Northern Powergrid digging up somewhere.?”

A response was provided by the Cabinet Member for Regeneration (Councillor Peter McBride)

264

Questions by Elected Members (Oral Questions)

Cabinet received the following questions from Members of the Council:

Question from Councillor Martyn Bolt

The question relates to the Bradley to Brighouse Scheme and the lack of information about Cabinet's strategy for Active Travel Routes. Which one is the priority to be delivered and what order will all the active travel corridors be delivered in? Bradley to Brighouse Greenway, what is your definition of a greenway. For the majority of people since we started developing them in 1998, it's a walking, cycling and horse riding route. There is no information in the literature about how much this is costing the public purse, so why is the material so lacking in detail and definition yet asking people to comment on it.

A response was provided by the Cabinet Member for Regeneration (Councillor Peter McBride)

Supplementary question from Councillor Martyn Bolt

I am surprised to hear Councillor McBride say that the details are not known to us because on the website it says the scheme is being delivered by Kirklees Council in

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partnership with Calderdale Council. Kirklees Council is the lead authority on it. You would image that when a scheme is being put forward to West Yorkshire Combined Authority, and I did ask how much this is costing it is £2.4million and it is so scant on detail which is a concern. Two years ago, we were consulted on the major highway scheme on the same alignment, the Cooper Bridge consultation scheme. Residents over many areas engaged with the council submitted responses and two years down the line there has been no report back to Cabinet on the outcome of that consultation process. Three options were formally submitted, and residents submitted many more. In any normal environment those consultation responses would have been analysed and a report would come back on options for future development.

What we are seeing now is another £2.4 million being spent on the same corridor for 2 conflicting schemes. The Cooper Bridge Scheme already had active travel measures embedded in it, it is a concern. Why do we know so little about this scheme? How can people comment on such scant regard and why 2 years later have you not brought anything back on the Cooper Bridge Scheme.

A response was provided by the Cabinet Member for Regeneration (Councillor Peter McBride)

Question from Councillor Martyn Bolt

We referred earlier to the massive scheme which is the Trans-Pennine route upgrade. Again, we have seen no information back through Cabinet from Kirklees' submission on this and, what submission has Kirklees made? What plans is it making to dovetail into the much needed bridge replacement at Colne Bridge near the Royal and Ancient Pub to tie in with what Network Rail will be doing when they replace other bridges. Obviously, there will be disruption while Network Rail replaces bridges. You can't pass through while the road is closed it would make sense for the other bridges on that corridor between, the White Cross traffic lights and Bog Green Lane to all be replaced at the same time and enhance the corridor. Has this been factored in and, as a matter of interest where in Mirfield is the A629 you mentioned earlier?

A response was provided by the Cabinet Member for Regeneration (Councillor Peter McBride)

Supplementary question from Councillor Martyn Bolt

There was nothing in that response that answered the questions I asked which was relating to the other road bridges on Colne Bridge which are the responsibility of Kirklees. You are mistaking the rail bridges, but then you have bridges which cross the river Colne and they cross the canal. Those carry the highway; those are highway bridges.

A response was provided by the Cabinet Member for Regeneration (Councillor Peter McBride)

265 Potential Reorganisation in the Dewsbury West School Place Planning Area – Outcome Report

Cabinet received a report which outlined the outcome from the non-statutory consultation on the potential reorganisation of school places at St John's CE(VC) Infant School and Westmoor Primary School.

On the 14 January 2020, Cabinet approved officers to undertake a non-statutory consultation on school led proposals for the potential reorganisation of school places at St John's CE(VC) Infant School and Westmoor Primary School. Members requested that officers report back on the outcome and conclusions of the non-statutory consultation to Kirklees Council Cabinet for further consideration of the next steps.

The appended report detailed the findings from the consultation and officer recommendations. Cabinet noted that the impact of the proposed changes to the two schools, St Johns and Westmoor had become clearer. Whilst parents, particularly of St Johns would approve the school becoming an all through infants and junior school, the financial impact and sustainability of Westmoor School and possibly other schools nearby could not be guaranteed. There are sufficient school places in the area and numbers in the area are decreasing. Following the consultation, some of the consultees, and officers concluded that the proposals could lead to severe financial pressures on schools other than St Johns and the local sustainability of school places in the area would be at risk.

RESOLVED – That Cabinet does not support the current proposals at this time on the grounds that it does not meet the criteria the Council would normally apply to such proposals and agrees that engagement be facilitated with all parties to discuss the outcome of the consultation and explore opportunities for other options/proposals either now or in the future

266 Small Affordable Housing Sites Programme Update - Disposal of land at Plane Street, Newsome

(Under the provisions of Council Procedure Rule 36(1) Cabinet received representations from Councillor Bolt)

Cabinet received a report which provided an update on the Small Affordable Housing Sites Programme. The report was seeking Cabinet approval to dispose of a site at Plane Street, Newsome, Huddersfield and varying the terms of the previous Cabinet authority of 29 August 2018 to enable the disposal of the at less than market value.

Cabinet was advised that the development will provide 30 new affordable homes on the site of the former Stile Common School, Plane Street, Newsome. While this might not be the most ideal way of achieving the objective of increasing the number of affordable houses as it is expensive, the programme is being subsidised by Homes England and the aim is to get the right number of houses, of the right type in the right place. This will be achieved jointly with the public agency and is another one of those programmes that is being additionally funded by Homes England and is welcomed.

RESOLVED -

- 1) That the programme update, and the proposed investment of the Preferred Partner and Homes England in enabling the acquisition and development of the third phase site at Plane Street Newsome, be noted.
- 2) That approval be given to the disposal of land at Plane Street, Newsome, as detailed in the considered report.
- 3) That authority be delegated to the Strategic Director (Economy and Infrastructure) to negotiate and agree terms and dispose of land at Plane Street.
- 4) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to enter such agreements on negotiated and agreed terms for disposal.
- 5) That it be noted that the scheme will enable the delivery of the third phase of the SAHS programme and contribute to the delivery of the Council's Housing Strategy and Housing Growth Plan.

267 Community Asset Transfer Policy 2020

(Under the provisions of Council Procedure Rule 36(1) Cabinet received representations from Councillor Bolt)

Cabinet received a report requesting approval for a revised Community Asset Transfer Policy 2020. The revised policy will supersede the Community Asset Transfer Policy 2017 and has been developed to support the Council's Corporate Vision and shared outcomes.

Cabinet was advised that this policy is to further the aims of the authority by supporting communities in place-based working and giving local people greater control over the assets and services that are delivered in their area. Transferring an asset to a local community organisation can unlock community power, encourage volunteer commitment, help utilise local intelligence, and allow these organisations to attract the necessary capital investment to create a thriving community hub. It also provides an opportunity for more efficient and effective use of buildings and land and supports the delivery of the District's shared outcomes, as set out in the Corporate Plan.

All transfers are by long leasehold of a 125 years and freehold transfers will only be considered in exceptional circumstances and will be at the discretion of the Council. The revised policy will be a positive way forward for communities. Members were directed to section 2.5 of the appended report which outlined the revisions to the policy; and section 2.7 which provided details of the framework.

RESOLVED -

- 1) That the Community Asset Transfer Policy 2020 be approved.
- 2) That authority be delegated to the Strategic Director or Service Director, in accordance with the Scheme of Delegation, and in consultation with the

Cabinet Portfolio Holder, for the determination of post transfer loan applications.

268 Huddersfield and Dewsbury Town Centre Finance

Cabinet received an update report on the current status of the Blueprint Programmes in terms of finance. Cabinet was advised that the report sets out how money is being assigned on the range of different schemes in Huddersfield Dewsbury Town Centres. There is a constant juggling of internal and external resources and it can be difficult to keep track and keep the momentum as money is being shifted from different programmes as cost and speed of access from external resources becomes available.

The report provided a summary of the budget available for Huddersfield and Dewsbury, showing each element agreed in the Council's Capital Plan and any additional funding that had been agreed. The revitalisation of town centres, in particular through the delivery of the projects identified in the Blueprint programmes represent Huddersfield and Dewsbury town centres' contribution to the overall economic recovery of the district as articulated by the Economic Recovery Plan. Much of the budget has now been allocated to specific projects.

RESOLVED -

- 1) That the projects and status of the budgets for the town centre programmes as set out in section 2.5, 2.6 and Appendix 1 of the considered report be noted.
- 2) That the Council's current contribution to the identified projects, as set out at para. 2.7, be approved.
- 3) That the agreed sums of match funding, as set out at para. 2.7, be approved and drawn into the capital plan, and that Officers be authorised to incur expenditure on the working up of plans and proposals for the project/s.
- 4) That approval be given to utilising up to £1m of town centre capital to develop and deliver a town centre programme of public realm improvements across both towns (para. 2.10 refers).
- 5) That approval be given to accepting appropriate development funds for projects as set out at para. 2.19, for use by Kirklees Council and its agents, and that Officers be authorised to enter into grant and other agreements, where necessary, and to incur expenditure on the working up of plans and proposals for the projects.

269 Proposal to allocate funding from the Sustainable Economy Strategic Priorities Capital Plan to the Huddersfield Market Hall Multi-Storey Car Park Demolition Scheme

(Under the provisions of Council Procedure Rule 36(1) Cabinet received representations from Councillor Bolt)

Cabinet - 22 September 2020

Cabinet considered a report which set out a proposal to allocate funding from the Sustainable Economy Strategic Priorities Capital Plan to the Huddersfield Market Hall Multi-Storey Car Park demolition scheme.

Cabinet was asked to approve £875K for the demolition of the Multi Storey car park and the creation of a temporary surface car park providing approximately 115 parking spaces. The capital expenditure would be funded from the Sustainable Economy Strategic Priorities section of the Council's five-year Capital Plan, which was approved by Council on 12th February 2020.

The report described that the extensive works outlined would be complex and involve substantial temporary works. Such works would take over a year to implement at a cost exceeding £5m.

RESOLVED -

- 1) That approval be given to the demolition of Huddersfield Market Hall multi storey car park.
- 2) That approval be given to the creation of a temporary surface car park on the cleared site of the former multi storey car park.
- 3) That approval be given to the proposed allocation of £875k to enable the works stated in (i) and (ii) above to be implemented, which would be funded from the Sustainable Economy Strategic Section of the Council's Five Year Plan, as approved on 12 February 2020.

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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



Name of meeting: Cabinet

Date: 20th October 2020

Title of report: Ad-hoc Scrutiny Report – Consultation on the future arrangements for the management of the Council’s residential housing stock

Purpose of report:

To present the findings of the Ad-hoc Scrutiny panel on the consultation process and the on-going work relating to the future arrangements for management of Kirklees social housing stock.

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 <u>Council’s Forward Plan (key decisions and private reports)?</u>	Key Decision – No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	No If no give the reason why not – Report of Scrutiny Ad-hoc Panel
Date signed off by <u>Strategic Director</u> & name	Richard Parry- 7 October 2020
Is it also signed off by the Service Director for Finance?	Eamonn Croston – 8 October 2020
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft – 7 October 2020
Cabinet member portfolio	Cabinet Member for Housing and Democracy

Electoral wards affected: All

Ward councillors consulted: Not applicable

Public or private: Public

Has GDPR been considered? There are no GDPR implications arising from the report

1. Summary and background

- 1.1 The Ad-hoc Scrutiny panel was initially established by the Overview and Scrutiny Management Committee (OSMC) in November 2019 to carry out a focussed piece of work to identify the best option(s) for the Council to achieve the right balance of risk and outcomes for local residents in relation to the housing stock for which it is the landlord.
- 1.2 The outcome of that scrutiny exercise was reported to Cabinet on 21st May 2020 and a link to the report is included in the Background papers section of this report. It made a number of recommendations which were noted by Cabinet as part of its consideration of the options for the future management of its housing stock on 2nd June 2020.
- 1.3 A link to that report is included in Background Papers. Cabinet resolved at its meeting in June as follows:
 - That the outcome of the options assessment for the management and maintenance of housing stock be noted.
 - That approval be given in principle to changing the model to an inhouse-delivery of council housing management and maintenance services by transferring activity undertaken by Kirklees Neighbourhood Housing back to the Council and adopting an approach of combining the benefits of the ALMO model with those of in-house delivery.
 - That approval be given to the proposal to engage with tenants on the preferred model, using a range of approaches, including the place standard tool and that authority be delegated to the Strategic Director – Adults and Health to finalise and implement the approach.
 - That, pursuant to (3) above, engagement with tenants and Kirklees Neighbourhood Housing staff be undertaken over the summer period.
 - That, following the engagement exercise, a report be submitted to Cabinet in September/October 2020 in order to inform the final decision on the future housing management and maintenance of council housing in Kirklees, including recommendations on matters that would require to be progressed to run Council housing services in-house on or before 31 March 2021, should that decision be confirmed.
- 1.4 Following the decision by Cabinet on 2nd June 2020 OSMC met on 9th June 2020 and agreed that the Ad-hoc Panel should continue its work with revised terms of reference during the period of the engagement exercise with tenants.
- 1.5 The Ad-hoc Panel have continued their work over the summer period and this report sets out their findings.

2. Information required to take a decision

- 2.1 The terms of reference for the ad-hoc scrutiny panel were set out in the report to the Overview and Scrutiny Management Committee dated the 9th of June 2020, proposing the re-establishment of the Ad-hoc Scrutiny Panel. These were:

The Ad-hoc Panel will:-

- Scrutinise, advise and contribute to tenant engagement proposals, including the Communication Plan and materials during the phases of engagement;
- Consider the consultation results and scrutinise, advise and contribute to proposals for the way forward with tenant engagement; and
- Monitor progress on the responses to the Panel's recommendations outlined in the Action Plan, agreed by Cabinet on 21 May 2020.

- 2.2 Ad-hoc Scrutiny met on 5 occasions during this period on 10th June, 8th & 29th July, 26th August and 21st September at which they received various updates and information on the engagement process and updates on progress made with work to carry out the recommendations which were made to Cabinet in the Action Plan.
- 2.3 The panel was able to scrutinise and comment on the consultation materials and communication plan before the consultation period and received an update on progress through the consultation process. The panel were happy overall with the consultation process that was undertaken under difficult circumstances. The panel would have liked to see more input from young people.
- 2.4 The Action plan in the Ad-hoc Scrutiny report of 21st May is included at Appendix A of this report and includes the Panels response to progress of the various recommendations.
- 2.5 Cabinet is asked to note the following main recommendations from the Panel in relation to the Action Plan.

The panel monitored the consultation process which was undertaken during unusual times. The panel would like to see learning taken from the consultation on how tenant engagement can be improved moving forward.

In the comments on the recommendations (Action Plan) Scrutiny has asked for further updates in several areas including on the Assurance Board after twelve months of operation and how, if cabinet proceed, changes in governance operate in practice and how there is engagement and listening with the wider tenant and leaseholder body on an ongoing basis.

At OSMC discussion took place on how future updates, especially on governance, are to take place and these are to go to the Economy and Neighbourhoods Scrutiny Panel.

OSMC would like to see greater involvement of ward councillors in the governance structure.

3. Implications for the Council

3.1 Working with People

Not applicable

3.2 Working with Partners

Not applicable

3.3 Place Based Working

This has been intrinsic to the approach taken.

3.4 Climate Change and Air Quality

Not applicable

3.5 Improving outcomes for children

Not applicable

3.6 Other (eg Legal/Financial or Human Resources)

Not applicable

4. Consultees and their opinions

Not applicable

5. Next steps and timelines

- 5.1 Cabinet will consider and decide upon the future arrangements for Kirklees' social housing stock on 20th October 2020.

6. Officer recommendations and reasons

That Cabinet note:-

The responses from the Ad-hoc Scrutiny Panel in the action plan at Appendix A.

In particular that the Panel recommend further work to be undertaken including:

- youth engagement
- strengthening the tenant voice
- learning from the consultation to be put in place
- how any changes in governance structure for housing going forward enables engagement and listening to the wider tenant and leaseholder body.
- ensuring that the housing panels contribute to the cabinet decisions

Explore the request from OSMC on how ward councillors can have greater involvement moving forward.

7. Cabinet Portfolio Holder's recommendations

Cabinet welcomes the work of the Ad Hoc scrutiny panel and recognises the work that the panel undertook in responding to the consultation.

8. Contact officer

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Senior Legal Officer – Legal, Governance and Commissioning
Tel: 01484 221000
Email: david.stickley@kirklees.gov.uk

9. Background Papers and History of Decisions

<https://democracy.kirklees.gov.uk/documents/g5962/Public%20reports%20pack%2021st-May-2020%2015.00%20Cabinet.pdf?T=10>

<https://democracy.kirklees.gov.uk/documents/s36272/CAB-02-06-20%20Review%20of%20Housing%20Management%20and%20Maintenance%20Final.doc.pdf>

10. Service Director responsible

Julie Muscroft
Service Director – Legal, Governance and Commissioning
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Email: julie.muscroft@kirklees.gov.uk

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Cabinet Endorsed Scrutiny Recommendations - Cabinet flightpath 10/20

V2

No.	Recommendation	Directorate and Cabinet Member(s) or organisation asked to coordinate the response to the recommendation	Do you agree with the recommendation? If no, please explain why.	How will this be implemented?	Who will be responsible for implementation?	What is the estimated timescale for implementation?	Ad-hoc Scrutiny Comments
1	A 'form follows function' approach should be taken to the development of the housing delivery service, with the desired aims and outcomes identified at the outset and appropriate arrangements put in place to achieve them.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Engagement with tenants, leaseholders and Councillors closed on 4th September 2020. This engagement has focused on both housing services and wider place-based themes. Initial review of the feedback has informed the proposed approach to ensuring the tenants voice is heard and acted upon. The Project Board has agreed that the Business Transition workstream will involve minimal movement up to the point transfer. This will enable a joint response to be made to the engagement feedback, and for consideration to be given in the second stage of transition (after the point of transfer) to ensure 'form follows function' in the development of the housing delivery service.	Strategic Director for Adults and Health	Post April 2021	No additional comment
2	That key outcomes be developed in conjunction with tenants at the earliest opportunity, so that they have input into the model without a decision being already made and asks that those key outcomes include good and transparent governance, compliance and the voice of the tenant.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes, however, an in-principle decision on the preferred model will have been made	The recommendation has been built into the engagement approach from the start. Tenant & Leaseholder Panel were involved in the engagement design e.g. the final design of letter and questionnaire. All tenants and leaseholders from 22 Jun - 4 Sep were able to input their views through a wide variety of channels and mechanisms. Additional online virtual sessions were created, publicised and delivered where lower level of response was identified at a mid point. This included targeted events for young people, BAME, Tenant and Resident Associations (TRAs) and Street Voices (SVs). Influence, sense of control, view of services as well as whether home meets needs were built into the questionnaire along with opportunity to provide additional views. Intelligence has been used to inform good & transparent governance, compliance & how the voice of the tenant can be amplified going forward.	Strategic Director for Adults and Health / Director for Growth & Housing		See comments at Recommendation 6

3	Consideration be given as to how the positive elements of both models can be combined into an appropriate structure in order to deliver the best outcomes for tenants.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Initial areas of 'best' have already been identified e.g. Harnessing Community Capacity; Everyone In – care leavers, domestic abuse; Supporting the health and social care system – Aids & Adaptations, Temporary Accommodation; Debt Management & Advice – Single Conversation; Communications. This would be built upon during the transition year while sat alongside each other as one organisation. - where can harness. Bring together the best of the best and harnessing the energy and vitality of both is recognised as being a powerful opportunity to deliver even more for and with the people of Kirklees.	Strategic Director for Adults and Health / Service Director for Strategy, Intelligence & Performance	Beyond April 2021	During the transition year Scrutiny to be updated on progress. To be agreed on whether this will be a six monthly return.
4	Requirements for compliance and risk should be examined and strengthened as a priority by both the Council and ALMO in partnership regardless of housing delivery model, as post Grenfell, a status quo position in relation to compliance and responsibility is not an option.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes. Agree that greater clarity between roles and responsibilities needed and because 'a status quo is not an option, fire safety arrangements have been examined and strengthened post-Grenfell to ensure residents are safe.		Strategic Director for Adults and Health // Chief Operating Officer, KNH	See below for recommendation 5	Panel would like Scrutiny to be advised of how the Assurance Board is operating and feeding into the structure after 12 months of operation. Economy and Neighbourhoods Panel to be updated after 12 months if there are any further changes due to changes in legislation.
5	Strong consideration should be given to the establishment of an Assurance Board to focus on compliance and risk across both the Council and ALMO.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes		Chief Executive / Chief Operating Officer, KNH		Panel would like Scrutiny to be advised of how the Assurance Board is operating and feeding into the structure after 12 months of operation. Economy and Neighbourhoods Panel to be updated after 12 months if there are any further changes due to changes in legislation.
6	Tenants be consulted on any proposals for change on the housing delivery model at an early stage and in a meaningful way. This should be in-line with the good practice outlined by TPAS in Section 10 and the government guidance referenced in Section 8 of this report.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Good practice has informed the approach which aligns with KNH's Tenant Involvement Strategy. The strategy itself was underpinned by TPAS good practice. KNH is a member of TPAS and therefore alerted to, and able to access any ongoing good practice, learning or innovative ideas that emerge to support the on-going tenant engagement activity. A significant range of options on how to engage has been implemented. These outstrip any previous best practice and have also taken the opportunity to feature a place based approach. The volume of responses received has surpassed all expectations	Director for Growth & Housing / Head of Business Assurance & Transformation, KNH / Head of Partnerships, KNH	Plan engagement – April & May Implementation - June to August Analysis & Report – Sept 2020	Panel members have monitored and are happy with the consultation process which has taken place during unusual times. Members would have liked more hard to reach groups to have fed into the consultation but understand the difficulties. Learning can be taken from the consultation on how tenant engagement can be improved and formally put in place and through any transition year.
7	Any tenant consultation on the future model should be used as an opportunity to seek views on how tenants would wish to be engaged moving forward at the same, in order to inform future engagement strategies.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	This has been done. Influence, sense of control, view of services as well as whether home meets needs have been built into the questionnaire along with the opportunity to provide additional views on wider place. Views on how tenants wish to be engaged in the future was also specifically built into the engagement approach as a key element.	Director for Growth & Housing / Head of Business Assurance & Transformation, KNH / Head of Partnerships, KNH		Panel members agreed the consultation did cover this recommendation.

8	If there is a change to the housing delivery model, then there must be a renewed focus on tenant satisfaction to ensure that levels of satisfaction do not drop as a result of the changes.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Change management will be undertaken to support a smooth transition. Performance will be monitored on an continual basis and measures taken to mitigate any adverse trends where appropriate. New methods for capturing feedback as close to the point of service delivery will be introduced in phases. These will focus on the areas that tenants tell us are most important to them (e.g. by utilising the Tenants Advisory and Grants Panel as well as the recent engagement results) and intelligence captured will enable immediate action to be taken where appropriate and inform changes to service delivery.	Strategic Director, Adults & Health	Constant	Scrutiny to be updated in 12 months to ascertain, if the minded to decision is taken forward and after any implementation period, if there have been any changes in tenant satisfaction.
9	A clear process, which places tenants at the heart, be developed in order to ensure that their voice is protected and not lost, if a decision is made to bring delivery back in-house.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Feedback from the comprehensive engagement over the summer has confirmed the importance of influence and control for tenants and leaseholders. Good practice from other local authorities has also been taken into account as has risk within the current model. All of the above have been taken into account when developing the recommended approach for consideration / decision.	Director for Growth & Housing / Head of Governance / Head of Partnerships, KNH	Plan engagement – April & May Implementation - June to August Analysis & Report – Sept 2020	Panel members are reassured a structure will be put in place and a change of name of the Housing Advisory Panel requested by the panel will be actioned. Later Scrutiny would wish to see how the structure operates in practice.
10	An examination of current tenant engagement approaches be carried out in order to identify and address any such disconnect.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	There is a recognition that the current approach reflects best practice and has been successful even within the limitations imposed by Covid. However, more can always done to further improve, enable tenants voices to be heard and provide tenants with opportunities to shape services. The outcome from the engagement just completed demonstrates the robustness of the current approach. Regardless of whether a decision is made for KNH and the Council to merge or not, evaluation of all aspects relating to tenant voice will continue in order to drive improvements and inform service delivery. With this in mind a multi faceted approach has been proposed. Feedback captured from tenants this summer that highlighted what they want to see more or less of. This wide range of views will help to further strengthen the existing approach which will naturally include a focus on fair representation and inclusivity.	Director for Growth & Housing / Head of Governance / Head of Partnerships, KNH	Sept 2020	Not obvious in documentation but discussion with the panel was very open. Panel members would hope officers would look at new and improved ways of engagement. Scrutiny would like to see how the new panels engage and listen to the wider tenant and leaseholder body, including ways to hear from younger tenants as well as those from different communities, children of tenants, young families and across different communities.
11	A strengthened council/client relationship with clearly defined roles and responsibilities is required if the current model is to remain in place.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	In the event of a decision being made not to merge the 2 organisations, action will be taken. Roles and responsibilities which are articulated as part of section 21 of the contract between the Council and KNH will be reviewed and enhanced where required.	Strategic Director for Adults and Health / Director for Growth & Housing	Completed by 30/06/21	Not until 2021.
12	If an in-house delivery model was proposed, then due diligence should be carried out as to the ALMOs commercial activities and contractual obligations.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Due diligence was undertaken relatively recently when Property Services merged with KNH. In the event of a decision being made to merge KNH and the Council, appropriate due diligence will be undertaken. Plans to assist this to occur if required have been drafted.	Strategic Director, Adults & Health / Service Director, Strategy, Intelligence and Performance		No additional comment.

13	That the Scrutiny Ad Hoc Panel has the oversight of the implementation of all the recommendations and of the process going forward and the Chair of the Economy and Neighbourhoods Scrutiny Panel be invited to attend any future meetings.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes, all recommendations agreed by the Cabinet. However, Cabinet will have oversight and would welcome the support and involvement of the Ad Hoc Scrutiny panel around the process of engagement.	Ad Hoc Scrutiny Panel has had oversight of the implementation of all the recommendations and of the process going forward. The Chair of the Economy and Neighbourhoods Scrutiny Panel has been invited to, and attended, meetings.	Strategic Director for Adults and Health / Director for Growth & Housing	May 2020 to October 2020	
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Name of meeting: Cabinet

Date: 20th October 2020

Title of report: Decision on the future model for the management and maintenance of Kirklees Council Housing

Purpose of report: To advise Cabinet of the outcome of the formal tenant engagement on the management and maintenance of the housing stock and status of the recommendations from the previous Cabinet report of 2nd June 2020; to ask that Cabinet ratifies their previous 'in principle' decision to change the model for management of its housing stock to an in-house delivery model and to consider and approve the proposed approach to delivery and implementation set out in the report.

<p>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?</p>	<p>Yes</p> <p>If yes give the reason why Council Housing is present in every ward. How and who manages it is a key strategic decision.</p>
<p>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></p>	<p>Key Decision – Yes/No Yes Private Report/Private Appendix – Yes/No No</p>
<p>The Decision - Is it eligible for call in by Scrutiny?</p>	<p>Yes/No or Not Applicable Yes</p>
<p>Date signed off by <u>Strategic Director</u> & name</p> <p>Is it also signed off by the Service Director for Finance?</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning?</p>	<p>Richard Parry 09/10/20</p> <p>Eamonn Croston 07/10/20</p> <p>Julie Muscroft 12/10/20</p>
<p>Cabinet member portfolio</p>	<p>Cllr Cathy Scott</p>

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes

1. Background

- 1.1 On 2nd June 2020 Cabinet considered a report on options for the future model for the management and maintenance of Kirklees council housing. The Cabinet agreed in principle to integrate the management and maintenance of the council's housing stock with wider services and to proceed to engage tenants to understand their views on a number of issues, including the in principle decision.
- 1.2 Following the engagement exercise Cabinet requested that a further report be submitted in autumn 2020 to inform the final decision. Cabinet requested that this report also include recommendations on matters that would need to be progressed to run council housing services in-house on or before the 31st March 2021, should that decision be confirmed.
- 1.3 Cabinet also considered and approved recommendations from the Ad-hoc Scrutiny Panel which was established to provide challenge and support to the consideration of future options for housing management and maintenance of Kirklees council housing.
- 1.4 Cabinet recognised that an integrated model would combine the best of both organisations and strengthen our overall approach to place-based working. Over the last 6 months, the Council and KNH successfully collaborated on a robust community response to COVID 19. The approach involved Council and KNH frontline staff, vehicles and drivers joining forces to support the foodbanks and contribute to the volunteering efforts needed to meet the needs of some of Kirklees most vulnerable communities. Building on this approach, KNH continues to work alongside Council staff on the delivery of the local community protection plans.
- 1.5 The contribution made by Kirklees Neighbourhood Housing (KNH) colleagues to the Council's overall response to the Covid pandemic is a positive example of placed base working in action.
- 1.6 This joint working approach is reflected in the approach taken to tenant engagement which has used a variety of approaches based on the place standard tool and supported by staff from both organisations.

2. Summary of the Formal Tenant Engagement

- 2.1 This report provides information on the outcomes of the formal tenant engagement requested by Cabinet.
- 2.2 It also includes any recommendations from the Ad-Hoc Scrutiny meeting on 21st September 2020 and comments from the KNH Board Special Meeting, who were supportive of the approach, held on 28th September 2020. At these meetings, a final update on the findings from the engagement (to 26th August 2020) were presented, along with options for ensuring the tenant's voice is heard in strategic decision making if services were joined with the Council.
- 2.3 An update on the status of the remaining recommendations from Ad-Hoc Scrutiny supported by Cabinet in June is covered later in this report.

- 2.4 In relation to the formal tenant engagement, all (circa 22,000) tenants and leaseholders were written to. The formal engagement activity ran for 11 weeks between 22nd June – 4th September 2020 and was delivered jointly by KNH and Kirklees Council. Good practice from TPAS (Tenant engagement specialists) was considered and incorporated into the engagement plan. It is noted that the current pandemic has not compromised or adversely affected engagement. Engagement has been wide ranging and the volume of response has been significant. Further information on the approach can be seen at Appendix A.
- 2.5 All tenants and leaseholders were sent a postal questionnaire including a prepaid envelope at the start of the engagement. Details of how the questionnaire could be completed online or by telephone (using a dedicated phone number and ring back service) were also provided to every household. The engagement was supported by an ongoing digital and social media campaign. During the engagement period, the online promotion was viewed 56,654 times, and people actively engaged with the content 2,000 times.
- 2.6 An analysis of the data received to 29th July 2020 was used to inform a programme of virtual drop-in sessions. These were delivered in August and held in those wards with less respondents or where there was a demographic underrepresentation e.g. BAME and Young People. The most successful event was hosted jointly with Conscious Youth and targeted young people (tenants and those living with tenants), under 25 years including several participants from a BAME community. All feedback from the sessions have been captured in the final engagement results.

3. Summary of Engagement Results

- 3.1 The formal tenant engagement activity closed on Friday 4th September 2020. A total of 2,385 responses (11% of the circa 22,000) was received from tenants and leaseholders. As the postal surveys were sent out in batches over a two-week period, any responses received up to close of play on Friday 11th September 2020 were also included in the final results.
- 3.2 The full report detailing the outcome from this engagement against the 14 Place Standard 'How Good is Your Place' themes, as set out in the survey, is attached at Appendix B. This also includes a full breakdown of responses based on those protected characteristics captured and ward representation. A summary of the findings is set out below.
- 3.3 The profile of respondents largely reflects the demographic of the tenant base - Female (62%); Male (36%); Age Profile - 51% of respondents were over 65 years (the current tenant profile is 28.64% and excludes those older respondents living in the council's retirement living schemes aged 60-64 years) and 1% of respondents were under 25 years (the current tenant profile of 3.97%). Also, of the total respondents, 234 (10%) identified themselves as being from a BAME (Black, Asian or Minority Ethnic) background and 1,009 (42%) stated that they were living with a disability.
- 3.4 In relation to ward breakdown, a response rate of over 7% was achieved in all 23 electoral wards. The lowest response rate was in Dewsbury West - 7.25% and the highest response rate was in Denby Dale - 15.59%.

Housing and Community

3.5 Tenants and leaseholders were asked how far they agreed with the in principle decision made at Cabinet on 2nd June 2020 (namely that housing management and maintenance undertaken by KNH be joined with wider Kirklees Council services).

3.6 Of the 2,106 respondents who answered this specific question: -

- 61% (1,284) of respondents agreed or disagreed about Cabinet's in-principle decision.
- Of these, 82% agreed with the decision and 18% disagreed.

3.7 Respondents were asked to tell us, of the housing management service that they currently receive, which they value most.

3.8 We are unable to confirm the number of residents who responded to this specific question because respondents were able to select all services that applied. The total responses across all options was 7,834. The services with the highest number of responses are as follows:-

- 91% (1,948) of respondents stated repairs was what they valued
- 58% (1,249) said that improvements to their homes
- 50% (1,083) said estate management including dealing with anti-social behaviour, and
- 50% (1,065) said environmental maintenance including estate caretaking

3.9 The feedback indicates that the overwhelming priority for tenants and leaseholders is to live in a home that is well cared for and maintained to a high standard and in a neighbourhood that is attractive and a safe place to live.

Influence and Sense of Control

3.10 Respondents also had an opportunity to tell us about whether they had a sense of influence and control over housing services and were able to participate in decisions and help change things for the better.

3.11 The feedback received provides a clear steer to Cabinet about what is important to tenants and leaseholders and the importance of other Council services to housing and place.

3.12 The series of questions that make up the 'Place Standard' also allowed tenants and leaseholders to have a say in how they feel about life in their local place. The responses demonstrate the further opportunities for KNH, the Council, Ward Councillors and partners to work with tenants and leaseholders, as citizens of Kirklees to improve their local places.

3.13 If Cabinet were to ratify the "in principle decision" then consideration would need to be given to a model that ensures, in the new arrangements, the tenants voice is heard in future decision making. The following section outlines a proposal for strengthening the approach to tenant involvement.

4. Proposals for ensuring Tenant Involvement links to Strategic Decision Making

Context

- 4.1 Ad-hoc Scrutiny made several recommendations to Cabinet in June 2020 which were accepted including that a clear process be developed, which places tenants at the heart, in order to ensure that their voice is heard if a decision is made to manage the stock in-house.
- 4.2 This report recommends a proposal that will ensure the tenants' voice remains strongly aligned to strategic decision making.
- 4.3 The recommendation also aligns with the Social Housing Regulator's Consumer Standards (Tenant Involvement & Empowerment) (see Appendix C) and specifically Section 2.1 which is summarised below:
- the formulation of their landlord's housing-related policies and strategic priorities.
 - the making of decisions about how housing-related services are delivered, including the setting of service standards.
 - the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved.
 - the management of their homes, where applicable.
 - the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made.
 - agreeing local offers for service delivery.
- 4.4 Informed by the Hackitt Review following Grenfell, the Social Housing White Paper is now scheduled to be published in the autumn with a focus on strengthening the powers of the Regulator for Social Housing to intervene in matters relating to the Consumer Standards that govern the way in which tenant services should be delivered.
- 4.5 Despite the delay of the White Paper, some progress has been made, most notably, the launch of a draft Building Safety Bill which will be making its way through Parliament. This new regulatory and accountability framework will provide greater oversight of the building industry; introduce clearer standards and guidance; put residents at the heart of a new system of building safety for buildings in scope, empowering them with more information, engaging them on how risks are managed in their building and ensuring effective routes for raising and escalating safety concerns; and helping to create a culture change and a more responsible building industry, from design, through to construction, management and refurbishment. Please see <https://www.gov.uk/government/publications/draft-building-safety-bill> for further detail.
- 4.6 The Social Housing White Paper, the emerging Building Safety Bill and the role of the new Building Safety Regulator are important considerations for Cabinet in the assessment of the future delivery model for management and maintenance of council housing in Kirklees.
- 4.7 The proposal also aligns with KNH's Tenant Involvement Strategy key outcomes agreed jointly with Kirklees Council and launched in June 2018 which are:-
- The voice of the tenant is evident in key decisions taken by the Board

- Service improvements are shaped by and reflect the voice of the tenant
- More opportunities for individuals to have a say in the future of their homes and communities
- Increased enrichment of the business and staff through the diverse and collective experiences of our tenants
- More local people coming together around a common purpose to help create successful communities

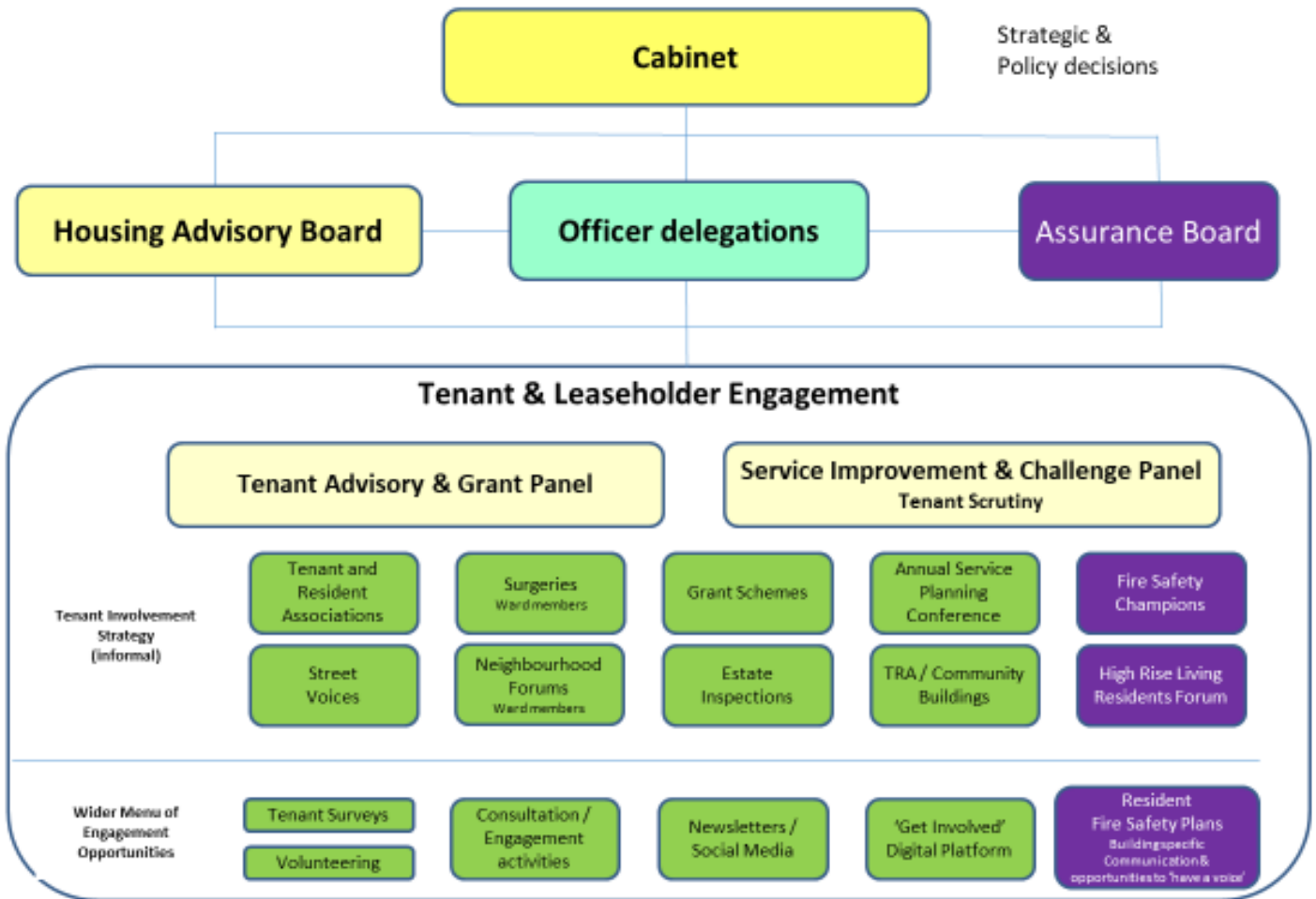
Existing Arrangements

- 4.8 Appendix D describes the current arrangements in place at KNH for hearing the tenants' voice.
- 4.9 The current arrangement includes 3 tenant board places on the KNH Board and a Tenant and Leaseholder Panel (TLP) which has 12 places. The TLP meet independently to review tenant facing service improvements and developments and feed comments directly into the Board. TLP members are also able to attend Board meetings in an advisory capacity.
- 4.10 A new approach to tenant scrutiny at KNH was also launched in 2018, the Service Improvement & Challenge Panel (SIC). Tenants and leaseholders are invited to come together based on an 'area of interest' to review policy and procedures and make recommendations e.g. complaints which are fed back to the Senior Leadership Team (SLT) and the Board as appropriate. The requirement for tenant scrutiny will continue regardless of whether Cabinet ratifies the in-principle decision today.
- 4.11 KNH continues to strengthen the tenants' voice in relation to Fire Safety as noted on Appendix D and, as set out in the KNH Fire Safety Management Plan which responds to the new draft Building Safety Bill and the emerging Social Housing White Paper mentioned earlier in this report. Ensuring there is a link between the new Assurance Board being set up by the Council and the tenant's voice is critical. The Assurance Board is discussed later in this report.
- 4.12 Strategic / policy decisions in the Council are made at Cabinet which includes decisions relating to housing services. This will not change as a result of any new arrangements agreed. However, consideration of how these decisions, where appropriate, will be informed by the tenant's voice is important and has been taken account of in the proposed approach. A fundamental principle of the recommended approach is to ensure that tenants have a voice in and influence over decisions affecting the delivery of services to them wherever those decisions are taken in the Council. This supports the philosophy and approach to place-based working that the Council has adopted.

5 Recommended Approach

- 5.1 The recommended approach takes account of examples of good practice adopted by other returned ALMOs (Leeds, Rotherham and Sheffield) which are also referenced in Appendix E.
- 5.2 The final proposals before Cabinet highlight the introduction of a new Housing Advisory Board, a new Tenant Advisory and Grants Panel and an Assurance Board, as set out in the diagram below. Draft terms of reference are set out at Appendix F and summarised in the following paragraphs.

Proposed Tenant Involvement Model within a Place Based Context in Kirklees



Housing Advisory Board

5.3 The primary role of the Board is to advise the Cabinet on decisions that affect tenants and leaseholders and will include consideration of:

- The Housing Strategy 2018-2023 and any subsequent refresh.
- Council housing stock and services to council tenants and residents.
- The strategic housing function and operational services such as homelessness, adaptations and private rented sector compliance.
- Place and community services including waste collection, grounds maintenance and community safety that relate to council housing neighbourhoods and environmental standards.
- The housing growth agenda including new build council homes and specialist supported housing.

5.4 The proposed new arrangements above have been informed by discussions with Ad-Hoc Scrutiny Panel on 21st September 2020. Of specific importance to the Panel was:

- The term ‘Board’ should be used for the Housing Advisory Board rather than alternatives. The term Board is used so as to reflect its importance in enabling the tenants’ voice to remain an integral part of future housing decisions.

- To ensure clarity around the purpose of the ‘advisory’ functions of the Tenant Advisory & Grants Panel and that of the Housing Advisory Board.
- That the role of the Tenant Advisory & Grants Panel includes maintaining and strengthening the connection between TRAs and decision making arrangements.
- To ensure that the Housing Advisory Board is proactive and not just reactive in ensuring the tenants’ voice is heard.

Tenant Advisory & Grants Panel

5.5 The primary role of the Panel would be to inform policy, strategy, operations and its implementation, from a tenants’ perspective. This includes:

- Help develop and shape proposals to ensure views from the wider tenant engagement opportunities informs approaches.
- Sense check citizen / tenant facing correspondence e.g. rent and fire communications.
- Help improve connections between Tenant and Resident Associations (TRAs) and key decision makers.
- Develop good practice for TRAs / Street Voices and approve small grants.
- Receive recommendations from the Service Improvement and Challenge Panel (tenant scrutiny function expected for all social housing providers, not the Council’s internal scrutiny).

5.6 It is recommended that Cabinet adopt the proposed Tenant Involvement model as the model for 2021/22 and review the arrangements in light of experience of its operation during this transition year.

5.7 The following section covers the proposals recommended by the Ad-hoc Scrutiny Panel around strengthening assurance arrangements on compliance.

6. Ad-Hoc Scrutiny Recommendations

6.1 Ad-Hoc Scrutiny made a number of recommendations which were endorsed by Cabinet. Appendix G provides an update on the status of the recommendations.

Assurance Board

6.2 One of Ad-hoc Scrutiny’s recommendations related to an Assurance Board being created. On 21st September, the Panel was presented with an outline of the scope of the new Board and terms of reference which are set out below. Comments from Ad-Hoc Scrutiny were as follows:

- To have an independent voice on the new Assurance Board
- To ensure members are appropriately qualified and an ongoing commitment to Continuous Professional Development

Proposed Scope

- 6.3 Initially the Assurance Board will oversee work across the Council's social housing stock, directly owned/delivered care and respite facilities of all types (sleeping in risk buildings). Over the medium term (2022/23), it is proposed that the remit of the board will expand to other council owned property including public buildings, office accommodation, commercial assets and commissioned services where the building forms an intrinsic part of the commission and where the council and/or KNH are the duty holder.
- 6.4 To include compliance across the following - Fire Safety; Asbestos Management; Gas Safety; Electrical Safety; Water Hygiene; Lift Operations & Lifting Equipment Regulations (LOLER).

Draft Terms of Reference

- Take ownership of implementing compliance/occupancy requirements following the building safety reform bill.
 - Set and maintain standards for compliance across the scope, but with emphasis on Higher Risk Residential Buildings (HRRB) through compliant policies and accurate/regular risk profiling.
 - Recognise and prioritise the needs of tenants and residents.
 - Create and monitor an accountability framework for compliance with clear recognition of and escalation of risk.
 - Ensure the user (tenant/leasehold/resident/ service user etc) is empowered with more information and engaged on how risks are managed with their building and they are provided with effective routes for raising and escalating safety concerns and inform of the resolution of the same.
 - Provide information to the Joint Competent Authority (JCA) for the occupancy stage gateway on the mitigation and reduction of building safety risks and the status of any immediate building safety concerns.
 - Ensure the council has adequate resources with the required competency to discharge its duties in line with the recommendations from the Hackett review.
 - Receive training on the statutory and organisational requirements and expectations to be fulfilled by the board.
 - Has an appropriately skilled independent person on the Board.
 - Has access to necessary professional expertise, (sourced externally if necessary).
 - Engage competent technical system audits to regularly undertake a review of standards of compliance.
 - Ensure appropriate implementation of the Building Safety Manager approach across the council. Oversee arrangements within the council's operational areas to discharge the duties and responsibilities.
 - Ensure that the organisation creates, maintains and (if appropriate) disposes of records that demonstrate the principles and details of compliance.
 - Ensures adequate financial provision.
- 6.5 It is recommended that Cabinet approve the establishment of the Assurance Board, comment on the Draft Terms of Reference and note the phased approach to establishing the Board.

7. Update on other Project Board Workstreams

- 7.1 The Business Transition workstream commenced on 1 July 2020, and consists of four streams of activity covering HR, Finance, Legal & Governance, and IT. It has been established to deliver a staged implementation approach between now and April 2023.
- 7.2 Cabinet have previously endorsed recommendations of ensuring ‘form follows function’ and the retainment of ‘best of both’ worlds. The proposed approach will have these principles at its heart.
- 7.3 For stage 1 (up to 1 April 2021), detailed project plans have been produced for each stream of activity, and an overarching ‘Plan on a page’ produced for the workstream as a whole for the same period (please see Appendix H). The end of Stage 1 would see KNH joining the Council
- 7.4 Care has been taken during the development of these plans to consider the Ad-Hoc Scrutiny recommendations (please see Appendix G for more details).

8. Information required to take a decision

- 8.1 The feedback from tenants and leaseholders captured as part of formal tenant engagement that ran between 22nd June – 4th September 2020. The full findings can be found in the report at Appendix B. The respondents to the engagement exercise indicated support for the in-principle decision made on 2nd June 2020.
- 8.2 The Ad-Hoc Scrutiny Panel’s final report which is included as a separate item on this agenda.
- 8.3 An update on the current status of the remaining recommendations from Ad-Hoc Scrutiny supported by Cabinet in June is included at Appendix G.

9. Implications for the Council

Working with People

- i. The proposal has working with people at its heart by working with tenants as citizens. The views of citizens in the broader housing market are central to helping to understand and shape the diversity of responses the Council and its partners will wish to agree with the communities of Kirklees.
- ii. If Cabinet ratifies the in-principle decision of 2nd June 2020 the views of tenants will continue to be captured through a range of engagement mechanisms and through the on-going use of the Place Standard Tool. Good practice from TPAS will continue to be used as a guide to influence and inform future consultation and involvement of tenant and leaseholders living in Council housing.

Working with Partners

- i. Kirklees enjoys strong partnerships with a range of mainstream and specialist housing providers. The proposed approach will continue to build on and strengthen these relationships to continue to develop bespoke solutions for providing affordable and supported housing with the communities of Kirklees.

- ii. It also offers the Council and its partners an opportunity to strengthen the links between Housing, Health and Social Care and, to continue to integrate and provide the platform to positively impact further on outcomes for people / communities by working with them in a more holistic way.

Place Based Working

- i. An in-house model would enable closer integration of the various place-based approaches and would minimise the duplication that some citizens will currently experience.
- ii. The approach taken has used, and would continue to use, the Place Standard methodology as part of the wider engagement plan and would align this piece of work with wider Council and partner ambitions for place-based working. It is acknowledged the methodology would continue to evolve and adapt to challenges such as those posed by Covid19.
- iii. The Place Standard approach enables us to begin to develop a much more nuanced understanding of our diverse places both in terms of the challenges they face and, more importantly, the aspirations they have. Over time we are looking to develop a detailed picture which would increase our level of understanding in a way that:
 - Is based on local identity.
 - Facilitates a more cohesive and joined up response.
 - Is conversational and intended to bring citizens / tenants with us both in terms of dialogue and co-creating solutions.
 - Allows us to re-engage to understand the difference that has been made.
- iv. It provides a framework to facilitate ongoing conversations to help identify what's good about a place, what needs to improve and what citizens / tenants can contribute. It helps focus on priorities for action and encourages a very collaborative approach (working with not doing to) as it enables communities, public agencies, voluntary groups and others to work together to identify their priorities for a particular place that need to be targeted to improve people's health, wellbeing and quality of life.
- v. One of the benefits of the place standard is that it is consistent and provides a baseline which can be re-assessed to see how well places are performing. In developing our approach, it is recognised that there should be opportunity to go back to communities to 'sense check' and report back on conclusions, proposals and actions as a result of the information contributed by communities.
- vi. Tenant engagement on this scale would provide us with a unique opportunity to gain a wider and more detailed understanding of those places, the outcomes from which would inform wider thinking, policy agendas and budget setting moving forward.

Tackling Inequalities

- i. Housing is a key determinant on the health and wellbeing of communities and makes a significant contribution to tackling inequalities faced by residents, including fostered/ looked after children, care leavers, people with mental health or learning disabilities, older people and members of the BAME community. It is a strategic priority of the council to meet the

specialist supported housing accommodation needs of our most disadvantaged and vulnerable people.

- ii. Ongoing work and research for example on the accommodation needs of older people from the BAME community and work with specialist BAME led Housing Associations (Unity, Sadeh Lok) will strengthen our overall approach to tackling inequalities.

Climate Change and Air Quality

- i. Both existing housing and new build homes leave a significant carbon footprint – finding ways to reduce the carbon emissions from housing is a strategic priority for the Council. The proposal would enable the Council to consider the alignment of the asset strategy to enable investment in ensuring the housing stock performs at a greater thermal efficiency, renewable technologies as well as working with tenants as citizens on behavioural change where appropriate.
- ii. Ratification of Cabinet's in-principle decision also allows the Council to better align its new build programme to seeking to achieve carbon neutral housing developments by seeking alternative methods of construction as well as taking a fabric first approach and the recently commissioned work on a Passivhaus Pilot will also inform future strategy and plans.

Improving outcomes for children

- i. Housing is fundamental to the well-being of children and helping them to get the best start possible. A safe, warm and affordable place to live is an essential prerequisite.
- ii. Ratification of Cabinet's in-principle decision enables the Council to work with children and families to better identify and design the most suitable solution to their housing need by, for example, extending a council home so that a foster carer can accommodate a child or extending a council home when working with disabled children and their families to enable the transition into adulthood by creating the necessary adaptations and space for an additional room.

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

- i. If Cabinet ratify their in-principle decision to pursue an in-house model, there will need to be due diligence conducted on the commercial activities that KNH are engaged in e.g. KNH Living and ensure any contractual obligations are accounted for.
- ii. Merging the organisations would mean any initial transition costs would be balanced out by cost savings through eliminating duplication and economies of scale. Any savings would be re-invested in the housing service.
- iii. An in-house run service offers the opportunity of merging the capacity and capabilities of both organisations and so strengthening the opportunities for deploying resources to improve outcomes for Kirklees citizens. It is recognised that this approach may also result in the loss of some key employees with related knowledge, skills and experience, this risk would need to be mitigated and managed. A single employer would have the potential to rationalise and simplify employee relations arrangements with recognised trade unions.

- iv. Prior to the transfer careful change management planning will be needed to make sure that all Council and KNH staff are well informed and supported both initially on transfer and also throughout the following transition period. A high-level plan can be seen at Appendix I.

10. Integrated Impact Assessment (IIA)

- i. A stage 1 screening assessment has been completed. The assessment confirmed that a stage 2 assessment was not required. The assessment summary carried out is set out below.

Theme	Calculated Scores						Stage 2 Assessment Required
	Proposal	Impact	P + I	Mitigation	Evidence	M + E	
Equalities	0	3.5	3.5	0	4	4	No
Environment		3	3	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

11. Consultees and their Opinions

- An Ad-hoc Scrutiny panel was established and met on 5 occasions during this phase of the process - 10th June; 8th & 29th July; 26th August; 21st September 2020.
- As part of these meetings, officers provided updates and the panel in turn provided additional pointers, input, challenge and rigour. Examples of this included an emphasis on ensuring that diversity of opportunity was intrinsic to the approach and also that recognised best practice in engagement was identified and utilised.
- Ad-hoc Scrutiny have completed their own report for Cabinet.
- At the meeting held on 21st September, the Panel also considered the findings from the engagement and future governance options to ensure the tenants' voice is heard, should Cabinet ratify the in-principle decision. Of specific importance to the Panel was:
 - That the role of the Tenant Advisory & Grants Panel should include improving connections between Tenant and Resident Associations (TRAs) and key decision makers.
 - That the Housing Advisory Panel should be named as a Board to reflect its importance in enabling the tenants' voice to remain an integral part of future housing decisions.
 - Clarity was needed around the purpose of the 'advisory' functions of the Tenant Advisory & Grants Panel and that of the Housing Advisory Board.
 - That the Housing Advisory Panel is proactive and not just reactive in ensuring the tenants' voice is heard.
 - That there should be an independent voice on the new Assurance Board.

- That members of the Assurance Board are appropriately qualified and an ongoing commitment to Continuous Professional Development.
- e) On Monday 28th September, KNH Board met to consider the feedback received from tenants to the consultation on the future arrangement for the management and maintenance of the Council's housing stock. The board was particularly pleased at the level of response received from our tenants (circa 2,300) this being a considerable achievement given the timing of the exercise and the restrictions imposed by COVID 19. The Board was further pleased to see the link being made to place based working and how the housing management service delivery can enhance the Council's place strategy.

A key message arising from the consultation is that tenants are less concerned with who delivers their housing management service but are more focused on the quality of that service and the impact this has on the quality of the neighbourhoods in which they live.

The Board is therefore less focused on the practicalities of who delivers this service and more focused on ensuring that tenants are at the heart of decision making in whatever future arrangements are put in place. To this end the Board was pleased to see that the future proposals are placing tenants at the heart of consultation and decision-making processes. The Board is therefore content with the proposals in their current form and wishes to see the detail of these arrangements as they are developed.

- f) The KNH Tenant and Leaseholder Panel met on 30th September 2020 to consider the findings of the engagement (to 26th August 2020) and future governance options. TLP commented that they are pleased with the proposals as they will still be involved. The TLP also said that the proposals provide a very good structure that is diverse and engages tenants. They welcome further involvement in working up the details of the new arrangements if Cabinet ratifies its decision.

12. Next Steps and Timeline

- a. If Cabinet ratify the In-house model, the Housing Project Board will lead on the arrangements to ensure a successful transition by 31.3.21. The Service Director for Growth and Housing is the Project Executive and the Strategic Director for Adults and Health is the Project Sponsor for the Board.
- b) An overview of the proposed next steps can be seen at Appendices H and I.

13. Officer Recommendations and Reasons

- a) That Cabinet note the outcome of the formal tenant and leaseholder engagement on the management and maintenance of the housing stock carried out June – September 2020.
- b) That Cabinet notes the work and recommendations of the Ad-Hoc Scrutiny Panel.
- c) That Cabinet considers their previous 'in principle' decision to change the model to an in-house delivery model in light of the information provided in this report and agrees whether or not to ratify this decision and proceed to seek a mutual termination of the current

contract with KNH by 31.3.21 in order to directly manage the arrangements for its housing stock.

d) That Cabinet considers and approves the proposed approach to Assurance and, if the in principle decision is confirmed, approves the proposed approach to tenant involvement.

e) In the event that Cabinet ratify their previous decision, they agree to delegate authority:-

- to the Strategic Director for Adults and Health in consultation with the Portfolio holder to take all relevant steps to implement the decision. T
- to the Service Director Legal, Governance and Commissioning to enter into all relevant legal documents on behalf of the Council to enable the implementation of the decision

14. Cabinet Portfolio Holder's Recommendations

I am very pleased with the number of tenants and leaseholders that took the time to complete the survey and we have received some rich feedback. The majority of those who responded agree with the Cabinet's 'in principle' decision to join KNH with the Council.

I recommend that Cabinet ratifies their previous decision to provide 'in-house' management and maintenance of council housing stock; that the proposed approaches to assurance and tenant engagement are accepted; and that decision making to enable implementation is given to the service director in consultation with myself.

15. Contact Officer

Naz Parkar – Director for Growth & Housing

16. Background Papers and History of Decisions

The 2nd June 2020 Cabinet report made an in-principle decision on the future direction of the management of the Council's housing service
<https://democracy.kirklees.gov.uk/documents/s36272/CAB-02-06-20%20Review%20of%20Housing%20Management%20and%20Maintenance%20Final.doc.pdf>

17. Service Director Responsible: Naz Parkar, Director for Growth & Housing

Appendix A – Tenant & Leaseholder Engagement

- i. The tenant engagement process has looked to capture the things that people feel are important about current arrangements, areas that they would like to see changed and to start to explore future arrangements, post implementation of the new model, for hearing the tenants' voice in decision making. The Ad-Hoc Scrutiny Panel and Tenant & Leaseholder representatives have been engaged in the design of the engagement process.
- ii. The approach to engagement has been to support the move to work with people and build relationships within a place-based context by engaging tenants as citizens and enable the Council to take a whole systems approach to the feedback received.
- iii. Councillors will continue to be at the heart in order to enable joint intelligence to provide valuable insight and inform future action and service delivery.
- iv. The engagement has been multi-faceted, included an approach based on the Place Standard methodology, and been co-produced with tenants who have also supported not only the publicity of the engagement, but also the virtual sessions.
- v. The impact of Covid19 has been recognised and national advice and restrictions have shaped the approaches used. A range of methods have been used. All tenants and leaseholders were sent a postal survey including a prepaid envelope at the start of the engagement. Details of how the survey could be completed online or by telephone (using a dedicated phone number and ring back service) was also provided to every household. The engagement was supported by a series of virtual drop-in sessions and an ongoing social media campaign.

Appendix B – Survey results

Please see associated report within the suite of papers provided.

Appendix C – Social Housing Regulator Standards

Regulator for Social Housing – Tenant Involvement and Empowerment Standard
www.gov.uk/guidance/regulatory-standards

1.1 Customer service, choice and complaints

1.1.1 Registered providers shall:

- a. provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards
- b. have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly.

1.2 Involvement and empowerment

1.2.1 Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:

- a. the formulation of their landlord's housing-related policies and strategic priorities
- b. the making of decisions about how housing-related services are delivered, including the setting of service standards
- c. the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved
- d. the management of their homes, where applicable
- e. the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and
- f. agreeing local offers for service delivery.

1.3 Understanding and responding to the diverse needs of tenants

1.3.1 Registered providers shall:

- a. treat all tenants with fairness and respect
- b. demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs.

2.1 Customer service, choice and complaints

2.1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:

- a. how tenants can access services
- b. the standards of housing services their tenants can expect
- c. how they are performing against those standards
- d. the service choices available to tenants, including any additional costs that are relevant to specific choices
- e. progress of any repairs work

- f. how tenants can communicate with them and provide feedback
- g. the responsibilities of the tenant and provider
- h. arrangements for tenant involvement and scrutiny.

2.1.2 Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

2.2 Involvement and empowerment

2.2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:

- a. supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate
- b. supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them
- c. the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets
- d. providing support to tenants to build their capacity to be more effectively involved.

2.2.2 Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.

2.2.3 Where registered providers are proposing a change in landlord for one or more of their tenants or a significant change in their management arrangements, they shall consult with affected tenants in a fair, timely, appropriate and effective manner. Registered providers shall set out the proposals clearly and in an appropriate amount of detail and shall set out any actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term. Registered providers must be able to demonstrate to affected tenants how they have taken the outcome of the consultation into account when reaching a decision.

2.2.4 Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

2.3 Understanding and responding to diverse needs

2.3.1 Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.

Additional 2

Regulator for Social Housing – Neighbourhood and Community Standard (Extract)

Source: www.gov.uk/guidance/regulatory-standards

1.1 Neighbourhood management

Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.

1.2 Local area co-operation

Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.

1.3 Anti-social behaviour

Registered providers shall work in partnership with other agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.

2 Specific expectations

2.1 Neighbourhood management

Registered providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their homes. This applies where the registered provider has a responsibility (either exclusively or in part) for the condition of that neighbourhood. The policy shall include any communal areas associated with the registered provider's homes.

2.2 Local area co-operation

Registered providers, having taken account of their presence and impact within the areas where they own properties, shall:

- (a) identify and publish the roles they are able to play within the areas where they have properties.
- (b) co-operate with local partnership arrangements and strategic housing functions of local authorities where they are able to assist them in achieving their objectives.

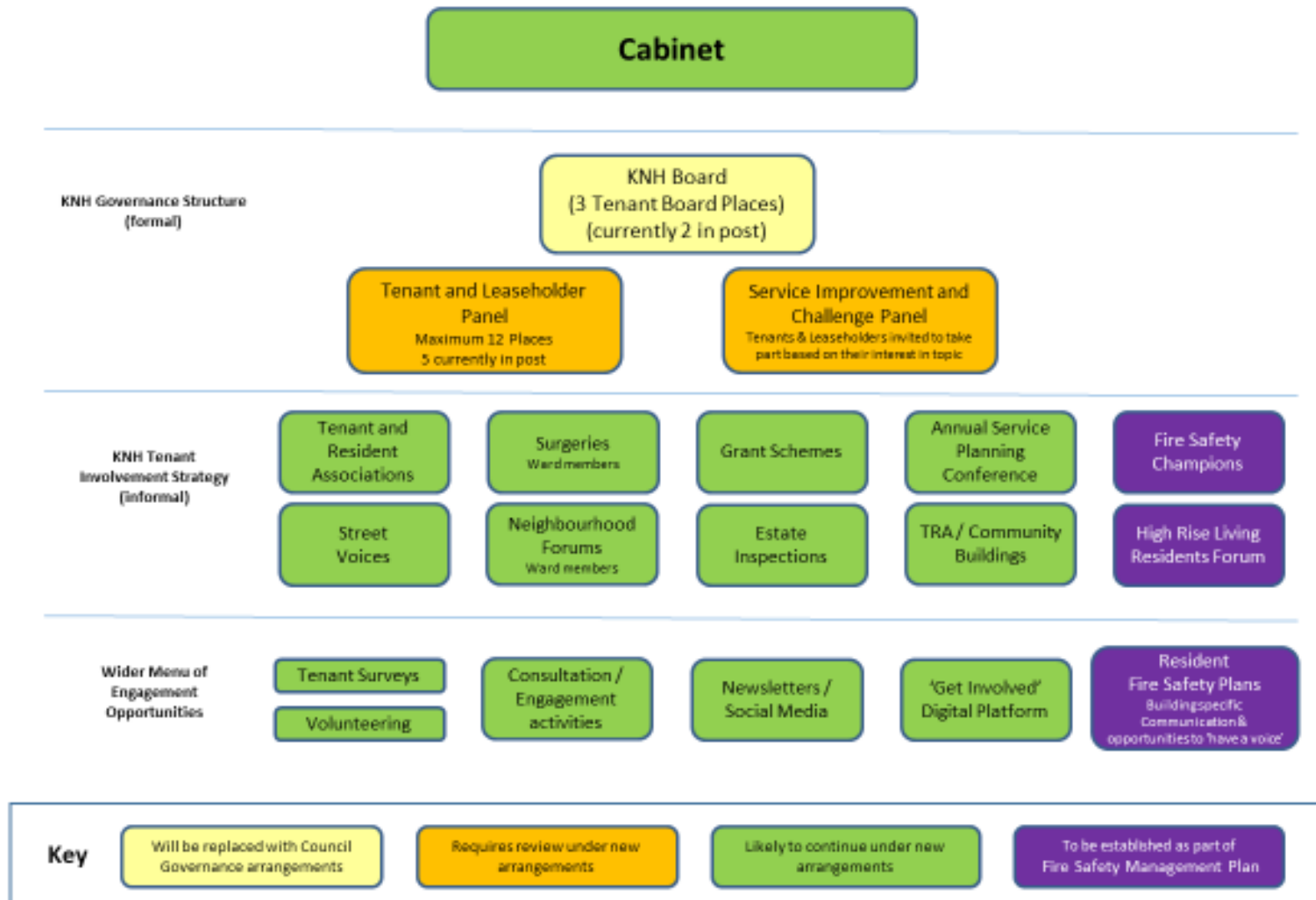
Additional 3 TPAS: National Tenant Engagement Strategy

The full document can be downloaded at www.tpas.org.uk or contact graham.sykes@knh.org.uk

Engagement Strategy	Make sure your tenant engagement links directly to business plan objectives.
Resources for Engagement	Your engagement has got to be resourced to ensure it is effective in delivering planned outcomes.
Information & Insight	Provide access to information at the right level, at the right time, to the right people in the right way.
Influence & Scrutiny	Ensure tenants, leaseholders and communities can influence appropriately.
Community Engagement	Engage with communities and local stakeholders to develop projects and plans to meet jointly identified needs.
Valuing Engagement	Ensure your tenant engagement outcomes will benefit stakeholder organisations, tenants, leaseholders and communities.

Appendix D – Current Arrangements for Tenant Involvement

Current Tenant Involvement Model at KNH



Appendix E – Examples of good practice adopted by other returned ALMO's

Glossary

Kirklees Neighbourhood Housing - Glossary

Tenant Board Members	Act as voice of tenant at board level – currently two of three positions filled.
Tenant and Leaseholder Panel (TLP)	Review customer facing policy and procedures and give feedback to officers. TLP members attend Board Meetings by rotation. Responsible for the approval of grants – currently 5 of 12 positions filled. TLP Recruitment planned for Sep/Oct 2020 with TPAS.
Service Improvement and Challenge Panel (SIC)	Responsible for scrutinising services and reports on findings including recommendations to TLP and Board. Panel members selected based on their interest in topics.
Tenant and Resident Associations (TRA's)	Currently there are 45 operating across Kirklees. The level of activity varies greatly – some hold coffee morning for residents whilst others run youth clubs and projects to make estates better places to live. TRA's are constituted and have a partnership agreement with KNH. TRAs are eligible to receive grants (see below).
Street Voices	Street Voices are individual tenants or leaseholders who operate on estates where there is no interest to set up a formal TRA. Street Voices are invited to the same forums as TRA's and are also eligible to receive grants (see below).
Neighbourhood Forums	There are currently 2 Forums - North and South Forum that meet quarterly. Run by KNH Officers, invites are sent to all TRA's, Street Voices and Ward Councillors but all tenants and leaseholders who are not part of a formal group can also attend. Forums receive updates from KNH staff about key services e.g. tenant involvement, housing management, repairs and investment etc and usually have a guest speaker e.g. Community Safety. Forum participants are asked for feedback on KNH policy and procedure in development which is then passed to the TLP to formally comment on and include recommendations which are then presented to the Board by TLP members.

Surgeries	Estate surgeries are still in operation in a small number of areas.
Grant Scheme	KNH operate 2 grants for tenant and leaseholders: Social Investment Fund is open to TRA's, SV's and Community Groups that can demonstrate their projects are meeting one or more of the 7 Kirklees Partnership Outcomes on KNH managed estates. Groups can apply for up to £2k twice a year. TRA Grant is only available to TRA's who can apply for up to £500 twice a year to cover their operational costs, in particular, TRA's who are running TRA/community buildings (see below).
Annual Service Planning Conference	The first conference (under the new tenant involvement model) took place in October 2019. Attendees included TRA's, Street Voices and tenants who had expressed an interest in getting more involved with KNH. Delegates were presented with information from a wider tenant survey carried out in the summer on what is good about housing services, what should be improved and how much KNH spends on core services. Feedback from tenants and leaseholders is used to inform the council's annual budget setting process (HRA) and KNH service planning priorities. Tenants also received a 'You Said, We Did' newsletter and video following the event.
TRA and Community Buildings	KNH manage a 23 community premises, the majority of which are leased to TRA's.
Estate inspections	Estate inspections usually take place on a quarterly basis. They are led by the patch Housing Officer. TRA's, Street Voices and Ward Councillors attend. Where there is a specific issue e.g., fly tipping, colleagues from Streetscene and West Yorkshire Police are also invited.
Tenant Surveys	KNH conducts several different surveys targeted at tenants and leaseholders, including the annual STAR Survey, transactional surveys following repairs and ad hoc surveys around a particular subject e.g. seeking leaseholder views on how they wish to be engaged.
Consultation and Engagement Activities	Consultation and engagement activities are commissioned by services and supported by the Tenant Involvement and Empowerment Team. The majority of work to date has been in support of the Your Home Your Place Capital Investment Programme.

<p>Newsletters and Social Media</p>	<p>In recent years, KNH has moved away from sending postal newsletters. However, a lot of information is still available to tenants on KNH website and through various social media platforms. We understand that paper- based newsletters still have a place, even more so as a result of CV-19 and will continue to utilise newsletters / letters to provide feedback to tenants where appropriate e.g. to support environmental improvements where visual ‘before and after’ photos are required and as part of KNH’s ‘You Said, We Did’ approach to feeding back on engagement/consultation exercises.</p>
<p>‘Get Involved’ – Tenant Involvement Digital Platform</p>	<p>KNH host a digital engagement platform where tenants can find out what is going on in their area and have their say. This is a shared space with the TRAs.</p>
<p>Fire Safety Champions - To be established</p>	<p>Integral to KNH’s Fire Safety Management Plan is a Resident Engagement Framework which aligns with recommendations from the Hackitt Review (following Grenfell). The role of the fire safety champions is still to be established but is likely to work with Building Managers in High Rise Risk Buildings (HRRBs) which includes 12 and 6 storey buildings and the Retirement Living Schemes managed by KNH. Champions will also support the development of individual resident engagement plans that will be established for each HRRB to provide building specific Communication & opportunities to ‘have a voice’.</p>
<p>High Rise Living Residents’ Forums - To be established</p>	<p>To be established – likely to be open to all residents of HRRBs, including Leaseholders.</p>

Tenant Involvement Practice from other Landlords – (extracts from websites)

Leeds City Council (Retained Stock: 54,800)

Strategic Housing Board	<p>The board provides a leadership role and works with many organisations to help support the housing strategy. They respond to issues such as changes in local housing or population trends and their impact on Leeds. The board is made of:</p> <ul style="list-style-type: none"> • one independent member • two tenants • six elected members
Estate Walkabouts	<ul style="list-style-type: none"> • Regular estate walkabouts take place across Leeds. These give tenants the opportunity to walk a set route around their local area with a housing officer to spot problems and suggest improvements.
Leeds Tenant Federation	<ul style="list-style-type: none"> • The Leeds Tenant Federation (LTF) is an independent company that represents and supports all Leeds tenants, including Tenants and Residents Associations and area reps. • Membership of the Leeds Tenants Federation is free, and members will get information about our meetings and events and can ask us for advice.
Repairs and Investment Group	<ul style="list-style-type: none"> • The Repairs and Investment group works with our housing teams and repairs contractors to discuss what matters to tenants about their homes, communities and future investment. • The group meets every two months.
High-Rise Strategy Group	<ul style="list-style-type: none"> • The High-Rise Strategy Group represents tenants and leaseholders living in multi-storey blocks. The group meets every couple of months to discuss issues that tenants in high-rise flats are concerned about. • Future meeting dates can be found via a Facebook page.
Voice of Older Tenants	<ul style="list-style-type: none"> • The Voice of Older Tenants group (VOLT) represents our older tenants, including those living in sheltered properties. • The group meets with our housing teams every couple of months to discuss the issues that matter to our older tenants, and looks at their support needs to make sure that older tenants are able to stay in their own homes for as long as they want. • They also arrange local forums to consult and engage with communities.

<p>Housing Advisory Panel</p>	<ul style="list-style-type: none"> • Housing Advisory Panels are groups of tenants from a local area who together decide how to spend a budget for community projects. They also monitor how housing services are working for tenants and suggest improvements to the council. • The 11 panels have a total budget of £450,000 to award to projects which benefit tenants and local communities in Leeds. • Each panel meets every eight weeks. Members are expected to attend regularly and prepare by taking time to read reports beforehand. • Watch the HAPs video on YouTube to learn more • Meeting dates for each panel are listed on the Housing Leeds events Facebook page External link.
<p>Tenant Scrutiny Board</p>	<ul style="list-style-type: none"> • The Tenant Scrutiny Board reviews the services offered to Housing Leeds tenants in order to identify where they are not meeting tenant's needs or service standards. The Board then makes recommendations to services to improve the way they are delivered.
<p>Voice of Involved Tenants across Leeds (VITAL)</p>	<ul style="list-style-type: none"> • VITAL works to join up all the different tenant groups across Leeds so they can solve bigger issues together. It is made up of the chairs and leaders from major tenant groups as well as independent members.
<p>Right to Manage your Estate</p>	<ul style="list-style-type: none"> • Housing law in England gives council tenants and leaseholders the right to manage some council housing services where they live. They can then make decisions about how to spend money and run the local services that most affect them, such as repairs, looking after open spaces, and estate cleaning.
<p>Support and funding for tenant and community groups</p>	<ul style="list-style-type: none"> • Tenants, residents and community groups can get support and funding from a range of schemes: • Funding Leeds lists hundreds of funding sources and how to bid for them. • Doing Good Leeds provides advice and support with running a voluntary or community organisation. • West Yorkshire Community Accounting Service is a not-for-profit that can help community organisations manage their finances.

Sheffield City Council (Retained Stock: 42,000)

<p>Housing and Partnership Group</p>	<p>The group is a place for us to come together to make a difference.</p> <p>It is a place:</p> <ul style="list-style-type: none"> • for you to tell us what you think about our services and how we can make them better • for us to share exciting developments about what is happening on our estates and in our neighbourhoods • to work together on ideas for how to get the most from the money we spend on services • how to make our communities even better places to live for everyone • celebrate and learn from one another's successes <p>It is open to all tenants, leaseholders and TARA reps. The group meets once a month for a couple of hours and what it says matters to our staff, our teams and to Councillors. Its views are always considered when any decisions are made by our service which affects our customers or their communities.</p>
<p>Leaseholder Forum</p>	<p>The forum is made up of leaseholder representatives from across the city. It meets quarterly to discuss city-wide issues affecting leaseholders and to make recommendations about the services they receive from us. It aims to:</p> <ul style="list-style-type: none"> • improve communication between leaseholders and the Council • act as a consultation forum for all issues and services affecting leaseholders • give leaseholders the opportunity to become involved in the development of service improvements that affect them
<p>Local Housing Forum</p>	<p>Each of our seven Neighbourhood Teams has a Local Housing Forum, where tenants and residents living in the area can come together to discuss local issues which matter to them. Local Ward Councillors, local partner agencies and representatives from local voluntary or community organisations are also invited.</p> <p>As well as considering housing-related issues and suggesting improvements and better ways of working, the forums also have a focus on their local neighbourhood and how they can help support their communities in being more sustainable.</p> <p>Each Forum meets at least four times a year.</p>

<p>Tenants and Residents Associations (TARAs)</p>	<p>There are over 40 TARAs across Sheffield, representing local tenants, supporting their communities and organising local events.</p>
<p>Tenant Scrutiny for Housing Services (challenge for change)</p>	<p>Tenant scrutiny of housing services (Challenge for Change)</p> <p>Challenge for Change is Sheffield City Council's scrutiny panel made up of Customer Challengers who:</p> <ul style="list-style-type: none"> • tell us how we can improve services for customers • examine how our business is run • ensure customers' views drive change <p>Become a Customer Challenger:</p> <p>To become a challenger, you need to be a tenant, leaseholder or customer of Sheffield City Council (this includes members of Tenants' and Residents' Associations as well as people on the Council Housing list).</p> <p>It is an opportunity to improve your knowledge, develop skills and make a difference to the Council's Housing Service and improve things for you and your neighbours.</p> <p>You can't be a challenger if you are:</p> <ul style="list-style-type: none"> • in breach of any of Sheffield City Council tenancy conditions • a Sheffield Councillor • an employee of Sheffield City Council

Rotherham Council (Retained Stock: 21,000)

Housing Involvement Panel	<p>The Housing Involvement Panel has been involved in and influenced key decisions and service improvements such as the Housing Strategy, Housing Allocations Policy, Housing Revenue Account Business Plan, shared accommodation for young tenants, repairs and maintenance re-tender, Universal Credit and pre-tenancy workshops.</p> <p>Purpose:</p> <ul style="list-style-type: none"> To act as a consultation and service development forum and decision-making panel for housing services. <p>Key Features:</p> <ul style="list-style-type: none"> To play an active role in developing policies and strategies to continually enhance the quality of housing services To oversee the Tenant Engagement function and ensure it is playing an effective role in service improvement and the sustainability of housing and neighbourhoods across the borough.
Ward Housing Hubs	Ward Housing Hubs have a budget giving council tenants an opportunity to decide on how to spend money on environmental improvements that benefit their estates.
Quality Standards Challenge Group	The group work closely with tenants that are involved in the community inspection group to uncover any 'hot topics' or 'causes for concern'. They then work to provide a standard of service for future work.
Tenants Open Day	The Tenants Open Day is an opportunity for you to attend and find out about how housing services are performing and our future plans. Also, this is a great chance for you to access and find out more about other services within the Council and other organisations. The Open Day also includes Rotherham Federation of Communities Awards Ceremony where achievements from tenants and staff are recognised through awards.
Home Matters	This quarterly magazine keeps tenants up to date on what is happening both in Housing and their local area and provides information on our performance. As a tenant you can get involved as part of the Editorial Board to input into articles.
Gardening Competition	The annual competition returns to reward both council and non-council tenants who make a real difference in their neighbourhoods by taking pride in their gardens.

<p>Rotherham Federation of Communities</p>	<p>Rotherham Federation of Communities is your local tenants' federation that can support you to get involved in your local tenants' group and provide you training and support to develop your own group. The charity delivers sessions relating to tenant involvement and scrutiny to help you improve housing and other services further.</p>
<p>Young Tenants Group</p>	<p>We offer a wide range of activities and events for young tenants, aged 16-35, to get involved and have a say on how we can improve housing services to meet their needs.</p>
<p>Your Neighbourhood</p>	<p>Working with you to help build communities that we can all take pride in is a priority for the Council.</p> <p>Our aim is to put communities at the heart of everything we do and to make people healthier, happier, safer and proud by:</p> <ul style="list-style-type: none"> • Working with communities on the things that matter to them • Listening and working together to make a difference • Supporting people from different backgrounds to get on well together <p>We value the contributions that people are already making within their local area from volunteering to getting involved in decision making.</p> <p>Our Thriving Neighbourhood strategy sets out our plans for even more joint working with local people to find solutions to issues and build on our heritage and assets. Take a look and find out how you can get involved.</p>

Appendix F – Potential approach to amplifying tenant voice

1. Scope

1.1 It is proposed that the Housing Advisory Board will, in advising the Cabinet, consider the following key areas:

- The council's Housing Strategy 2018-2023 and any subsequent refresh
- Council housing stock and services to council tenants and residents.
- The council's strategic housing function including housing strategy and operational services such as homelessness, adaptations and private rented sector compliance.
- Place and community services including waste collection, grounds maintenance and community safety that relate to council housing neighbourhoods and environmental standards
- The housing growth agenda including new build council homes and specialist supported housing.

2. Terms of Reference

2.1 To provide Cabinet via the Portfolio Holder, information, views and advice on a range of housing and related strategies and policies.

2.2 To have early sight of proposed strategy and policy developments to ensure tenants' views have informed proposals and that the tenant voice is visible, heard and responded to.

2.3 To have a regular view of and say on relevant compliance and regulatory standards.

3. Membership and Frequency of Meetings

3.1 It is proposed that the Panel is chaired by the Portfolio Holder and that six diverse tenant representatives should be recruited so as to ensure that the voice of all sectors of the community are heard.

3.2 It is proposed that the Panel meets on a quarterly basis.

3.3 The following shows that the proposal enables the tenants' voice to be strengthened and is prominent in decision making. It also highlights the roles of Housing Advisory Board and the Tenant Advisory & Grants Panel.

Function	Role	Membership	Frequency	Scope of Authority
Cabinet	Decision makers			Decisions on Strategy and Policy – examples include Housing strategy; Allocations policy; Rent setting; Changes to tenancy agreement; Tenant involvement strategy; Asset management strategy; and budget setting.
Housing Advisory Board	To provide cabinet with advice on decisions might need to make and ensure / evidence tenant voice is visible, heard and responded to.	Chaired by Portfolio holder, 6 x inclusive representative tenant / leaseholder reps	Quarterly	Early sight of proposed strategy and policy to ensure tenants views have informed proposals. Note, this does not negate wider engagement on items such as housing strategy. Regular review of compliance with regulatory standards.
Tenant Advisory & Grants Panel	Test appropriately from tenant perspective and inform strategy, operations and its implementation.	12 - inclusive combination of tenants / leaseholders	Minimum bi-monthly	Help develop and shape proposals to ensure views from the wider tenant engagement opportunities inform approaches. Sense check citizen / tenant facing correspondence e.g. rent and fire communications. Develop good practice for TRA's / street voices and approve small grants. Receive recommendations from Tenant Scrutiny (Please note, this is the scrutiny function expected for all Housing providers, not the Council's internal scrutiny).
Service Improvement & Challenge Panel (Tenant Scrutiny)	Independent tenant scrutiny	Appropriate to scrutiny topic / size	Appropriate to scope and number of topics	Responsible for scrutinising services and reports on findings including recommendations to TLP and Board. Panel members selected based on their interest in topics.
Officer Delegations	Inclusively implement strategy and policy	Officer governance hierarchy	As within existing governance	Creation of strategic and policy options for consideration. Implement operational delegations e.g. turning strategy / policy into operational reality, FPR and CPR's; Rent collection; Tenant support; ASB; Estate management; Operational partnership agreements e.g. communal cleaning. Legislative implementation e.g. housing law to be adhered to.

Appendix G – Update on Cabinet Endorsed Ad-hoc Scrutiny Recommendations

No.	Recommendation	Directorate and Cabinet Member(s) or organisation asked to coordinate the response to the recommendation	Do you agree with the recommendation? If no, please explain why.	How will this be implemented?	Who will be responsible for implementation?	What is the estimated timescale for implementation?	Ad-hoc Scrutiny Comments
1	A 'form follows function' approach should be taken to the development of the housing delivery service, with the desired aims and outcomes identified at the outset and appropriate arrangements put in place to achieve them.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Engagement with tenants, leaseholders and Councillors closed on 4th September 2020. This engagement has focused on both housing services and wider place-based themes. Initial review of the feedback has informed the proposed approach to ensuring the tenants voice is heard and acted upon. The Project Board has agreed that the Business Transition workstream will involve minimal movement up to the point transfer. This will enable a joint response to be made to the engagement feedback, and for consideration to be given in the second stage of transition (after the point of transfer) to ensure 'form follows function' in the development of the housing delivery service.	Strategic Director for Adults and Health	Post April 2021	No additional comment

<p>2</p>	<p>That key outcomes be developed in conjunction with tenants at the earliest opportunity, so that they have input into the model without a decision being already made and asks that those key outcomes include good and transparent governance, compliance and the voice of the tenant.</p>	<p>Adults & Health Directorate / Cabinet Member for Housing & Democracy</p>	<p>Yes, however, an in-principle decision on the preferred model will have been made</p>	<p>The recommendation has been built into the engagement approach from the start. Tenant & Leaseholder Panel were involved in the engagement design e.g. the final design of letter and questionnaire. All tenants and leaseholders from 22 Jun - 4 Sep were able to input their views through a wide variety of channels and mechanisms. Additional online virtual sessions were created, publicised and delivered where lower level of response was identified at a mid-point. This included targeted events for young people, BAME, Tenant and Resident Associations (TRAs) and Street Voices (SVs). Influence, sense of control, view of services as well as whether home meets needs were built into the questionnaire along with opportunity to provide additional views. Intelligence has been used to inform good & transparent governance, compliance & how the voice of the tenant can be amplified going forward.</p>	<p>Strategic Director for Adults and Health / Director for Growth & Housing</p>	<p>See comments at Recommendation 6</p>
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3	Consideration be given as to how the positive elements of both models can be combined into an appropriate structure in order to deliver the best outcomes for tenants.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Initial areas of 'best' have already been identified e.g. Harnessing Community Capacity; Everyone In – care leavers, domestic abuse; Supporting the health and social care system – Aids & Adaptations, Temporary Accommodation; Debt Management & Advice – Single Conversation; Communications. This would be built upon during the transition year while sat alongside each other as one organisation where it can be harnessed. Bringing together the best of the best and harnessing the energy and vitality of both is recognised as being a powerful opportunity to deliver even more for and with the people of Kirklees.	Strategic Director for Adults and Health / Service Director for Strategy, Intelligence & Performance	Beyond April 2021	During the transition year Scrutiny to be updated on progress. To be agreed on whether this will be a six monthly return.
4	Requirements for compliance and risk should be examined and strengthened as a priority by both the Council and ALMO in partnership regardless of housing delivery model, as post Grenfell, a status quo position in relation to compliance and responsibility is not an option.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes. Agree that greater clarity between roles and responsibilities needed and because 'a status quo is not an option; fire safety arrangements have been examined and strengthened post-Grenfell to ensure residents are safe.	A new Assurance board would be established. The scope and terms of reference have been drafted and shared with Ad-hoc Scrutiny on 21/09/20 and also at political briefings. Next steps include - Confirming membership of the board; Arrangements for the first meeting (which is anticipated as being in January 2021); Developing	Strategic Director for Adults and Health // Chief Operating Officer, KNH	See below for recommendation 5	Panel would like Scrutiny to be advised of how the Assurance Board is operating and feeding into the structure after 12 months of operation. Economy and Neighbourhoods Panel to be updated after 12 months if there are any further changes due to changes in legislation.

5	Strong consideration should be given to the establishment of an Assurance Board to focus on compliance and risk across both the Council and ALMO.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	a forward programme of agenda items.	Chief Executive / Chief Operating Officer, KNH		Panel would like Scrutiny to be advised of how the Assurance Board is operating and feeding into the structure after 12 months of operation. Economy and Neighbourhoods Panel to be updated after 12 months if there are any further changes due to changes in legislation.
6	Tenants be consulted on any proposals for change on the housing delivery model at an early stage and in a meaningful way. This should be in-line with the good practice outlined by TPAS in Section 10 and the government guidance referenced in Section 8 of this report.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Good practice has informed the approach which aligns with KNH's Tenant Involvement Strategy. The strategy itself was underpinned by TPAS good practice. KNH is a member of TPAS and therefore alerted to, and able to access any ongoing good practice, learning or innovative ideas that emerge to support the ongoing tenant engagement activity. A significant range of options on how to engage has been implemented. These outstrip any previous best practice and have also taken the opportunity to feature a place based approach. The volume of responses received has surpassed all expectations	Director for Growth & Housing / Head of Business Assurance & Transformation, KNH / Head of Partnerships, KNH	Plan engagement – April & May Implementation - June to August Analysis & Report – Sept 2020	Panel members have monitored and are happy with the consultation process which has taken place during unusual times. Members would have liked more hard to reach groups to have fed into the consultation but understand the difficulties. Learning can be taken from the consultation on how tenant engagement can be improved and formally put in place and trialled through the transition year.
7	Any tenant consultation on the future model should be used as an opportunity to seek views on how tenants would wish to be engaged moving forward at the same, in order to inform future engagement strategies.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	This has been done. Influence, sense of control, view of services as well as whether home meets needs have been built into the questionnaire along with the opportunity to provide additional views on wider place. Views on how	Director for Growth & Housing / Head of Business Assurance & Transformation, KNH / Head of Partnerships, KNH		Panel members agreed the consultation did cover this recommendation.

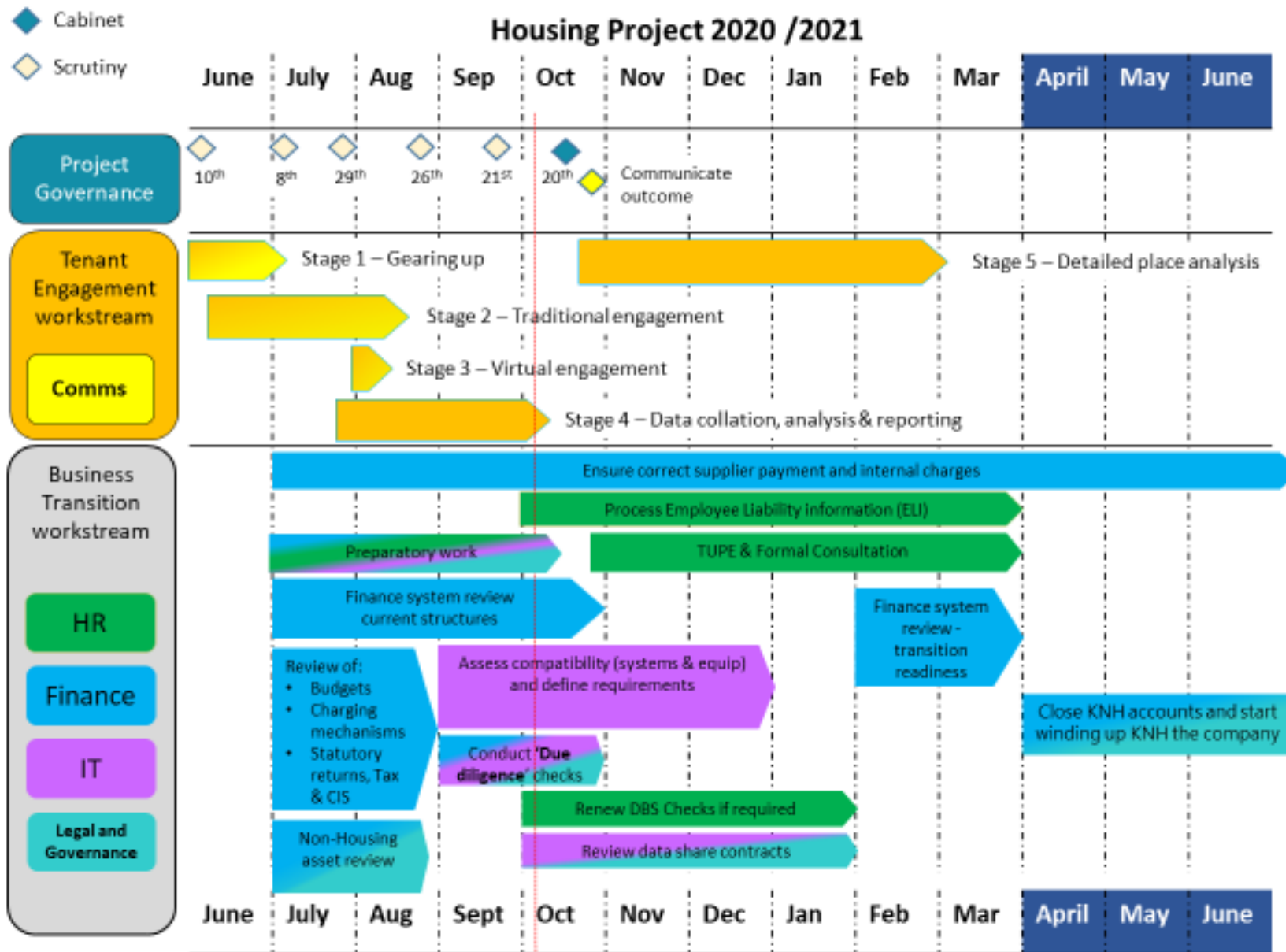
			tenants wish to be engaged in the future was also specifically built into the engagement approach as a key element.				
8	If there is a change to the housing delivery model, then there must be a renewed focus on tenant satisfaction to ensure that levels of satisfaction do not drop as a result of the changes.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Change management will be undertaken to support a smooth transition. Performance will be monitored on a continual basis and measures taken to mitigate any adverse trends where appropriate. New methods for capturing feedback as close to the point of service delivery will be introduced in phases. These will focus on the areas that tenants tell us are most important to them (e.g. by utilising the Tenants Advisory and Grants Panel as well as the recent engagement results) and intelligence captured will enable immediate action to be taken where appropriate and inform changes to service delivery.	Strategic Director, Adults & Health	Constant	Scrutiny to be updated in 12 months to ascertain, if the minded to decision is taken forward and after any implementation period, if there have been any changes in tenant satisfaction.

9	A clear process, which places tenants at the heart, be developed in order to ensure that their voice is protected and not lost if a decision is made to bring delivery back in-house.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Feedback from the comprehensive engagement over the summer has confirmed the importance of influence and control for tenants and leaseholders. Good practice from other local authorities has also been taken into account as has risk within the current model. All of the above have been taken into account when developing the recommended approach for consideration / decision.	Director for Growth & Housing / Head of Governance / Head of Partnerships, KNH	Plan engagement – April & May Implementation - June to August Analysis & Report – Sept 2020	Panel members are reassured a structure will be put in place and a change of name of the Housing Advisory Panel requested by the panel will be actioned. Later Scrutiny would wish to see how the structure operates in practice.
10	An examination of current tenant engagement approaches be carried out in order to identify and address any such disconnect.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	There is a recognition that the current approach reflects best practice and has been successful even within the limitations imposed by Covid. However, more can always be done to further improve, enable tenants voices to be heard and provide tenants with opportunities to shape services. The outcome from the engagement just completed demonstrates the robustness of the current approach. Regardless of whether a decision is made for KNH and the Council to merge or not, evaluation of all aspects relating to tenant voice will continue in order to drive improvements and inform service delivery. With this in mind a multi-faceted approach has been proposed. Feedback captured from tenants this	Director for Growth & Housing / Head of Governance / Head of Partnerships, KNH	Sept 2020	Not obvious in documentation but discussion with the panel was very open. Panel members would hope officers would look at new and improved ways of engagement. Scrutiny would like to see how the new panels engage and listen to the wider tenant and leaseholder body, including ways to hear from younger tenants as well as those from different communities, children of tenants, young families and across different communities.

				summer that highlighted what they want to see more or less of. This wide range of views will help to further strengthen the existing approach which will naturally include a focus on fair representation and inclusivity.			
11	A strengthened council/client relationship with clearly defined roles and responsibilities is required if the current model is to remain in place.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	In the event of a decision being made not to merge the 2 organisations, action will be taken. Roles and responsibilities which are articulated as part of section 21 of the contract between the Council and KNH will be reviewed and enhanced where required.	Strategic Director for Adults and Health / Director for Growth & Housing	Completed by 30/06/21	Not until 2021.
12	If an in-house delivery model was proposed, then due diligence should be carried out as to the ALMOs commercial activities and contractual obligations.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Due diligence was undertaken relatively recently when Property Services merged with KNH. In the event of a decision being made to merge KNH and the Council, appropriate due diligence will be undertaken. Plans to assist this to occur if required have been drafted.	Strategic Director, Adults & Health / Service Director, Strategy, Intelligence and Performance		No additional comment.

13	That the Scrutiny Ad Hoc Panel has the oversight of the implementation of all the recommendations and of the process going forward and the Chair of the Economy and Neighbourhoods Scrutiny Panel be invited to attend any future meetings.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes, all recommendations agreed by the Cabinet. However, Cabinet will have oversight and would welcome the support and involvement of the Ad Hoc Scrutiny panel around the process of engagement.	Ad Hoc Scrutiny Panel has had oversight of the implementation of all the recommendations and of the process going forward. The Chair of the Economy and Neighbourhoods Scrutiny Panel has been invited to, and attended, meetings.	Strategic Director for Adults and Health / Director for Growth & Housing	May 2020 to October 2020	
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Appendix H - Overview Plan



Appendix I - Key Deliverables / Milestones in the event of Cabinet ratifying their decision

Business Transition Milestones – Oct '20 to Mar '21

Please note – The following is indicative and will evolve

October 2020	Nov / Dec 2020	Jan / Feb 2021	March / April 2021
<ul style="list-style-type: none"> ❖ Draft standstill agreement consultation ❖ Review of future budgets and structures completed ❖ Review of Council corporate charges completed ❖ Review of charging mechanisms (internal and external) completed ❖ Implications on statutory returns, tax and CIS understood ❖ Confirm staff in scope / affected (following Cabinet decision – 20th Oct) ❖ SAP system reconfiguration starts ❖ KNH HR and Learning Management IT system activity starts 	<p>Nov 2020</p> <ul style="list-style-type: none"> ❖ TUPE consultation starts - TU and staff) ❖ Formal notification of proposed transfer sent to staff ❖ Organisation information supplied to HD-One ❖ Purchase order management and closure of total jobs starts ❖ IT systems reconfiguration (service facing) starts ❖ End-user computing work package starts ❖ KNH Website activity starts <p style="text-align: center;">-----</p> <p>Dec 2020</p> <ul style="list-style-type: none"> ❖ Deadline for confirmation of Profit Centre hierarchy and HR org structure to HD-One (18 Dec 2020) ❖ IT systems reconfiguration (public-facing) starts 	<p>Jan 2021</p> <ul style="list-style-type: none"> ❖ Standstill agreement signed ❖ Second review of structures in SAP and other systems (Budget Load) started ❖ Merging of bank accounts commences ❖ First batch of Employee Liability Information (ELI) requested and supplied ❖ HR drop-in sessions ❖ HD-One build of profit centre and org structure starts <p style="text-align: center;">-----</p> <p>Feb 2021</p> <ul style="list-style-type: none"> ❖ Second review of structures in SAP and other systems completed ❖ Second batch of ELI requested and supplied ❖ HD-One build of profit centre and org structure completed ❖ Preparations for payroll transfer ❖ Rostrvm reconfiguration completed 	<p>March 2021</p> <ul style="list-style-type: none"> ❖ Merging of bank accounts completed (March 2021) ❖ Purchase order management and closure of total jobs completed (March 2021) ❖ Review and transfer purchasing cards (March 2021) ❖ Communicate new coding to KNH requisitioners ❖ Final batch of ELI requested and supplied (March 2021) ❖ TUPE consultation ends (March 2021) ❖ Payroll transfer undertaken (March 2021) ❖ Sundry debt, Procurement, Invoice scanning and VIM (March 2021) ❖ IT systems reconfiguration, end-user computing, and KNH website changes completed (March 2021) <p style="text-align: center;">-----</p> <p>April 2021</p> <ul style="list-style-type: none"> ❖ Confirmation of Transfer Letter to staff (1 Apr 2021)
 <p style="text-align: center;">Partnership working & Communications throughout</p>			

2020 09 21

Appendix B – Survey Results

How good is your home and place?

This report details findings from an 11-week engagement period which took place 22nd June 2020 – 4th September 2020 (with returns being accepted up to 11th September).

Paper surveys were sent directly to all tenant and leaseholder addresses in the first two weeks of the engagement period, with the option to complete online or over the phone.

Number of responses:

2,385 responses were received, representing an approximate 11% response rate, of which:

- 2,223 paper questionnaires
- 93 online questionnaires
- 69 questionnaires completed over the phone

The results tables and charts below present findings for each question, in questionnaire order.

Not all respondents chose to answer every question, and due to rounding, percentages may not equal 100%.

Homes and Community

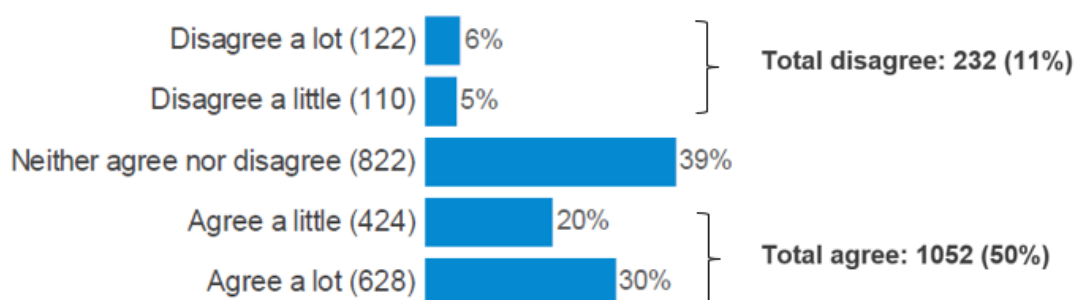
Overall score – 4.404

Number of comments made – A total of 2434 comments were made in relation to the theme Homes and Community. These are summarised at Q1c and Q1e below

Question 1a Kirklees Council's Cabinet have agreed, in principle that the housing management and maintenance which is currently done by KNH (Kirklees Neighbourhood Housing) can be transferred back to Kirklees Council.

How far do you agree with this?		
122 (6%)	Disagree a lot	Total disagree: 232 (11%)
110 (5%)	Disagree a little	
822 (39%)	Neither agree nor disagree	Neutral: 822 (39%)
424 (20%)	Agree a little	Total agree: 1052 (50%)
628 (30%)	Agree a lot	

How far do you agree with this?

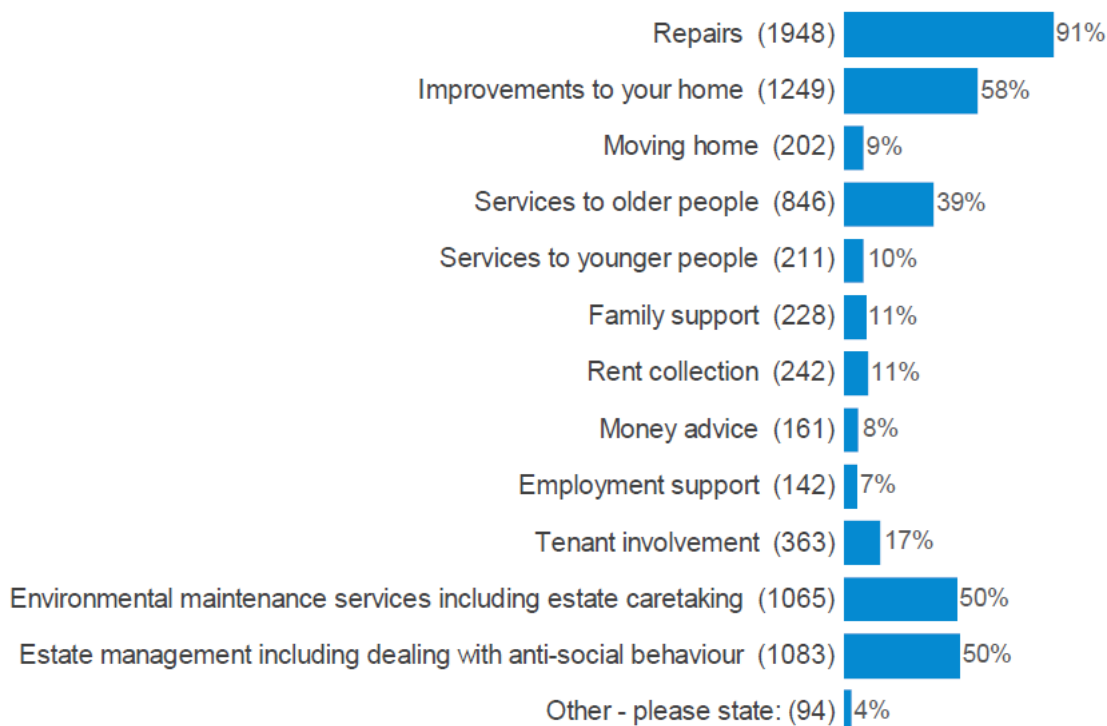


Question 1b Thinking about the housing management service that you currently receive, which of these services do you value most?

Thinking about the housing management service that you currently receive, which of these services do you value most? Select all that apply	
1948 (91%)	Repairs
1249 (58%)	Improvements to your home
202 (9%)	Moving home
846 (39%)	Services to older people
211 (10%)	Services to younger people
228 (11%)	Family support
242 (11%)	Rent collection
161 (8%)	Money advice
142 (7%)	Employment support
363 (17%)	Tenant involvement

1065 (50%)	Environmental maintenance services including estate caretaking
1083 (50%)	Estate management including dealing with anti-social behaviour
94 (4%)	Other - please state:

Thinking about the housing management service that you currently receive, which of these services do you value most? **Select all that apply**



Question 1c. Please tell us why you feel that these services are important

The question received 1273 responses. The results have been categorised by the area(s) they relate to by either positive, neutral and negative. Key sound bites were also recorded.

Repairs

Theme	Number of Comments		
	Positive	Neutral	Negative
Quality of service	130	29	49
Time taken to complete	73	7	44
Workforce (Polite/worked cleanly/arrived on time)	20	0	4
Level of communication once job ordered	7	1	2
Right first time/follow up managed well	12	2	11
Ease of ordering a repair	29	2	9
General statement	224	168	62

Repairs soundbites – Positive

“Because living alone isn't easy but if something goes wrong it gets sorted out within a few days”

“it's peace of mind to have repairs and maintenance taken care of I also appreciate the reminders for appointments”

“there is a link from KNH's website to order a repair, which is an excellent service as it gives you a choice of day's and times, etc. and keeps you updated via text messages as to what is occurring and if there are any problems”

“Never had a problem with repairs, workmen pleasant and efficient - 10/10.”

“I really appreciate the repairs service. I have always found the workers pleasant and respectful. I am 89 years old and live alone. I am also very pleased with the work done recently on the updating of property in the area.”

“While our communal boiler was been replaced earlier in the year the temporary boiler was in a struggle with the weather. Our neighbour at 165 elderly lady needed heating all the time, and man from Kirklees delivered her a fire which was very good. Thank You.”

Repairs soundbites – Negative

“repairs for my property have been totally ignored even after reporting it for years”

“As a leaseholder I find the service diabolical, we have had no repairs done in the 14 years we have been here. Our garden path is a death trap and the pointing we required years ago has never been done. The wall in the back garden dividing the houses is ready to collapse”

“I have not needed to ask for many repairs but just sometimes the waiting time is quite long.”

“Nothing seems to get done. Been in my house 14 years and it's falling to bits”

“We are not happy with the repairs to our bungalow, or rather lack of them. We reported damp in bedroom and bathroom, they told us it MIGHT BE SHOWER GEL we were using, which is ridiculous, my husband keeps cleaning it off, but it just comes back. We ended up damp proving the bedroom WALL OURSELVES he has fixed a door in kitchen also We are waiting FOR them to look at front windows outside as there is some sort of adhesive which has run down them it's now appeared on bedroom windows we were told it might be windolene never heard anything so ridiculous, so we are not happy at all”

“Repairs are never on time. And never done to a high standard. Had repairs to damp 4 times now and it's still coming back.”

“I think that the town council officers could do a better job of looking after council houses than KNH. There would be quicker way of doing things. (Repairs). The council’s way is better.”

“It would be nice if you carried out the repairs that have been reported, I have been waiting over a year now for the repairs on the broken seals in my windows. I have had them inspected and heard nothing back.”

Quality of Home

Theme	Number of Comments		
	Positive	Neutral	Negative
Quality of home (including perceptions on elements in need of replacement)	34	25	60
Communication - informed and updated of scheduled works	3	1	3
Quality of improvement work (Kitchen/Bathrooms etc..)	5	3	7
Level of choice (colour/style etc)	1	0	1
My views / opinions / needs considered	1	7	8
General statement	103	80	46

Quality of home soundbites – Positive

“Required an improvement due to illness and was done efficiently and effectively”

“improvements are always good, to keep property looking good, but Kirklees in the past have chosen cheap which isn’t always the best choice. Sometimes paying a little extra for a better quality will make improvements last longer.”

“This means that you are interested in not just bricks and mortar, but more importantly in people. In this day and age, you need to be commended”

“These are important as they are the base to a good community”

Quality of home soundbites – Negative

“My kitchen was improved over the past 20 years of my tenancy. This was done poorly; nothing fits properly and could do with another make over after too long”

“I value improvements to the home but I don’t receive this in the slightest”

“I can't really comment on the above because you've failed to help us with anything we have asked for when my late wife was alive you didn't help with any of the things we asked my son and daughter had to do everything. We have always paid our rent on time the only services we have had from you is boiler service everything else we have done ourselves I can only hope that if its changing it will be better and not worse”

“I feel these are important to maintain good standard of living and a good community. We have had a housing person come to do a walk around 2 years ago, he stated we need a fan in the bathroom, yet nothing has been done about it and no record was made. Also, we have had problems with damp, having a child that already has a chronic lung disease means it’s a worry. We have been told the damp is down to the outside skin on the house, yet no-one has come back to us saying if this will be removed.”

“Very few improvements are done to your housing stock in Honley. All my internal doors need replacing and my bath has a crack in it. It makes you feel terrible when your home needs improvements and can't be done”

“I have just recently painted my kitchen on the walls were terrible it was very difficult as the walls needed to be revamped there were all different shades which made it very hard.”

Moving home

Theme	Number of Comments		
	Positive	Neutral	Negative
Suitability of current home	2	1	4
Number of suitable homes	0	1	4
Support available	3	0	0
General statement	13	11	4

Moving home soundbites – Positive

“We were previously private owners but a degenerative condition and increasing disability meant this was not a long-term option. KNH provided a suitable alternative. Some improvements were made to a bungalow to achieve this outcome”

“It was a smooth process to move homes”

“Great service but clearly not enough housing stock available (been checking choose and move every week for 3 years for a 4 bed in local area)”

“I have had a lot of support from a recent move, which helped me immensely.”

Moving home soundbites – Negative

“My home is not easy 2 move around at present because I use a wheelchair outside and inside and my doors are not wide enough 2 get through at present.”

“It’s difficult to move to a 4+ bedroom property they are not available much and your council properties are too small and only have one toilet”

Services for Older People

Theme	Number of Comments		
	Positive	Neutral	Negative
Suitability of accommodation	5	1	6
Suitability of communities	3	1	8
Health and Wellbeing	10	2	5
Activities for older people	1	3	2
General statement	56	41	9

Services for older people soundbites – Positive

“Services for older people is important as the elderly tend to get ignored and private nursing homes or care homes cannot always be an option”

“Also living with an elderly person during the Covid19. We really appreciated the calls from Kirklees to see if we had everything and maybe this could continue.”

“Living alone in my mid 70s it a comfort to know your only a phone call away when I need your services always dealt with any queries no complaints”

“Because these are essential to enhance the quality of life”

Services for older people soundbites – Negative

“the elderly I don't feel get as much support as they should. Now, so different now as years ago, in our area”

“These flats and bungalows were built for old folk and not for drug dealers”

“Why do the council allocate dwellings/flats where 3 elderly women live in the dwellings. Then the council allocate one to a male who is allegedly is a drug addict, who knocks on neighbour's door who is 80 years old day or night. Wanting to use the telephone and then asking for money which she caves in and gives it to him, that is not looking after your tenants”

“I have not had help with my disability. I asked for lever taps in my kitchen sink but was passed from pillar to post & eventually received some "aids" which I cannot use.”

Services to Young People

Theme	Number of Comments		
	Positive	Neutral	Negative
Activities for young people	0	3	0
General Statement	9	7	1

Services for younger people soundbites – Positive

“I feel these are important because there are more young people that need somewhere to live when they’re at the age to get their own place and repairs and improvement to the homes will give everyone the chance to have a place that they would call their home.”

“The area I live in is full of young people and there should be facilities for them.”

Support for families

Theme	Number of comments		
	Positive	Neutral	Negative
Families feel supported	3	1	0
General Statement	14	6	1

Services for family’s soundbites – Positive

“a single parent therefore family support and employment support are also important to me home improvements is also crucial like new kitchen new bathroom”

Rent

Theme	Number of Comments		
	Positive	Neutral	Negative
Rent offers value for money	4	0	0
Rent collection is fair	5	0	0
Ease of benefit claim	1	0	0
General Statement	24	10	1

Rent soundbites – Positive

“Rent collection is flexible”

“Taken out of your bank, you don’t have to trail all over trying to pay it”

“Although we rent of council and for me on benefits plus a disability the repairs whatever it may be is done for free so god knows how much it would cost for some repairs I would not be able to afford to pay myself”

“I know that since the new rent collection system came in to action e.g. collection from direct debit (monthly) I know that the rent is paid each month as it goes straight out of my wage each month and I don’t have to worry about it.”

Money advice

Theme	Number of Comments		
	Positive	Neutral	Negative
Ease of access	1	0	0
Support from staff	3	0	0
General Statement	10	5	0

Money advice soundbites – Positive

“I have used the money advice and it was very helpful”

“Important for wellbeing gives peaceful mind to know there is support in these areas”

“Money advice when required for help and advice if you have any problems paying arrears or over payments”

Tenant Involvement

Theme	Number of Comments		
	Positive	Neutral	Negative
Understanding of Tenant Involvement	1	2	0
Ease of access to Tenant and Resident Associations	0	1	0
Quality of service	2	1	1
Tenants are heard	4	3	2
General statement	23	12	3

Tenant Involvement soundbites – Positive

“Tenants should be involved in area & community around where they live. Also keeping up with standards in home feeling comfortable & safe.”

“I feel very strongly that tenants have the right to a voice and to be consulted on things that will impact on their lives.”

“I like to get involved and attend meetings for the TRA.”

“I think tenant involvement has made me aware and part of the direction being undergone by the whole of Kirklees”

“Involving tenants is a good idea, lets them be more involved in their environment. Plans, ongoing ideas etc... Including tidying up the estates and tackling anti-social behaviour etc...”

Tenant Involvement soundbites – Negative

“I don't feel as a leaseholder we are considered”

“tenant involvement has been lost over the years”

“I have lived here for over 30 years and I have seen a detrition in services over the last few years since there has been not TRA involvement”

Environmental

Theme	Number of Comments		
	Positive	Neutral	Negative
Grass cutting	6	6	22
Hedge and tree maintenance	1	5	16
Removal of graffiti	0	0	1
Bin collection	1	1	9
Cleaning of communal areas	2	2	10
General upkeep / tidiness	12	7	24
Parking	1	2	6
Condition of roads	0	1	6
Dog fouling	0	0	7
General statement	67	45	29

Environment soundbites – Positive

“I feel these are important for keeping the area clean and well kept (aside from a few neighbours) this makes tenants happier to live in a well-kept environment”

“it is also nice to know that someone will come to cut the grass and hedge (same that you can’t contact someone so you can discuss about care taking).”

“These things are important because living round an estate and has you get older it’s an advantage to look out and see clean surroundings its good for your wellbeing and safety, as is having a nice maintained home.”

“Environmental maintenance is important to help give residents pride in their area”

“it is fairly clean in my area; the shared garden is always well-kept”

“it is also nice to know that someone will come to cut the grass and hedge (same that you can’t contact someone so you can discuss about care taking).”

Environment soundbites – Negative

“Not sure what caretaker does. I ask for new security bulb to be fitted outside front door & still waiting.”

“Streets need a good clean was told my garden was going to be sorted. But still waiting.”

“Falling standards of estate maintenance generally”

“the flats where I live sometimes has the grass and the communal areas are cleaned (to a poor standard)”

“Where I live, in Autumn, it's very dangerous when walking. No one comes to sweep the leaves. I am 84 and unfortunately, I can't do it. Also, there are lots of weeds in the walking areas and by my door. Some days I cannot go out because it is too slippery underfoot.”

“Grass cutting. The council gardens cut out bungalows of senior citizens but leave the parking up to grass I am 84 and find it impossible you would think in 2020 they would have a mower that would pick up grass. The same with local spaces they look a disgrace”

“Trees in area need pruning pathway need cleaning alley ways need doing we're a cul-de-sac which is forgot”

“the paths need finishing nothing done since around January. Estate and Environment the trees have only been cut once in the 10 years I've lived here and no external paint work done at all The trees I keep cutting back what I can if things are kept neat and tidy it makes you feel better and hopefully will encourage people to care about their environment more.”

“The pavements on the estate are just breaking to pieces. Grass is taking over, and no weed control is now done. The roads are terrible with potholes. The parking in front of the old people's bungalows is hopeless when the local public house is open and any events on as my family can't even get near enough to deliver shopping or take me out in their car. The George, however, do a lot of good community work for the village and help with the older people as well.”

“The estate is littered with rubbish and people seem not to care about the place they live. I end up picking the rubbish up - Kirklees used to do this, but due to present limited resources, litter remains until I clear it. I often report fly-tipping and seem to be the only one doing so.”

“Not enough is done, with anti-social behaviour i.e. dog fouling, illegal m/cycles. The verge at the top of Ings Way is a disgrace, vans, trucks, cars have turned it into a mud bath.”

“Environment Maintenance: we have complained endlessly about the lack of grey bins. We've been promised them but nothing appears also some neighbours cut the grass, thus putting lots of bags by them, or we used to wait till the official man came to cut grass once a month which was fine.”

“There are not many services that I currently receive, that I am happy about or value. One service in particular is bin collection. It is ridiculous that this service can be compared to the one in the most underdeveloped countries in the world. Rubbish is everywhere, when we complain or call, it's being collected only then. I am thinking on cancelling my direct debit for Council Tax and see if it improves then. RIDICULOUS!”

Estate Management

Theme	Number of Comments		
	Positive	Neutral	Negative
Crime e.g. drug use and dealing. Gangs. Robbery and burglary	5	1	37
Environmental ASB - graffiti, litter, fly tipping and abandoned vehicles	5	2	8
Nuisance ASB - Traffic speeding and parking, particularly around schools at the beginning and end of the school day. Noise affecting the wider community - misuse of motorcycles and fireworks	3	0	19
Personal ASB - Noise affecting neighbours. Abuse, intimidation and threats, rowdy behaviour	8	7	41
Nuisance pets / animals	1	0	5
General statement	77	60	50

Estate management soundbites – Positive

“Whenever I request a repair, it is dealt with extremely well. Similarly, with the estate management”

“Also, we contact our Area Manager who is always available to help us where he is able to”

“I have complained in the past RE antisocial behaviour and this has been dealt with by housing officers.”

Estate management soundbites – Negative

“anti-social behaviour a problem a couple of tenants can make life miserable i.e. loud music, drugs, parties, & unauthorised entry (fire door) at all times of the night.”

“Estate management should consider anti-social behaviour. Mixing younger and older people does not work. Causes a lot of stress”

“nothing seems to be done when anti-social behaviour is reported. motor bike nuisance is an issue on grassed areas not considering children in area. residents using grass verges for car maintenance.”

“Definitely anti-social behaviour with these gangs of teenagers or individuals they ride round on quad bikes abusive take drugs arsonists, but nothing gets done no police in sight?”

“Does not get dealt with it's a real impact on the majority or tenants there should be more action with real results. In my area these are constant issues with noise nuisance and cannabis use.”

“Older people are being isolated, younger people are noisier, more active and causing nuisance and noise sometimes all night. The lift is constantly on the go at night. Cars are arriving and leaving all night long. It has worsened during lockdown”

“Unfortunately, other aspects of the service such as tenant involvement and dealing with anti-social behaviour are really bad. I am writing this early in the morning after being wakened once again by numerous emergency vehicles arriving here to deal with one of the residents setting fire to his home and endangering the lives of his neighbours. This is the most serious of a long series of incidents which have been reported to the council with little sign of interest from the officers in charge of the estate. Tenants here came when the street was designated as "a peaceful area for older citizens" (your words) and has been turned into an unsafe place for many people to live. Tenants have never been told of changes of policy of letting and only have found out when their lives have been made miserable.”

“Sick of kids playing in the streets on our drives, swinging on bars damaging our cars. We should segregate our drives and allow it to be identified as our property not a play space. There is a park space for 5 year olds but it’s a waste of space as it is a hanging out point for teens at night. Crime is anti-social. Too many vehicles for each property parked.”

“I have been here 4 years and seen more drug addicts coming every week the flat next door above has been given back to a lad who hasn't lived in it for 3 years but has been recently always party's noise loud music till all hours no point complaining because get windows put through”

“This estate was for 60+ it was a joy to live here. Now we have young people here, bringing dogs and drug dealers, my life is a misery. I sit in my living room having a cup of tea, and just outside my window a dog will often empty its bowels. It turns my stomach over. I keep my house spotless and maintain my plot outside buying tubs shrubs & trees. I would like to spend the rest of my life stress free, and not have people looking through my room windows. I am 81. I have asked for an exchange to a nice quiet place. Not to see and hear fight and be frightened in my own home.”

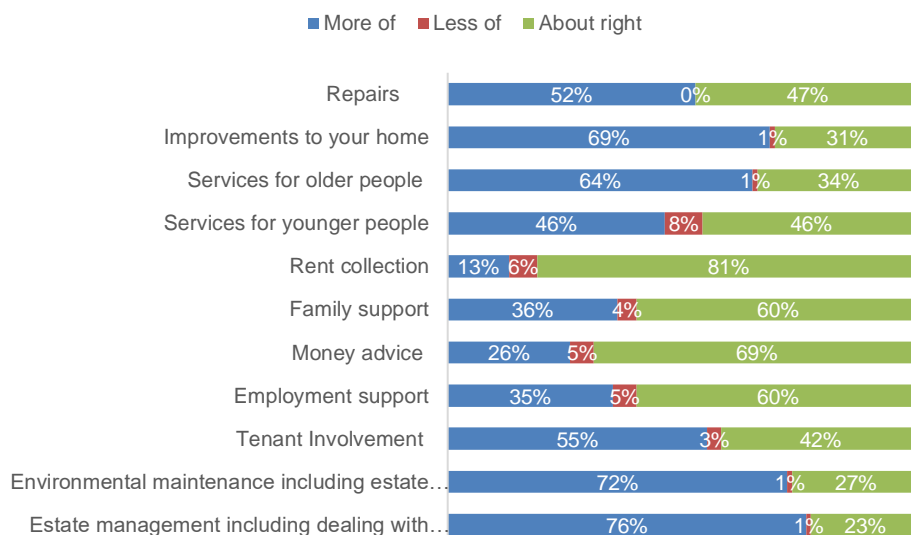
“I have a neighbour where the door is always kicked open - shouting and screaming most of the nights, needs to be moved.”

Question 1d. Thinking about the future, which of the following services would you like us to do more or less of, or do you think are about right?

Thinking about the future, which of the following services would you like us to do more or less of, or which do you think are about right?			
	More of	Less of	About right
Repairs	1074 (52%)	10 (0%)	979 (47%)
Improvements to your home	1293 (69%)	13 (1%)	579 (31%)
Services for older people	1031 (64%)	20 (1%)	549 (34%)
Services for younger people	493 (46%)	89 (8%)	492 (46%)
Rent collection	136 (13%)	68 (6%)	868 (81%)
Family support	364 (36%)	41 (4%)	606 (60%)
Money advice	259 (26%)	46 (5%)	679 (69%)

Employment support	329 (35%)	50 (5%)	567 (60%)
Tenant Involvement	653 (55%)	34 (3%)	503 (42%)
Environmental maintenance including estate caretaking	1262 (72%)	18 (1%)	481 (27%)
Estate management including dealing with anti-social behaviour	1337 (76%)	14 (1%)	407 (23%)

Thinking about the future, which of the following services would you like us to do more or less of, or which do you think are about right?



Question 1e. Are there any housing services that are not currently provided, that you think your landlord should provide in the future?

The majority of respondents did not leave any comment (70%) with a small number indicating that they couldn't think of anything/they felt services were adequate.

Responses covered a number of themes summarised below.

The majority of respondents stated that they would like to see more investment in their home. Elements included roofs, space heating, kitchens (including extraction), bathrooms, windows and doors. A small number of respondents mentioned provision of solar panels. Requests for investment not constrained to tenants' homes with some mentioning the need for better communal entrances and environmental improvements.

“The houses are desperately in need of modernisation, as is the estate. My kitchen taps are from 1970 and my friends think it's a retro kitchen. It's embarrassing!! Stop patching the place up and get it modernised. My house is damp mouldy and totally out of date. There are walls that are not needed, chimney breasts that are not used and holes in the mortar. Not to mention the bodge jobs that Building Services have done. We need new bathrooms/Kitchens heating/boilers and electrics.”

ASB/Fear a crime was concern to respondents, many of the respondents who highlighted this as a concern did so through a general statement e.g. dealing with ASB/evicting nuisance tenants/more police presence/control of drug use. A number of respondents stated that they would feel safer if better doors and CCTV provided. Working closer with the Police was a common statement especially in relation to drug dealing and nuisance motorbikes.

“Anti-social behaviour people coming into the tenants’ area when they are not even visiting. More secure gates and fencing should be installed along with cameras so that us older people can feel safe alone in our homes.”

Grounds maintenance including both grass cutting and general upkeep of estates was mentioned by a large number of respondents. The frequency of grass cutting, and the clippings not being taken away is a concern. Condition of footpaths both in terms of overgrown hedges and maintenance of paths is a concern.

“More to be done with the outside spaces, grassed areas and repairs to the footpaths and road, they may be provided but are not done regularly enough.”

“When Kirklees cut the grass, they don’t collect it so it blows into the properties, this is a lazy service”

“The grass cutting, and general gardening leaves a lot to be desired. The paths opposite my flat all full of growth between each flag which when wet are dangerous. You used to put weed killer down, I think it is better to remove the growth first then put weed killer down. Apart from being dangerous it just looks a scruffy mess. When I first moved here the communal areas where much better looked after.”

One respondent did say he was happy with the grass cutting but again would like to see clippings removed:

“When Kirklees cut the grass, they don’t collect it so it blows into the properties, this is a lazy service”

Garden Maintenance was frequently mentioned in terms of tenants struggling to maintain gardens. Further comments on how Housing Services deals with untidy gardens is mentioned in the Housing Management Section below. The main points raised under the theme were tenants struggling to generally maintain their garden due to health/age related reasons or in regard to tree management the job is too big/expensive.

“Would require more support with garden. It is not fit for purpose, nettles, brambles and thorns. No matter how much you cut it down it comes back worse not safe for my children to pay in. I have asked for help but due to not being disabled I cannot get any. If the council sorted to a safe level then it might be easier to maintain.”

“Cutting back of trees getting overgrown round the back near the edges they used to get cut back a while ago but haven’t been touched for a long time. Some of the branches are getting quite close to my bedroom windows”

Two respondents also mentioned practical support by means of loaning of equipment or provision of subsidised service.

“It would be super if the estate caretaker had a reduced rate rent equipment pool. For example, I don't have a strimmer, and my budget doesn't really allow for one at the moment. If I could borrow one, from Kirklees, and pay a small hire fee, my garden would be easier to maintain. This could work for lawnmowers, wallpaper steamers, drills etc.”

Relationships with Housing Officers in terms of visibility, role and action was a popular source for comment.

A number of people said that they would like Housing Officers to check in with tenants more frequently both to see how tenants (safe and well) and to take tenancy action where appropriate on grounds of untidy gardens and condition of property. Working closely with residents to make estates better places was also mentioned.

“Efficient enforcement of tenancy rules, which is sadly lacking under present management”

“Regular estate walkabouts with our EMO; to give us a chance to discuss any problems that may arise and to request works that would improve the look of the area.”

“A yearly review on how a tenant feels about things either with their home or community they live in. I feel this is important because when you contact the council regarding anything other than repairs - even though they are supposed to call you back - sometimes they don't - or from personal experience they leave you a voice mail a few weeks later”

“Dedicated neighbourhood teams to include staff and residents all working together to improve estates. Stricter measures imposed on those causing anti-social behaviour”

Repairs are mentioned in terms of quality of work “current work men feel they are not required to finish off a job well as “it is only a council house”” and standards “Check the work these workmen do on our property to make sure they are doing the job to council standards”.

Car parking is a relatively common theme within the feedback with suggestions of more of road parking – installation of driveway as well as allocated parking bays.

“Looking more at parking. Our road is very narrow when cars are parked up. There has been damage done to many cars and because people have to drive partly on the road, it isn't safe for kids. On a road like this it would be better to have a dropped curb or even put drives in for tenants that want them. The only problem is parking especially where you have a child with mobility problems. P.S. there are only a few council owned houses near us so wouldn't cost a fortune to do drives”

Services to older people attracted a number of comments ranging from checking up on people to ensure that they are well, support around the home e.g. changing a light bulb to providing more activities for older people.

“Checking up on elderly people more, she feels the elderly get left out unless they are in a big group. She thinks it would be beneficial if someone could pop round to check if they need anything. When she phones the council, she has to explain things several times, one department doesn't speak with another department, she says this probably impacts of the elderly more than younger people. Customer advises she gets frustrated when she has to keep phoning up about things”

Waste management both in terms of management of domestic rubbish, recycling facilities and garden collection was frequently mentioned. An example of a tenant struggling with managing their waste “I need more bins; we have one black and one green bin to share between 4 flats”. Recycling seems to be an issue in some areas: “Recycling facilities for high density housing. There are no recycling facilities available to tenants at Berry brow, for instance I have to drive my recycling across town and are aware not everyone would be able to do this”. A small number of respondents said that they would like support with dealing with garden waste – this would suggest that they were either unaware of the garden waste collection scheme or there is a barrier to these tenants paying for this service.

A number of general comments were made about support for disabled people but did not state how services could be improved e.g. “More help for people with disabilities”. Other comments included using tenant profiling information to communicate better with tenants. “Although there are probably plenty available, I think there should be more services available for Disabled people - more properties adapted for vulnerable and disabled people. I would like to see some kind of register that is acknowledge by KNH or the Council for people with disabilities as the letter that arrived for me was in ordinary print despite them having me on record that I am registered blind and require items in LARGE PRINT!” A further comment highlighted a reduction in support services: “My 21-year-old disabled son used to have access to a local group for people with SEN every Saturday. This service was withdrawn leading to a lot of unhappy people. They were offered to go to Huddersfield that is too far to go”

Poor condition of highway and footpaths is mentioned by a smaller number of respondents and includes concerns about slips and falls. “The pavement at the end of the path by our bungalow needs repairing it has not been done for 7 year + it is dangerous for me and my partner as we are disabled if it snows we cannot see the sinkage's”

Within the results a number of comments were made in relation to engagement and communication with tenants. Comments includes tenants not knowing what services they can have access to “I didn't understand that I was entitled to these many services, as I've not been told and I'm dyslexic, so when I receive stuff like this it throws me off. I would like the information shared verbally so I can fully understand what help I can get as I require a few repairs”.

A requirement for a range of communication channels in order that contact can be made to suit the needs of the tenant “Email contacts to each department, particularly for those like me with mental health issue or people using the phone this would be invaluable. Also, emails can be managed during a working day. Often personal calls

are not allowed, and offices aren't open outside working hours. Also good for shift workers who sleep during the office hours”

“A named person to contact. Sometimes we can be unsure of what to do about a problem, i.e. when the really heavy rain fell a few months ago. The front of our flat was flooded, it did not come in but was worrying at the time. Most little everyday things that crop up. Ringing the council isn't straight forward.”

And opportunities to engage with other tenants and officers “Regular meetings between tenants and Area Housing Managers to keep people informed of what is or needs to happen in their area”.

A very small number of people mentioned support for young people including family and employment support.

Other points to note were concerns over the removal of age designated accommodation and the suitability of lettings. Comments were really low in number and could be read in conjunction with ASB and feeling safe.

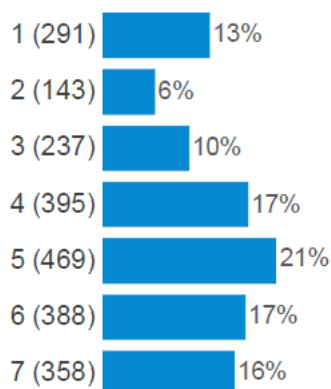
Question 1f. Does my home and Community meet my needs? Rate your home and community on a scale from 1-7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.

Now think about your home and community and ask yourself:

Does my home and community meet my needs?
Rate your home and community on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.

1	2	3	4	5	6	7
291 (13%)	143 (6%)	237 (10%)	395 (17%)	469 (21%)	388 (17%)	358 (16%)

Does my home and community meet my needs?
Rate your home and community on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Influence and Sense of Control

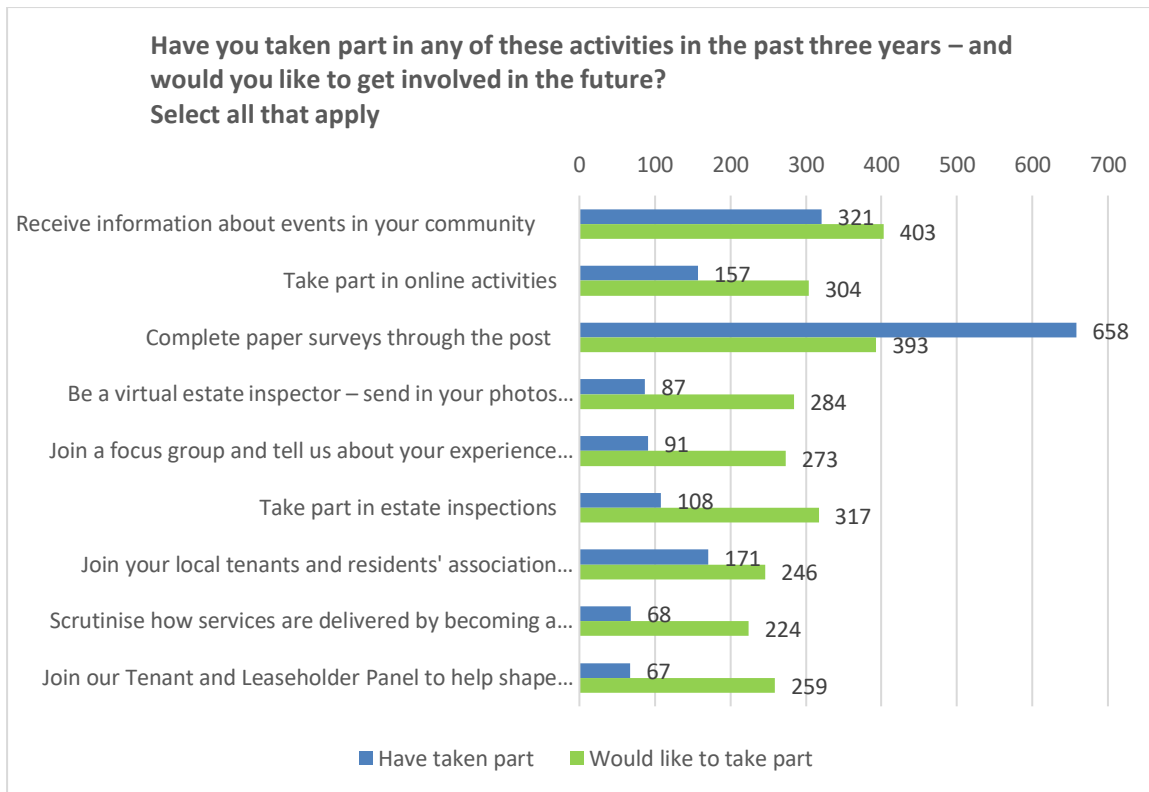
Having a voice in decision making and feeling empowered to make changes can help us all work together to build stronger communities and create better places. Having this sense of control can make people feel positive about their lives.

Overall score – 3.681

Number of comments made – 714

Q2a. Have you taken part in any of these activities in the past three years – and would you like to get involved in the future?

Have you taken part in any of these activities in the past three years – and would you like to get involved in the future? Select all that apply		
	Have taken part	Would like to take part
Receive information about events in your community	321 (45%)	403 (57%)
Take part in online activities	157 (35%)	304 (67%)
Complete paper surveys through the post	658 (65%)	393 (39%)
Be a virtual estate inspector – send in your photos and comments	87 (24%)	284 (78%)
Join a focus group and tell us about your experience of housing services	91 (25%)	273 (76%)
Take part in estate inspections	108 (26%)	317 (75%)
Join your local tenants and residents' association (TRA) or become an individual representative for your street ('Street Voices')	171 (42%)	246 (60%)
Scrutinise how services are delivered by becoming a member of our Service Improvement and Challenge Panel	68 (23%)	224 (77%)
Join our Tenant and Leaseholder Panel to help shape key decisions	67 (21%)	259 (80%)



Q2b. Do you feel that there is enough range and choice of options to allow you to have a say about council housing services?

Do you feel that there is enough range and choice of options to allow you to have a say about council housing services?	
677 (31%)	Yes
524 (24%)	No
976 (45%)	Not sure

Do you feel that there is enough range and choice of options to allow you to have a say about council housing services?



Q2c. If no, what other ways should we consider to ensure you have a voice?

Key Issues

The highest number of replies from participants referred to the fact that KNH need to communicate better and listen more to what tenants and leaseholders are saying about services.

Opportunities for people with disabilities (e.g. literacy, sensory and mobility) to have a voice was considered as a barrier for a number of respondents.

Another concern was that where engagement has taken place in the past, this was considered arbitrary as respondents felt that a decision had already being made prior to asking for views.

A lack of feedback on the outcomes from engagement exercises was also a concern by a handful of respondents.

A number of elderly respondents raised concerns that they do not have access to the internet so this needs to be taken account of if there is a shift to more on-line engagement.

Relationships with Housing Officers in terms of visibility, role and action was raised as a concern. A number of people said that they would like Housing Officers to check in with tenants more frequently both to see how tenants are, take tenancy action where appropriate but also to get their views and feedback on services

Some respondents also stated that they were unaware as to the ways their voice could presently be heard which were outlined in Question 2a.

In a couple of cases leaseholders also felt that they did not have adequate opportunities for their voice to be heard.

A handful of comments were made about Tenant and Residents Associations (TRAs) in that respondents were not aware if their TRA was operating as they were not receiving information.

Quotes

“I find Kirklees make up their mind to do something then ask the residents what they think.”

“Doesn’t matter what people say as I feel the council do not listen to what tenants say”

“We never know what is happening until the directive drops through the door.”

“You need to be listening to your tenants.”

“Communicate more. I did not know that any of the above take place at all. I have been a tenant for 6 years now and have never heard of some of these services.”

“There should be more training available to tenants as many have been disenfranchised and de-skilled by lack of opportunities to become involved.”

“The only disadvantage living in my area is the lack of community interaction for e.g. talking to neighbours etc which in all fairness is lacking in 90% of communities countrywide.”

“Never been asked to voice my opinions and did not know that I had an opportunity to be able to do this until I read this question on this survey.”

“Regular surveys like this one”

“Telephone conversations. Many elderly people do not have access to the internet”

“The KNH website is heavily focused towards tenants - very little info for leaseholders”

“We don't receive 'door to door' anymore - yes, it's online, but we are not all of us 'on-line'. You have just cut us off by stopping 'door to door' (or is this KNH's province?).”

“I can speak for the as an older person. A lot of options for the older person are hard as may be hard of hearing partially sighted etc. So, a few neighbours getting together once a month & someone calling on them to speak to them in person want help.”

“Meetings with local councillor's 'forums' Communications etc (newsletter)”

“Try a more active way to find out how tenants feel about their area”

“Maybe - but! now tenants are listened to, but that's it!! Listening & doing is two separate issues!! Take on board suggestions! don't walk away & forget what you been told by tenants.”

“When the Caretakers come looking round, they speak to us with respect and value our opinions”

“Perhaps a survey online/post so tenants can detail concerns and having it more regularly might make our views brought to surface more”

“There are no ways for tenants to get involved. Need regular email updates about meetings & events & get tenants involved & maybe have Bi-monthly meetings where different tenants are invited along too.”

Suggestions (from respondents)

Carry out more regular surveys and questionnaires with tenants and use a variety of ways to maximise responses e.g. online, postal, email and telephone calls

Talk more to people face to face to get their views

Hold virtual meetings

Put together leaflets, information, surveys and questionnaires that are relevant to the community people live in

Carry out estate inspections and invite people

Hold meetings where housing managers attend

Create an online tenants' group

More meetings with Councillors in attendance

Housing Officers need to be more visible and they should be used more to get feedback

Use social media more

Re-instate TRAs

Provide training for tenants to enable them to get more involved

Q2d. Do I feel able to participate in decisions and help change things for the better? Rate your sense of influence and control on a scale from 1 to 7, where 1 means there is improvement and 7 means there is very little room for improvement

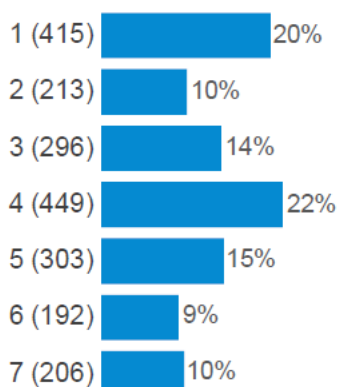
Please score the following question based on your own personal experience overall.

Do I feel able to participate in decisions and help change things for the better?
Rate your sense of influence and control on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.

1	2	3	4	5	6	7
415 (20%)	213 (10%)	296 (14%)	449 (22%)	303 (15%)	192 (9%)	206 (10%)

Do I feel able to participate in decisions and help change things for the better?

Rate your sense of influence and control on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q2e. Please share any comments you have about your influence and sense of control

Key Issues

A high number of the free text responses to this question simply re-iterate the statement that respondents do not feel that they have any influence or control and as a result are not able to participate in decisions.

A number quote the removal of the age designation as part of the Allocations Policy changes as an example where they had no say or influence.

Where respondents referenced their involvement in engagement activities in the past e.g. via TRA or Community Voice their comments are more positive with regards to the statement e.g. *previous experience as community voice helped the estate to be included in more improvement and well-being. Noticed on included in decisions. I noticed that estates with Tenant involvement they were more and better maintained.*

A number of respondents quoted a lack of time, age, ill health, disability and that they worked as barriers to them being able to participate, influence and control

The main service areas where respondents want the opportunity to have more influence include crime and anti-social behaviour, repairs, grounds maintenance and investment in houses and the external environment.

The role of the Housing Officer is considered to be very important in being able to better communicate with tenants and leaseholders as to their ability to influence and control.

Again, similar to question 2c above, some leaseholders also feel that they do not have adequate opportunities for their voice to be heard.

Quotes

“If we had more things like this survey rather than once in a blue moon”

“I’m happy with the way things are at the moment but feel if I wanted to voice an opinion or be more involved, I would be able to do this.”

“I do, but I think as more and more budget cuts happen, the council have tough decisions to make, and while they can listen, they don't always have the finances to make things work.”

The estate was better when there was an upper age limit. It has deteriorated since moving here, it was a really quiet area. Loud music belts out whenever the weather is nice and warm from the bungalow around the corner.

If you mean engage with my landlord (Kirklees MC) directly rather than their agent (ALMO), then I feel powerless. Kirklees can conveniently hide behind their agent! There are no longer any Housing Offices, just Phase 3 at the Civic Centre.

There seems to be a requirement to be a member of a political party to even be allowed to speak to people that have the real control.

As a leaseholder I am more likely to have a different option of service delivery - not being a resident.

I feel that if I contacted Kirklees Neighbourhood Housing (KNH) they would make every effort to help me and listen to my concerns regarding my housing. My only concern with merging KNH with the wider Kirklees Council Team is that certain services provided currently may be lost or reduced?

Tenants should be listened to more because they know what they need

As a disabled person I cannot always get out or go to meetings etc. But if someone would give me a call, I would happily tell them

Suggestions (from respondents)

More surveys and newsletters

Tenants should have more say on the look of estates

Make sure there are ways of getting a representative voice, this could be through more on-line contact, emails asking if there are issues we may feel we want to raise.

More opportunity to attend Estate Inspections

More visual Housing Officers and Housing Managers to have discussions with about my opinions on the surrounding area

Talk to tenants more face to face, don't hide behind a computer

Stop making everything on-line

As a disabled person I cannot always get out or go to meetings etc. But if someone would give me a call, I would happily tell them

About Your Local Place

Kirklees Council are working with local organisations, citizens and councillors in lots of different places in Kirklees, to have discussions about our local places using some simple questions. This series of questions is called the 'Place Standard'. It's an opportunity for you to say how you feel about life in your local place. People are then working together to improve our local places, in response to what we've learned.

Streets and Spaces

Buildings, landmarks, greenery, views and natural landscape can all help to create an attractive, distinctive place that people enjoy being in. These features can also help people to find their way around. Please score the following question based on your own personal experience

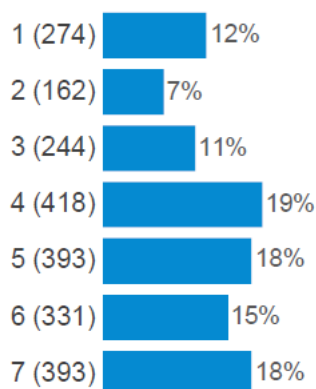
Overall score – 4.381

Number of comments made – 1076

Q3a. Do buildings, streets and public spaces create an attractive place that is easy to get around?

Do buildings, streets and public spaces create an attractive place that is easy to get around?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
274 (12%)	162 (7%)	244 (11%)	418 (19%)	393 (18%)	331 (15%)	393 (18%)

Do buildings, streets and public spaces create an attractive place that is easy to get around?
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q3b. Please share any comments you have about streets and spaces:

Key Issues:

There were a number of key issues in relation to streets and spaces with the vast majority relating to overgrown and poorly maintained greenspaces, parking, litter and fly tipping and pavements and road repairs. As well as these there were a number of issues relating to dog mess, grass cutting, disabled access, street cleaning and access to open spaces.

Maintenance of greenspaces is repeatedly mentioned with a mix of comments about overgrown trees, greenery and bushes that are not maintained, large weeds growing and overhanging shrubbery. There does seem to be a perception that the quality and standard of maintenance has fallen over the years. Many respondents state not only

does this make the area look uncared for and neglected, it also has a negative impact for those who have limited mobility or may use a wheelchair because their ability to go out and about is limited because it's difficult to navigate with a wheelchair or frame.

Whilst the majority of comments about maintenance are negative there are a few positive comments, including some where residents have made efforts to keep their area looking cared for.

Issues relating to parking are largely about lack of parking for tenants, irresponsible parking, for example on kerbs, blocked access and tenant only parking. Irresponsible parking in particular has a negative impact on people with mobility scooters which make the footpaths dangerous and difficult to use/navigate. Quite a few respondents have suggested turning grass verges (that are scruffy) into resident parking. Whilst the majority of respondents state there is not enough parking there are a small number who have plenty of parking and are very satisfied with it.

Litter and fly tipping are repeatedly mentioned and includes litter on streets, people dumping rubbish anywhere, litter dropped by school kids, litter blowing into people's gardens, rubbish littering the area, it's an ongoing problem, that there's litter and rubbish all around, including on estates and in parks/greenspaces. Empty bottles, cans and broken glass and drug vials are also common topics respondents have mentioned. Respondents also feel that more bins are needed in some areas as well as street cleaners.

There are a number of comments relating to pavements and road repairs that range from resurfacing of pavements, uneven and broken pavements which represent trip and health and safety hazards, overgrown pavements, footpaths full of weeds or leaves, irresponsible parking on pavements, need for more dropped kerbs, roads in need of repair and potholes. Many respondents talk about trip hazards in relation to the issues raised. Once again there are numerous examples of how the state of pavements and roads has a negative impact on people with mobility issues as their access is limited and also parents with prams who struggle not only with pavements but also cars parked irresponsibly.

Other issues within this theme raised by tenants include dog mess, grass cutting, disabled access and street cleaning.

Dog mess is mentioned by a large number of respondents and main issues include dog poo on pavements, paths, in football fields, parks and private gardens with many saying there should be more bins and also more fines/penalties for irresponsible dog owners.

Grass cutting is another topic that comes up frequently, with dissatisfaction about the quality of grass cutting provided by the Council, grass cuttings not being collected as well as the state of some of the tenants gardens and the need for more action to address this from the Council.

Disabled access is mentioned quite a few times. Some of the issues are covered above in relation to impact of irresponsible parking on pavements on wheelchair and mobility scooter users and having to navigate broken/uneven pavements and

footpaths. Additional issues include parked cars blocking people's houses and hilly areas restricting opportunities to get out.

Street cleaning is mentioned by quite a few respondents and relates largely to the lack of it, not being regular enough or only covering main roads and not side streets.

Access to parks and greenspaces is mentioned a number of times in relation to children and young people having places to play, fields being properly maintained so people can enjoy them and making the most of green space such as benches, courtyards, place space and events. Not only is this important for young people but for also people who are lonely – if places are clean and tidy it will make people want to go out and use them – this is good for letting lonely people out and about so they could meet friends.

Quotes:

Maintenance of greenspaces quotes:

The streets are scruffy & neglected, overgrown weeds, gutters full of weeds. We have a park whose paths are grown over with nettles & benches buried beneath the weeds.

Paths are overgrown with grass making this a trip hazard and very hard to wheel a wheelchair from the house to the mobility vehicle.

The streets around Turnsteads are not maintained. The ginnels are an assault course you are fighting the privets and the prickles, it's a health and safety nightmare.

Footpaths from Norcross Ave to main road overgrown with hedges over footpath - to New Hey Road including footpath from Ryburn Ave this makes things difficult as my husband and I are disabled.

It's a jungle; take a walk around Roundway estate Honley!

The communal spaces around the back of where I live is a disgrace and will not be helping the mental well-being of any residents, it is a large area and could be made lovely, instead it is neglected and therefore unable to be used. (Turnsteads Crescent, Cleckheaton)

I live in a lovely area, but as council budgets have been cut, I have noticed that pathways aren't being maintained (weeds cleared, bushes overhanging etc) and some pavements are in a poor state of repair.

Only certain areas are maintained, and others left. It's good to have an attractive place to sit in, be around as it helps mental health.

Nice area top of avenue opposite old folks' home. Nice to sit out and watch people pass by. We do a lot of planting and make our homes and surrounding area a better place to live. Call up and visits us

I belong to Lepton Community Link, so we have arranged for things to be done in Lepton to make it look better. Some greenery is overgrown. We also do litter pick.

The council do a very good job in the local park (Honley) with flower beds etc. but the local streets are left to the local community to keep up (flowerpots and hanging baskets)

By and large the public spaces have been very poor. The TRA and Birstall in bloom have been very good.

All fields and park look like an overgrown mess. All I ever see in Fartown is rats.

This housing estate is not looked after or maintained just because we are council/housing tenants does not mean we deserve not to have nice surrounding communal areas.

Streets and spaces play a vital role in the community to help people interact.

Parking quotes:

Marsden is mainly ok to get around but there are parking issues along various streets where people have found that they cannot get out of there garden gate as a car is parked too close.

We live in a cul-de-sac with 9 parking spaces of which 3 are for disabled. There are 30 properties in the cul-de-sac and 3 garages that take a lot of room. On Ashworth road there is parking but only for 2 hours, can we have permits so we can park our vehicles, as when the train commuters park in here there is even less space for the residents as they ignore your resident only signs.

Our Street which is a cul-de-sac is always getting cars parking on the dropped kerbs so we can't get on or off the footpath with our mobility scooters and others park half on the footpath making it difficult to get past on a scooter and these people would not do that if they needed to use the footpath would they ?

Need somewhere to park cars outside the flats - i.e. gassed areas should be turned into parking spaces for residents.

Litter/fly tipping quotes:

Lots of litter on streets, people just dump their old clothes and other household garbage anywhere.

Streets should be kept clean and free of litter and people dumping household items e.g. furniture and white goods etc.

The amount of litter dropped by the school kids is unacceptable as it all blows into our gardens and makes more work for us when we have to clear it all

Parks and streets are full of litter

Street and estate cleaning leave a lot to be desired especially round the WF16 9EY area.

Rubbish littering area is disgraceful.

Far too much litter fly tipping and rubbish left out on streets.

Current problem with fly tipping which makes the place untidy and also cars can't pass safely.

The estate is suffering from frequent fly-tipping and there is litter everywhere

I live very near a graveyard and park they are a shambles and full of drug apparatus litter etc

More litter bins provided, and street cleaners required.

Litter is never dealt with despite emails to council.

Pavements and road repairs quotes:

Pavements are disgusting, full of holes and roads similar. Potholes have been an issue before.

Some of the pavements require resurfacing as they are very uneven and are, in places, a trip hazard and as someone who is visually impaired, it is very off putting when you trip or nearly fall due to uneven pavements.

The speed bumps on York road and Canterbury Road are all broken, and the bricks are lifted up. These bumps have never stopped people from speeding as they are too low anyway all they do is create a loud thump as cars hit them.

Pavements covered with leaves from last autumn still in grates.

Pavements not fit to walk on by people with mobility problems, roads in disgusting state.

Overgrown foot paths. Weeds on the pavements the whole place looks neglected.

I wish you could stop cars being parked on pavements. People with prams have to walk on the road to get pass them.

Pavements need more dropped curbs and potholes need filling

Unsafe walkways, pavements uneven, trip hazard

Footpath from Chinewood Avenue to Bradford Road a mess full of nettles and stuff very untidy

Dog poo quotes:

Some dog owners who do not clean the dog mess and leave it on the path. The street looks a mess it's not something to be proud of.

The amount of dog mess on the pavements is unacceptable, there should be more fines for the owners who don't care about where their dog goes.

Dog poo is a concern and more needs to be done, perhaps bags, bins provided and signs to be put up, especially where schools are

There should be some control of dogs defecating on pavements and in people's gardens.

The community gardens for tenants on my street are used by tenants from another street as a dog toilet.

The area has been done nicely in terms of flowers and garden space, but people let their dogs' poo all over it, even though I was told no dogs, so the children can't even play on the grass.

Grass cutting quotes:

I have to comment about the grass cutting and the state of some tenant's gardens.

Grass cutting left uncleared looks like cow pats half the time: use of chemicals for edging not pleasing to the eye. Mess left by machines on paths and roads.

Most here do their own grass cutting because council cutting is an utter disgrace.

I like my area, particularly if it is well kept, including grass cutting.

When grass is cut it is left to rot and clog up drains.

Disables access quotes:

Blocking access in front of people's houses.

Not being able to get home if they park in my disabled spot

Disabled so unable to walk up hills

Cars parked on corners, on junctions and on the pavement makes it very difficult for residents who have mobility scooters.

I'm disabled and have to park on because of inconsiderate neighbours.

Street cleaning quotes:

No street cleaning on a regular basis (if rubbish is piling up near a waste bin why do the collectors not remove it)

Poor estate management, lack of street cleaning

It would be more attractive if street cleaning and weeding is done more often.

Not enough street cleaning done. You cannot just keep clean or sweep the town centre and not the roads leading in.

People put all kinds of rubbish out that the bin men will not collect. So, it's just left making the place untidy.

Suggestions:

Perhaps some of the grass verges / grassed areas could be turned into more parking spaces

More could be done such as flower planting, weed killing and upkeep of our footpaths and road.

Improvements to local communal areas would be welcomed

The pavement throughout Kirklees need major improvement and major investment.

Would like more in terms of maintenance of gardens, tidying up etc.

Dog poo is a concern and more needs to be done, perhaps bags, bins provided and signs to be put up, especially where schools are.

Clear up fly tipping

Tenants with untidy gardens need to clean up. Council should inspect on a yearly basis.

We should have more wildflowers and trees.

More things for children to do

Could do with residents only parking sign. This could be helpful and appreciated

Good to have an attractive place to sit in, be around as it helps mental health.

Have designated areas in parks for dog walking.

Ban smoking of drugs in communal gardens spaces.

Access to better and more public toilets - maybe a scheme where local shops would allow their facilities to be used.

Places should not only be maintained but actively made 'nice' (and there is a difference!) - and also - grow the plants locally. Local jobs, local pride, pleasantness, and respect.

Walkways should be wheelchair friendly.

Streets and spaces play a vital role in the community to help people interact.

Have more local meeting with people to discuss issues and concerns.

Care and Maintenance

Places that are well cared for can make us feel positive, while those that are not looked after properly can have the opposite effect. Having proper maintenance arrangements

in place, and ways in which residents can get support when needed, allows people to feel positive about their environment. Please score the following question based on your own personal experience.

Overall score – 4.182

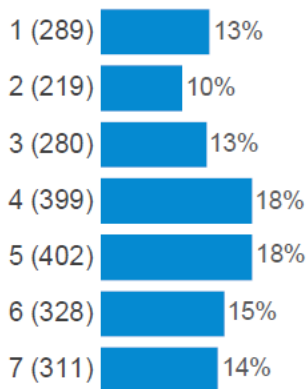
Number of comments made – 1062

Q4a. Are buildings and spaces well cared for?

Are buildings and spaces well cared for?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
289 (13%)	219 (10%)	280 (13%)	399 (18%)	402 (18%)	328 (15%)	311 (14%)

Are buildings and spaces well cared for?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q4b. Please share any comments you have about care and maintenance

Key Issues

There are a few clear issues that people have raised as part of the feedback.

General Cleaning Streets and Paths was commented on by several people. Comments were mainly around limited cleaning and maintenance of the streets, footpaths.

Communal areas were mentioned throughout the feedback. There were a range of comments and theme’s; These looked at levels of cleanliness, how spaces were used and cared for. Lots of comments about areas not being cleaned effectively, maintained, and looked after by the residents. People suggesting that they take care, but other people don’t show the same respect.

Greenspace management, including grass Cutting, fencing, hedges and tree management. A variety of tree issues were raised. People wanting trees removing, tidying, generally maintaining. Grass cutting received a number of comments. The standout comment what that grass clipping were not collected. There was suggestion about informing residents when grounds maintenance was going to be undertaken so they could help? There were lots of comments around hedges and fence maintenance and how paths had become impassable There were ideas around scheme which could help people who garden.

Property Repairs, Timescales, and the quality workmanship. This area provided a number of opposing comments. People said that they felt the received a good service, high quality workmanship. Timely and appropriate response. There were also comments that the service lacked care, quality, and cost effectiveness. Comments regarding roads and paths were particularly negative.

Modernisation programmes, or a lack of development. For example, “The houses here are hit or miss in the level of care (by owners) and the walls are very poorly insulated. The floors are very noisy as well which has caused many complaints from our neighbours”. “Our bungalows seem to get forgotten about we had a surveyor round about three years ago. He said they needed new guttering and fall pipes replacing and the roof sorting have not heard anything.”

Role of and Estate managers or warden, the lack of ability to talk to someone ‘local’ and get things done. There was a number of comments regarding the roles of an estate manager. People felt the role was a way of raising their concerns and getting face to face response. People felt there was a lack of estate inspection and face to face conversations around residents’ concerns and ideas. People like a face to face option instead of the internet.

People helping out. Another common theme in the feedback, was ability people taking pride in the area, place or property. Some people would like to have the opportunity to help undertake tasks alongside staff. People suggesting that if the council showed a bit more pride people would follow the example if given the opportunity.

Damp. There were several comments around individual circumstance and properties. What a number of comments suggested was the small repairs and equipment could prevent lots of the issues.

Managing and Supporting Tenants. There are several comments around enforcing tenancy rules and encouraging better behaviour of Tenants. This also included offering support to tenants when things were not up to required levels.

Comments such as: The council needs stricter rules on behaviour. Tenants should be vetted before they are allowed a property; More stringent control on people littering public spaces, and some empty properties, outdoor spaces kept tidy. Owners should be made responsible; Tenants try to point out when others do not. stick to tenant’s handbook rules. The estate officer seems to turn a blind eye to certain complaints even though it is all stated in Tenancy Agreement, so you can

complain until you are sick of saying the same things over and over. Yet KNH always paint out tenancy rules when they want you to obey.

Quotes

“Some neighbours don't care about their gardens and spaces around the house which makes it look dirty”

“Generally, the care is excellent”.

“Cleaners need more appropriate training as the communal areas are still dirty after they have left e.g. banisters, doors/handles not wiped over.”

“Parts of our communal space is not well cared for because the tenants have mental problems and very rarely come outside, so it is very overgrown”.

“Where I live is communal, I take care of my garden front and back garden, but others are unable to do so. These have been left and are now overgrown which looks unsightly”.

“The communal garden maintenance is shocking! I have tried to make it better for everyone but then KNH come to mow the lawn and have trashed lights and ornaments in my garden countless times”

“While properties are maintained well some of the public spaces could be better maintained”

“Tree's need pruning outside my bungalow, branches keep snapping when wagons deliver and a couple of times I have had a near miss”, “trees block light out of house and flats”. Trees doctors and grass needs cutting properly”

“Planned litter clearance prior to mowing of public areas. greenkeepers/mowers just mow over anything/ everything, for example, glass bottles in a children's playing area (grassed) which has now caused shards of glass to be spread across the grassed areas and making it dangerous for children/dogs etc”.

“Every repair I have needed has been dealt with in quick time. I feel very safe and secure in my rented home”.

“I feel that things have been let go a bit just a bit of paint of can make a huge difference”, “No everything is patched up and nothing is ever done properly. This costs too much in the long run”.

This area also received some positive comments.

“Your maintenance needs to be commended also as well your punctuality in doing so”.

“Repairs are always done quickly and effectively, first class”.

“Every repair I have needed has been dealt with in quick time. I feel very safe and secure in my rented home”.

“Repairs & maintenance having been reported for its highly regarded workmen, but estate management would benefit from its caretaking service useful for routine checks, and cleaning up also being community-based services”

“I do it and I'm 68 years of age”

“KNH Estate Manager is practically non-existent.”

“There's no sense of pride in our community, the council don't make it any easier, so residents just give up”

“Some people, like myself, could do with help with our gardens. t able to keep them tidy on our own”.

“I regularly keep the garden space tidy mow the grass trim hedges. Some elderly cannot manage and neglect through frailty others do not consider the garden as important to maybe a service with reasonable cost would help or volunteers who like gardening”.

“Roof insulation is dated, causing leaks and mildew ceilings”

“Bricks and pointing needs attending to as we have damp patches”.

“Needs new roofs because tiles and guttering is rotten causing damp to get in”

“Needs more care on things like pointing on buildings to keep damp off”.

Ideas and Suggestions.

A good idea that was put forward, was to notify residents when grounds work was going to be undertaken, then if they wished they could help (litter pick or moving furniture etc).

Support for residents who wanted to garden, but maybe under normal circumstance.

Natural Space

Natural space includes a wide variety of different environments from parks, woodlands, fields, streams and rivers to green space alongside paths and roadways and tree lined streets. These spaces are good for wildlife, can improve air quality and benefit our health and wellbeing.

Overall score – 4.684

Number of comments made – 880

Question 5a Can I regularly experience good quality natural space?

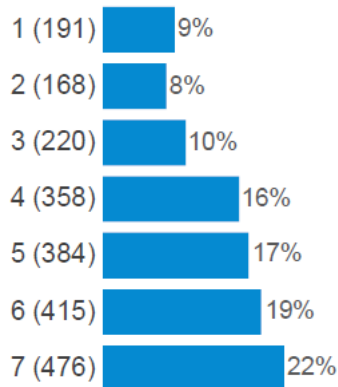
Can I regularly experience good quality natural space?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.

1	2	3	4	5	6	7
191 (9%)	168 (8%)	220 (10%)	358 (16%)	384 (17%)	415 (19%)	476 (22%)

Can I regularly experience good quality natural space?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Question 5b Please share any comments you have about natural space

Key Issues

Most participants commented that they have easy access to surrounding natural spaces in their own gardens, communal open spaces, local parks, adjacent woodlands, fields, rivers, canals and greenways. Many enjoy watching wildlife from their gardens.

Spaces of note include Greenhead Park - visited regularly for walks, Spen Ringway – lovely for walks, Earlsheaton Park is a good space, rural areas such as the River Holme, Ravensthorpe – wildlife area.

Communal outdoor spaces have been improved by tenants: “planting, community spirit and friendly tenants.” It was commented that the gardeners are excellent and do the best they can given the short time they have to spend on each site they look after.

However, there were a few comments that cuttings are not collected after mowing, which makes it look uncared for. Some said that upkeep of grassed areas is very poor, and some people have started to cut the grass outside their homes.

Some pathways are not suitable for muddy weather, where not concrete such as Red Ash Park, Dalton. This field has glass on paths and rubbish in the tree line. Some natural spaces are being replaced with fencing; “so where I used to have a lot of wildlife, I have nothing.”

In Dewsbury Town Centre between Slaithwaite Road and Market Street the cobbles are full of cones, skateboards, rubbish and overgrown verges which are narrowing the space for walking on. Concern that sheep roaming the streets of Marsden is a danger to drivers.

Since the covid lockdown maintenance of spaces has been neglected generally for example overhanging branches on footpaths & obstructing bushes e.g. corner of Crawshaw Crescent & Glenfield Avenue, Deighton, on New Hey Road, Salendine Nook, left hand pavement on Muffit Lane, Gomersal. Large trees overhanging gardens are preventing direct sunlight to gardens and properties. Too many overlapping trees in the park at Hubert Street, Salendine Nook "makes it dark, cold and unkempt."

A comment was made that despite repeated requests to KNH to remove rubbish that has built up in overgrown trees this has not been actioned. A lot of money has been spent on pavements and walkways, but they have become overgrown and can't be used.

Dog poo on footpaths is a concern for example on path from Brooklyn Flats, Cleckheaton to Man Dam. Rubbish on the river and greenway.

Mention was made of properties on main roads with no paths and there is nowhere for children to play. There is no park area around Lockwood Road, Huddersfield. There are concerns about used needles been left in shared spaces where children play.

It was commented that some tenants don't bother to tidy up their gardens. One communal seating area has been spoilt by piles of rubbish left outside a neighbouring house.

There is a nice area to sit out on Carr Street estate, but it can feel unsafe as a result of anti-social behaviour and there is dog poo. A few commented that local parks are used by youths for drinking, drugs and hanging around. Mention was made of natural spaces being used by drug dealers and users. The space between Tintern Avenue & Sycamore Avenue, Golcar is regularly used by motorbikes and quadbikes.

Many estate park floors are sinking and are regularly covered in glass for example Brown Royd, Rawthorpe. Build-up of rubbish at the skatepark on Cross Lane, Skelmanthorpe. Walpole fields are unwalkable at times due to being unlevel and no access for prams or wheelchairs. Local cemeteries in Scholes and Liversedge are neglected.

Some said that they are disabled and housebound but would like to go into natural spaces with help or improved access. Scholes Park, Cleckheaton was improved by volunteers but there is nothing for wheelchair users. Trees and tree roots in the middle of pavements make it difficult for wheelchairs and prams.

Comments were made about loss of natural spaces for new housing and impact on wildlife. It was commented that natural spaces should be protected.

Natural spaces are neglected, “park behind my house, no care into how it looks, kids can’t play in it.” Area around a playing field is used as wildlife which means there is no access to the play area due to nettles. Footpaths and walking routes are overgrown and not maintained.

Dumped waste, litter, dog mess, anti-social behaviour. One woodland area has make-shift tents, plastic sheeting strung about with furniture and small fires. Local football field and play area has been turned into graffiti, glass bottles smashed all over the changing rooms. Fly tipping of large items such as mattresses in woodland areas and paths around Sheepridge.

One tenant has reported trees in their garden encroaching over the top of the bungalow, dangerous in high winds. “I have reported it to the council, but nothing ever happens.” One tenant said the “leylandii trees are bad for our health, we get no light in our flats.” One tenant said trees make the street look lovely, but the roots prevent the garden gate from closing and its leaves make the garden slippery and dangerous.

Concerns that communal spaces will be replaced with concrete as part of improvements, resulting in loss of wildlife – trees, squirrels and birds. Anti-social behaviour puts tenants off from using communal spaces. “I’d love to sit in our communal garden. Noise and smell of cigarettes and cannabis all make me stay indoors. Sometimes with windows shut in high temperatures.” A tenant commented that the fenced off grassy communal area by the bungalows used to have a bench, flowers and plants, but these have all gone. One tenant put in to make a small patio, but never heard anything: “It would be lovely to sit out with neighbours.”

Lack of public transport to natural spaces. One young person commented that buses take people into town but not to places like Castle Hill.

Quotes

“I can’t stress enough how much value I have for natural spaces. More please. Trees, woodlands and fields. Especially streets that have bus routes or where there are a lot of car owners.”

“I regularly go on a Wednesday walk around Birstall. It differs each week but the natural space in my opinion is first rate and shows that Kirklees has achieved.”

“Just a walk around the flats is pleasant and we are not too far from short walks into fairly open countryside.”

“Go to Beaumont Park, excellent thanks to “John” the gardener.”

“Greenhead Park is a space I feel comfortable in, and during lockdown it has been especially helpful for daily exercise and has definitely helped with my health and well-being.”

“Robert Ashton Memorial Park. Meltham is well maintained and gives us access to nature.”

“West End Park, Cleckheaton is fabulous but only because the local community look after it.”

“Calder Canal stinks.”

“It is almost impossible to get through the kissing gate in an electric wheelchair at Millennium Square, Emley. This is the only shared space for our community, and I’m excluded from it! If there is such access it needs to be made clearer.”

“Not at the moment as we have travellers on the football field. I don’t feel safe walking my dogs there because of the abuse I got.”

“It’s just concrete outside my flat. Nowhere nice for me to sit and chat with my neighbours. Nowhere for the kids on the block to play.”

“At the front we have an enclosed large lawn where people can sit out; “bring your own chair.”

“Can’t easily get out and about because no wheelchair ramp at either end of block.”

“Due to my health I can only walk down the walkway at the back of my house, but at present it is too dangerous due to overgrowth of weeds and trees, dog poo and at present you can’t social distance.”

“I don’t need much space at my age. But there could be more places and spaces for the teenagers of our estate.”

“It is difficult for me to regularly experience good quality natural space as I would have to go to another neighbourhood to do it. My community should have more natural space.”

“I used to enjoy walking on the Greenway and nature reserve but no longer feel safe. Path at side of river is sometimes overgrown and impassable.”

“Since coronavirus I think we all need these spaces now more than ever and they should now be a priority in all areas.”

“Too many rats around – we are infested with them.”

“Greenway is nearest to us, always overgrown and dog mess, litter and speeding cyclists who do not slow down for walkers and mobility chairs. Noisy footballers have taken over field in front of us, stops dog walkers and children using it.”

“Piece of communal ground in front of our bungalows.... someone else does not care for their bit and some bedding has only just been moved from the end of their garden after being there for weeks. They could perhaps do with some help.”

“We live in a flat – no nice place for residents to sit out. Even clothes hanging space is a mess.”

Suggestions

Regular maintenance of parks and walkways to keep them safe

Cut the greenery along the ginnel by the Mill outlet in Batley

Thin out or prune large, overhanging trees

Better maintenance of grassy areas in front of properties

Improve highways for disabled people

More places for disabled people to access & more toilets on the Greenway

More fresh and clean air

More designed spaces to sit without abuse from teenagers or addicts

CCTV should be installed to encourage people to pick up their dog poo

Move drug users into housing where there are no children

Galas and community events at Earlsheaton Park and a café or tearoom open in an evening for families to use

A guide to where there are local footpaths

Bins on the Greenway and Parkway for waste and dog poo

Benches in greenspaces

Plant more willow trees & wildflowers, place benches and gravel path on grassed area behind Dalton Rawthorpe Children's Centre: "it could be a lovely natural space for people to relax and help improve the look of the area."

More variety of trees and flowers e.g. limes, lemons, cherries and oranges for well-being

Lights on the MUGA for kids playing at dusk

Handrails to communal spaces

The wood between Croftlands and Newsome village needs a good pathway

A fence around our open garden area would be nice – it's a regular dogs toilet space

Natural spaces need TLC cleaning up

Children's playgrounds at Beaumont Park could be more appealing and use a spruce up

Communal spaces need to be maintained and council estate caretakers need to move any waste that has been dumped illegally etc more often

Schools and parents should do more to get children out in the local environment and help make their surroundings better

Group involvement with schools and community projects

Natural spaces need to be maintained more regularly to avoid bollards getting hidden by grass, streams and rivers need to be cleaned of rubbish and patrolled

Natural space needs effective monitoring

Don't cut the grass as often, it impacts on wildlife

Encourage farmers to keep/ install hedgerows

More tree planting and less grass cutting to reduce carbon release

We would like a piece of ground fenced off for each bungalow

Pathways need repairing and recovering especially Caulms Wood

More flower beds in the parks and bulb planting in grassy communal areas

More fixed seating in grassed areas for mainly elderly tenants

Spray weed killer on the road (weeds are a trip hazard, clean out drains)

People who have plants growing on their own land overhanging on to public paths should be forced to cut back their own plants and not wait for the council

More bins

Stream on Lady Ann Road needs a good clean out of rubbish

Disability spaces

Outdoor gym equipment at the local park for over 50's

Being able to visit a shop in the community in winter would be good for the elderly and isolated – move to shops and amenities theme

Play and Recreation

Good places encourage children to play and allow adults to enjoy leisure and sporting activities. This has become even more clear as a result of the Coronavirus. As lockdown measures are relaxed, opportunities for play and recreation that can improve the quality of our lives and our health will be even more important. Thinking ahead, please score the following question based on your own personal experience.

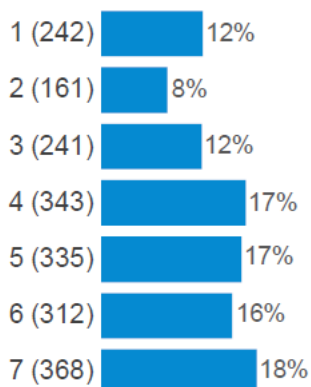
Overall score – 4.387

Number of comments made – 861

Q6a. Do I have access to a range of space and opportunities for play and recreation?

Do I have access to a range of space and opportunities for play and recreation?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
242 (12%)	161 (8%)	241 (12%)	343 (17%)	335 (17%)	312 (16%)	368 (18%)

Do I have access to a range of space and opportunities for play and recreation?
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q6b. Please share any comments you have about play and recreation

Key Positives raised:

Valued parks – parks such as Greenhead, Mirfield, Ravensknowle, Wilton and Crow Nest are valued, and seen as providing plenty of space and areas for play and recreation.

Open Spaces – residents say there are lots of parks, woods and open spaces, and they value these. They value being able to walk, to play sport, exercise their dogs.

Combination of Opportunities – residents advising good mix of park areas, open spaces to walk in, leisure centres, and a good bus service to get to them.

Parks Maintenance – overall parks were praised for being well maintained, although for some concerns were raised that they may not be as safe to visit at certain times as they once were.

Huddersfield Sports Centre – this was described as “great” and “fantastic”, but others concerned about the closure of a local leisure centre.

Play Areas and Open Spaces on Estates – some said there are lots of play areas and greenspaces and they are well maintained.

Community Centre based activities – praise for centres that have a good range of activities for local people to use/access.

Quotes

“Greenhead park has plenty of space for play and recreation and is always busy with children and adults getting playtime and exercise”.

“There are lots of parks and outdoor spaces”.

“There is a good playground and skate park for the children, but it would be nice to have a few more benches for older people on the field for them to be able to sit”.

“If my kid’s comments are any indication, then my area is doing a good job of creating recreation areas for kids to play. We are pretty well served, but would rather older people would leave less litter, so others could enjoy them better.”

“Huddersfield sports centre is fabulous”.

“I’m so pleased that Dalton Ridge is accessible by everyone”.

“My estate has plenty of play areas and the open spaces are well maintained “.

“Lots of good facilities within easy reach”

“We have three local areas for children with all sorts of activities and my granddaughter loves to go to the park to feed the ducks, play on the swings and see all the wildlife, like Squirrels”.

Key Issues raised:

Maintenance of play areas – several concerns were raised that although there may be a local play area, the maintenance of the equipment was poor, and there may be litter, such as broken glass, crisp packets and cans.

Suitability of play areas – some thought the play equipment was out of date, and not geared to what young children want nowadays.

Not enough play areas – recurring comments that more play areas with more facilities are needed for young people – although this was dependent upon address of the respondent, with those living near parks such as Greenhead, or a well maintained play area, saying there were enough. Concerns that some play areas had been removed and not replaced.

Older Children/Young People and suitable spaces – Lack of suitable spaces and activities for older children and teenagers was flagged up. In some instances, parks for young children were being used by older children/teenagers to hang out. This intimidates the younger children and can even stop parents and young children using them.

Drink and Drug Use – In a very few comments, there were concerns that play areas, and remoter areas within parks were also areas used by teenagers for alcohol and drug consumption.

Safety – some reported not using parks and open spaces for fear of being the victim of crime if they did so. Reference a couple of times to younger children being bullied by older ones, but the police could not respond, and so no one could sort the matter out.

Dog Waste – concerns that on some open spaces where people like to walk and /or play some people are still not picking up and taking away their dog waste.

Disabled Access – people with physical disabilities/mobility issues are concerned not enough is done to ensure they can access /use parks and open recreational areas, and indeed play areas. Wheelchair accessibility raised as an issue.

Older People – several older people just did not see the significance for them of this question – saying they were “too old for it to matter”, or that “I don’t play any more “. Several flagged up the need for seating/garden areas for older people to sit in especially if they do not have gardens of their own.

Maintenance of Open Space over Housing Development – some were concerned that open areas had been already or would be earmarked for house building and other development, to the loss of play and recreation.

Children Playing on Streets – some are annoyed that local children might play on the street rather than in a park or open space and cause noise or potentially damage cars.

Communal Gardens – concerns raised that these are not usually suitable to sit out in and would be good if they could be sectioned off to enable householders to each have a patch that could be theirs.

Quotes

“Play areas need clearing of rubbish, glass and graffiti”.

“Sometimes I feel frightened going outside as some of the younger people who drink through the day and take drugs, start fighting and throwing things”.

“Dog owners are the biggest concern. Many do not know what do poo bags and bins are for. Have never seen a dog warden in Honley”

“Parks for small children are not used because of glass and rubbish- unwelcoming. Park is scruffy and poorly designed”.

“Apart from Greenhead park there is nowhere for kids to play”.

“There is a nice play area to the back of me, but it needs cleaning up as it is littered with broken bottles, cans and household rubbish”.

“There is very little for disabled people to access, and many more areas could be made wheelchair accessible”.

“If Kirklees persist in housing families with young children in upstairs flats then they should provide some form of a play area”.

“Local play park is where the teenagers hang out and there is no space for the little ones”.

“Teenagers spoil the enjoyment for the younger ones trying to use play areas – but they have no suitable spaces for their own use”.

“The Thornhill Lees park play park is a horrible place – not for young children. Poorly equipped, neglected, and occupied by teenagers using drugs. Not enclosed, not safe, appalling.”

“The park at the bottom of Harpe Inge is in need of repair and is unsafe at present. Ravensknowle park is a beautiful area but needs much more investment and could offer so much more if events were held there. The threat of it being closed or changed needs to stop as it is an asset to the area.”

“If you build any more there will be no greenspace left”.

“Golcar United have spoiled the Longfield Avenue playing field and walking areas “.

Suggestions

- Small play areas need regular maintenance and cleaning – could this be done by those on Community Service?
- A crazy golf area in the large parks would be a good idea.
- Could we check the accessibility of the seats on swings and ladders on slides as some are way too high to lift children onto.
- Could we have a youth centre in Cleckheaton as we need to offer more for older kids to do to get them off the streets.

- Would be nice to have a communal garden for older people could sit and socialise.
- Could we involve more young people in positive activities out of school such as litter picks in the community?
- Honley could benefit from an adult park for residents to use, and the park my granddaughter uses is too small and could do with an outdoor basketball and football area. Honley is getting bigger and needs more spaces teenagers will want to use.
- Lovely area near Hillside and Ing Lane that would make a lovely play area for our children.

Social Contact

Feeling isolated can be damaging to our health and wellbeing. The Coronavirus pandemic has affected many people in this way. As lockdown measures are relaxed, good places that provide a variety of spaces to meet and spend time with others will become even more important. Thinking ahead, please score the following question based on your own personal experience.

Overall score – 4.227

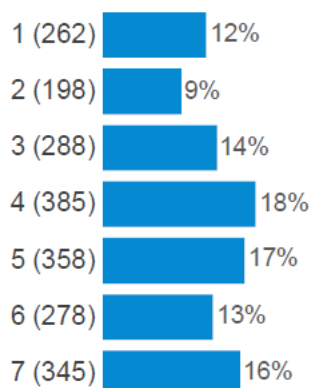
Number of comments made – 846

Q7a. Is there a range of spaces and opportunities to meet people?

Is there a range of spaces and opportunities to meet people?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
262 (12%)	198 (9%)	288 (14%)	385 (18%)	358 (17%)	278 (13%)	345 (16%)

Is there a range of spaces and opportunities to meet people?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q7b. Please share any comments you have about social contact

Key Headlines

There were mixed views about how socially connected people felt, especially due to the impact of Covid. However, despite Covid, a significant number of people did report that there was good community spirit and people are looking out for each other, for some, more so now than they did before Covid.

Many residents have valued meeting up in their gardens, chatting over their fences and meeting up in communal spaces along with going to local parks to see family and friends.

A large number of residents did feel that there wasn't as many facilities and activities in their areas due to community centres closing over the years due to lack of funding and volunteers, which has been made worse due to covid as many buildings and activities are now closed and have stopped all together. There is also the added concern that many groups and activities won't restart post covid, especially where there were older volunteers running local activities.

A significantly high number of residents felt there was a need to replace and put in additional benches, shelters and picnic / seating areas to encourage people, of all ages, to meet outside their homes, in open spaces, in parks and in villages.

Key issues:

Feeling isolated can be damaging to our health and wellbeing. Spending time with others offers a number of mental health benefits, such as increased feelings of belonging, purpose, increased levels of happiness, reduced levels of stress improved self-worth and confidence.

There were mixed views about how socially connected people felt, especially due to the impact of Covid which has obviously restricted people's movements and ability to share time with family, friends, and neighbours. However, despite Covid, a significant number of people did report that there was good community spirit and people are looking out for each other, for some, more so now than they did before Covid.

Respondents shared lots of examples; from sitting outside during the nice weather, socially distancing while chatting to neighbours they have not met before. Some residents felt lockdown had brought out the best in residents with some younger people showing more concern for older residents and doing jobs around the estates e.g. cutting communal grass areas when council staff were not doing it.

A large number of residents, did feel that there wasn't as many facilities in their areas due to community centre's closing over the years due to lack of funding and volunteers, which has been made worst due to covid as many are now closed and activities have stopped. So many do have to travel to neighbouring villages/towns and local public parks (e.g. Greenhead, Crow Nest, Honley, Oakwell Hall, Thornhill Lees, Beaumont, Batley parks) and pubs in order to meet up with people. But for some due to the closure of public loo's (e.g. in Mirfield), this is posing a barrier for many visiting their

local villages and parks as they cannot access local facilities and outdoor spaces as easily.

For some older residents mobility issues also pose problems as many disabled people find it harder to access outdoor spaces and travel to neighbouring towns and villages so having activities in/around their neighbourhoods is important e.g. bingo, luncheon clubs, craft groups, social coffee mornings etc.

For some families, the lack of youth clubs, school holiday and after school provision is an issue along with closure of Children's Centre making it more difficult for families to meet others and young people having positive things to do.

On the whole, given a range of activities and facilities have stopped, many due to covid, residents have valued meeting up in their gardens, chatting over their fences and meeting up in communal spaces along with going to local parks to see family and friends.

For many, covid has had a big impact on their mental wellbeing, so residents would value opportunities to encourage them to leave their homes and socialise with others, young and old.

To conclude, amongst all the comments that did come through the place standard feedback, was the overwhelming need to have more public benches, shelters, seating/picnic areas in communal and open spaces for people to meet up with others and make new friendships.

Quotes:

"Socialising is paramount for your wellbeing, so you don't become lonely"

"We have 'our neighbourhood nest' which has done amazing work throughout the pandemic just need more people to know about it and come"

"There needs to be more places where people can sit and meet people"

"All the open spaces are geared towards younger people... nothing for older people 50+ seating areas to meet for a chin wag"

"We need some things in the parks to keep us busy"

"Lockdown seems to have brought out the best in residents here, many have been sat out socially distancing and chatting. Also, a younger gentleman has been bored so he came out with his lawn mower and cut the grass all around the estate..."

"There are some open spaces but there are no benches to sit on, more investment is needed on these and community centre's"

"Good community spirit, people look after each other"

"Community meeting space would be good, somewhere to drop by for a tea or coffee and a chat, we have nothing at the moment"

“I see my neighbours all the time, so the social contact is good”

“I feel alone and isolated with this isolation as I suffer with depressions, it’s been hard”

“I don’t know about spaces to meet people and no one comes to my door to talk other than the carers”

“More seats and picnic benches could be provided in public places suitable for disabled and older people”

“We have some lovely parks and outdoor areas to meet and walk together”

Suggestions:

A significant number of older residents value the opportunity to meet up with others outside in their immediate neighbourhood and in local villages but felt the lack of public benches prevented this from happening, many have been removed over years and residents feel putting them back and putting in more in public and open spaces will encourage more people to leave their homes and socialise if areas around them are safe and well-kept e.g. grass cut.

Having local information about what is available in/around their estates would be helpful e.g. local walking routes, what’s running at any local community centres, village halls, churches and libraries along with social activities in their neighbouring villages e.g. pubs – games nights, bingo, slimming clubs, exercise classes etc. Due to covid residents are unsure what is and will be available going forward. One resident said, “You have to have a computer before you get to know anything that happens in our village.”

Some residents felt their communal areas/garden areas could be improved e.g. where washing is hung out as some areas are uneven making it unsafe for some residents to access and meet up with others. Plus, some areas don’t have any well-kept space outside their homes to socialise in especially those living in flats (e.g. Flats of Turnsteads Crescent ... one resident said; “it’s like a jungle and cannot be used”). Another resident said; “I live in a flat, I don’t have a garden where friends and family can visit me, I can only see them when the weather is fine and meet up with them in a park (Honley) so we have to sit on grass and only have a short time together.” Another resident said, “Couldn’t sit out with neighbours as grass very overgrown, when cut, cuttings are left in clumps on lawns making it uneven and unsafe for walking on.”

Others have access to outside space outside their homes but felt there is a need for patio/benches to help reduce isolation and enable neighbours to mix.

Some residents also used to have access to their communal lounges, and they would like to see these spaces made welcoming and accessible going forward, currently they are locked due to covid.

Some residents felt that estate inspections should be widely promoted, and residents engaged for their views.... One resident said, “I have lived in the area for 16 years only once has this happened, out of sight out of mind comes up.”

Some families with smaller children would appreciate children’s play areas and activities being invested in for parents and children so they can get to know each other on their estates. One resident said, “There are no youth clubs for families – only pubs and random parks. Young families can’t socialise with no childcare and kids miss out.”

Identity and Belonging

How people feel about a place can be influenced by many factors, including how the place looks; how other people view the place; and the place’s culture and history. Places with a positive identity, and where people feel they belong, can help to build strong communities. Please score the following question based on your own personal experience.

Overall score – 4.521

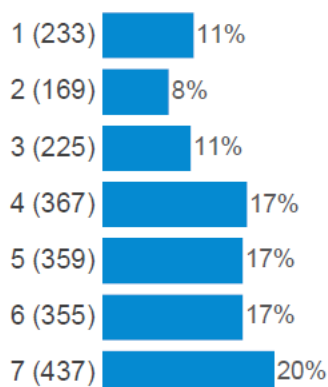
Number of comments made – 774

Q8a. Does this place have a positive identity, and do I feel I belong?

Does this place have a positive identity, and do I feel I belong?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
233 (11%)	169 (8%)	225 (10%)	367 (17%)	359 (17%)	355 (17%)	437 (20%)

Does this place have a positive identity and do I feel I belong?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q8b. Please share any comments you have about identity and belonging

Key Issues:

There are many differing views depending on where people live, age, religion, ethnicity, culture and personal experiences of their neighbourhood and neighbours.

Some areas have a negative identity, bad reputation and have done for many years, portrayed as being rough and a problem with drugs, anti-social behaviour (Harpe Inge, Brooklyn, Walpole, Shaw Cross, Batley, Paddock, Fieldhead), with rundown buildings. There is an issue with noise and playing music with complaints not being dealt with. These are the biggest source of unhappiness, lots of drug taking and drug transactions in the area which causes lots of noise pollution all day and night. People did feel they belonged, but drug dealers put an end to all of that, these individuals do not belong in places where the majority are decent and cause little problem. People like that should be in facilities or communities where they are all alike so can be better monitored. Do not house them among decent people and families knowing full well of the risks they pose. Too much gun violence / other violence drug dealings,

People do not feel safe and are afraid to go out at night and do not like seeing the police and ambulances associated with the violence and anti-social behaviour.

Some people feel that their place does have an identity but not a positive one and are looking to move as soon as possible. I don't feel terribly relaxed where I live, and certainly don't identify with many of the activities on here. My curtains are all just constantly closed so I can't be accused of seeing or watching anybody (several other residents have said they do this also). We have problems with drugs, burglary, speeding vehicles, noise, and the list goes on. Our local PCSO, a lady called Shirley (coincidentally!) is truly lovely and very understanding. However, we never see any sort of enforcing body on the estate, Police, Rangers, or Estates Management, other than in crisis response situations e.g. shootings! I am so thankful to have my house, but do I feel any sense of identity or belonging? No!!!! The estate has gone very rapidly downhill I think..... it is extremely sad for the majority of residents on here. we used to be a close community where we knew each other but not now this is largely due to the tenants we are getting.

There are safety concerns and the state of the bungalows outside and the state of the estates around grass verges, gardens not maintained and general untidiness (Emerald Street). Green areas and trees could have more work done on them. The area just needs updating and the flats need a lick of paint, the thermal rendering is coming away and pastel shades were a bad choice. Some places on estate communal areas need work done on them. There are issues with parking and highways. Kirklees has had little improvement over the years, and everything looks old and out of date.

There is a feeling that with a diverse community people do not have things in common. There is a generation gap between young people and the elderly and those who have lived in their area for a long time and new people moving in which has led to a sense of lack of Community spirit. There are concerns about older and younger people living in the same block of flats. Places have lost their identity, which has been declining in recent years with the introduction of removing age related areas, it is felt this should be something that is re-introduced. People need to start taking pride in their street.

There is no cohesion between the poor and the wealthy (Lepton). There have been several comments suggesting that things have changed over the last 20 years and not for the better. A lack of TRA's, community buildings, shops and the post office closing has had a negative effect on the community. People keep themselves to themselves and do not want to engage with some people in their community. Some people feel that they are not aware of what is going on in their community so feel out of the loop. We do not have many facilities in our village compared to others we often feel forgotten. Older people always get help & services, but other groups of people e.g. middle age or single parents often feel isolated or looked over.

Most of the community are friendly and welcoming, the community itself is very positive. People who have lived in their homes for a long time have more of a sense of belonging. The residents take pride in their surroundings & gardens / borders & shared space. Most people (not all sadly) look after their homes and gardens, and it has a good reputation. It is a very good community I was welcomed to the wider community with open arms. Some people have lived in the area for many years and are happy to bring their families up here to and like the feeling of belonging which is important to them. The school gives a good sense of community, but do not feel there is a sense of it outside the school. Good neighbours are key to people feeling that they belong and have a positive outlook on the area where they live in. Neighbours have been kind and considerate. Friendly places mentioned are Honley, Bradley and Edale avenue. Shaw Cross is very clean but needs more people to influence and make people feel welcome it can be very clicky and lacks a community centre. People have a stronger feeling of belonging if they are involved in their local area - there is lots going on in Newsome & of course we have a TRA group Newsome Forum, but really bad at moment as they have all come to a halt.

People with a disability feel isolated in Emley. Some estates are set apart from the village (Holmfirth) which has an impact on a feeling of community spirit and sense of belonging. If residents were given a real chance to actually influence and change problems/issues then we could have a really strong community, Dalton has been neglected for far too long but if people see changes and improvements happening then more would want to get involved. Others feel by having multicultural food establishments providing different international cuisine brings people of all backgrounds together and works well.

Covid-19 has had an impact on local people, and they have not liked having to stay indoors. There has been a stronger community feel since the pandemic occurred. People really pulled together & helped each other. There has been a remarkable community spirit e.g. during Covid 19 people did shopping, clearance of rubbish and social distancing. Some do not go out in the evening and have been made aware of groups of youths who hang around in the village they are unsure now with Covid-19 whether that still applies. Covid 19 has just made things worse. Even when the virus is over things will never be the same as before.

Quotes:

Roberttown is one of the best places to live in Kirklees.

Mirfield has always brought out a strong identity in people

Mirfield is steeped in history. St Marys Church Bronte Sisters. I love living in Mirfield and do not want to leave

I have lived on Knowl Grove for well over 20yrs, it has been amongst the most happiest years of my life.

Thornhill is steeped in history & I for one love reading about it - not too far away is the rectory park which is great place - for adults & children

Thornhill used to be a lovely village but too many gangs of boys-girls waling round and congregating in groups on the tops.

When I tell anyone, I am from Thornhill people reaction is oh dear

I have lived in the same area of Netherton for 24 years I am comfortable knowing other respectable long-standing neighbours. Over the years I feel its positive identity has been degraded.

My place is Beaumont Park it is a wonderful place to be. I have been a volunteer for many years, so I think I belong there.

I have lived in Meltham for 31 years. I love it here.

Emley all though it has changed with new housing still has a fairly good sense of community.

Pennine Crescent houses are mainly elderly or people needing care - but is very convenient for buses, shops etc and I do feel to belong. It's home!

If it were not for the HBA friends of Honley and village trust it would be a sad place.

I have lived here nearly all my life, but it would be nice if when asked where's Grange moor sometimes it feels as though as a village, we are forgotten

Fartown was named the worse place to live in Kirklees nobody cares about the estate only a handful of people on estate care to clean up and maintain their patch

The sense of being from Holmfirth is being killed off and the concept of being a part of "The Borough" does not work.

Springfield House is scruffy; the stairs nobody sweeps or mops them down only me & the lift wants cleaning down.

Been here 18 years and still feel like an outsider there is no community which is a shame too many folks are far too noisy

No chance of building strong community, mostly older people around shut away & forgotten.

Our connections with history have been taken due to closure such as Red House, which also served as a park and housed band concerts, which is a Yorkshire culture

Most people when you tell them you live in ridgeway say oh that s**t hole lots of drugs gangs' cars pulling up doing drugs in the early hrs.

Born and brought up here 91 years ago and still feel secure and welcome. We all belong in our own homes but not in the jungle and weeds around our estate.

Berry Brow still has a bad name. Why?

Birstall is a nice place. Unfortunately, there are a few families who are anti-social and thieves.

No unfortunately "Windy bank" carries a stigma the name Windy bank should be dropped to just Hightown

Birstall has a strong connection for locals it's a place that has retained its identity it needs more support from councils to organize village events.

There're too many tenants who won't work, don't want to work and don't care what sort of estate they live on.

I am proud of living around Dewsbury for over 70 years. It's been sad to watch the gradual deterioration, which started when Kirklees was born. Shame.

it is a wonderful place to live, fantastic.

Living alone in Netherpton is a very solitary way of life.

Honley has a positive identity.

Filthy main highway (Birstall) for people that live in surrounding area and visitors. (takeaway dirty, vomit blood & chewing gum)

It is a wonderful place to live, fantastic.

Good strong culture locally for the local people.

There is nothing positive about Ridding's Road. Its scruffy, noisy, and a very depressing place to live.

We often feel Emley is the forgotten village, as far as property maintenance and greenery looked after. People keep themselves to themselves and we don't get a feeling of belonging.

Multi-cultural area. Excellent neighbours.

Absolutely not in any way, shape, or form. I'm part of the LGBTQ+ community, and

I'm completely disgusted that there are no adult support services in Huddersfield, esp. for the trans / non-binary community. We don't even have pride anymore, and given our history in this town, that's pathetic

Many police incidents further down the road near the ship on Walpole Road.

Suggestions:

Would like to see lovely gardens where us disabled and old people can view and not feel isolated because of our disabilities.

Marsden is a very helpful community. I would like to do more to help in the community

Positive identity could be improved with council input, perhaps emphasising local history

Wish we could find out more about Mirfield Kirklees history heritage, so we could feel more involved. Also, would appreciate if library would have history local heritage classes/lessons

More improvement needed in this area as there is antisocial behaviour/drugs/alcoholism. May be offer more support to these people and the people their behaviour affects.

Sorry but putting younger and in same flat blocks as elderly does not work too much agro for them

Honley has turned out to be the perfect place for me to live. I have lived here nearly five years and all the friends and family agree, they love to come and walk around and visit the shops and say I could not have been in a better area. The community spirit is very good and Kirklees council etc it's a great job with the services they provide But one thing that is missed in there is no longer a toilet (I believe there used to be one) listening to visitors and friends and local especially the elderly it is needed.

Cleckheaton is rich in history, The Luddites and The Bronte's connection. Authors - no display in the Town Hall or anywhere. the Motorcycle Panther - nothing anywhere to promote the heritage. if the council are not prepared to provide the facilities there will be no community participation. There could be a community cafe where everyone would benefit.

By asking if people if they would like to take up gardening to make the place looking good and nice

Over 50's lunch club would be nice to get older people out a bit more.

Never any Christmas decoration/trees to feel like the place has engaged in spirit of Christmas

I would like to see facilities completed at Castle Hill, our best asset. More first-class orchestral concerts at the Town Hall

I feel these questions should be asked separately: Positive identity - not really - Do I feel I belong - Yes, I have lived here a long time.

Feeling Safe

How safe a place feels can affect people’s wellbeing and how they spend time there. Good design and maintenance can help make places feel safer and minimise crime and antisocial behaviour.

Overall score – 4.497

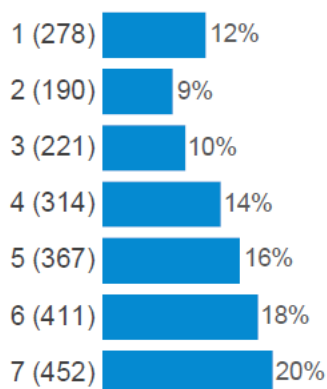
Number of comments made – 1051

Question 9a. Do I feel safe?

Do I feel safe? Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
278 (12%)	190 (9%)	221 (10%)	314 (14%)	367 (16%)	411 (18%)	452 (20%)

Do I feel safe?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Question 9b. Please share any comments you have about feeling safe

Key Issues

Although there were a notable minority of comments that stated people did feel safe, the vast majority of responses stated that most people do not feel safe in or around

KNH managed properties. The responses that stated a feeling of safety tended to include comments around feeling supported and cared for by their neighbours and community or that they lived in smaller, rural villages with Grange Moor, Marsden and Honley being mentioned specifically.

Those who have said that they don't feel safe have done so for a number of reasons. Some of the reasons were around their built environment including uneven pavements, poor lighting and speeding. Specific areas mentioned as having a problem with speeding and/or dangerous pavements are Town Street, Upper Town Street, Barnsley Road, Turnsteads, Town Terrace, Willwood Avenue, Reinwood Road, Sycamore Avenue, London Park and Laurel Batley Drive. Areas mentioned in respect of lighting are Lady Ann Road and Canby Grove.

Other responses included concerns about the quality and maintenance of their property which included concerns about the security measures in their block or on their property, fencing around their property and even one person stating that they believe the electrical wiring in their property is a hazard as well as another stating they had a problem with rats. Specific areas mentioned as needing improved security measures are Greenway and Wesley Close.

The majority of those who said they didn't feel safe gave other reasons such as anti-social behaviour, racism, crime and neighbour disputes in their area. Many people mentioned that they or their neighbours have been burgled or have had their cars broken in to, whilst others regularly mentioned that they feel intimidated by or are in a dispute with their neighbours. Specific areas mentioned as having problems with crime such as theft are Chickenley, Henley Croft, Sunbury Grove and Holmfirth. Specific areas mentioned as featuring neighbour disputes are Brooklyn Flats and Chest Bank.

Many people also mentioned that they feel intimidated by groups of young people (often men) who will often congregate near their property, that their neighbours often play loud music and there are regular arguments or fights outside their homes. Specific areas that have been quoted as having intimidating groups congregating are Sycamore/Laburnum Grove, Howden Clough, Queen Elizabeth Gardens, Charles Street and Chickenley Lane.

The most common response was in relation to drug use or drug dealing either within their block of flats, on or near their estate or in car parks meant for residents. Specific Areas mentioned as having problems with drug dealing are Grace Leather Lane, Harpe Inge, the Car Park for Wooldale Juniors, The entrance to the wood on Royds Avenue, Mount Street, Chickenley, the Car Park to Newsome High's playing fields, Edale Avenue, Thornton Lodge, Lockwood, Crosland Moor, Cross Lane Skate Park in Skelmanthorpe, Dalton, Dewsbury Bus Station and Dearne Fold. One person mentioned that the regular misuse of their car park made them fear that emergency vehicles would not be able to reach them if they were needed. However, whilst fears around knife and gun crime featured less regularly than comments about substance misuse, they were still commonly held fears. Huddersfield Town Centre was mentioned as a specific concern for knife crime.

It is also worth noting that some of the feedback included comments around nearby traveller sites making people feel less safe, specifically Skelmanthorpe football field.

A lot of responses included reference to people feeling less safe now than they have done in the past, as well as feeling less safe at night than they do in the daytime.

A commonly held view is that neither the police or the Council take action once issues are reported and this seems to contribute to people feeling unsafe as they consider the support mechanisms to be ineffectual.

The comments featured a strong desire for more lighting, CCTV and a more visible police presence. There was also overwhelming feedback that allowing young people and older people to live within the same estate or block has made people feel very unsafe.

Quotes:

“I do live in a safe village.”

“This is the benefit of living on a quiet road! Everyone knows everyone and we have a good sense of community despite being small!”

“We all look out for one another.”

“It’s a scary world we live in these days. Better street lighting.”

“It used to be a lovely, friendly area. But since the age requirement was dropped...the area deteriorated.”

“I don’t feel safe because the road where I live motorbikes/cars go too fast, too many young people walking around in gangs etc.”

“Speeding Cars on Reinwood Road and Willwood Avenue. Many complaints have been raised about this, but nothing done.”

“As I live in an upstairs flat, and my upstairs door release doesn’t work, I leave my door unlocked. Which means any would-be thieves can access my storage room.

“I’ve had incidents where people at various times of the day and night are entering the old people’s area that are not visiting. Needs to be more secure with fencing and lockable gates and even cameras.”

“I don’t feel safe walking around due to drug dealers, agitated users hanging around and moped riders riding on the pavements and nearly running you over. It makes me feel so unsafe.”

“I am still afraid after my house was burgled in broad daylight. Luckily, I was not in the house when they broke in, but they ransacked the house. The police couldn’t find the burglars.”

“A friend that lived close by was burgled at knife point ad she had to move out”

“It has been bad for drug users parking up Cross Lane skate park in Skelmanthorpe, then to receive travellers setting on the football field – swearing, fishing, doing disturb round field in vehicles – rubbish. No don’t feel safe in my home.”

“The road I live on used to be a nice place to live however it is a real shame that recent residents that have moved here (within the last 5-10 years) bring anti-social behaviour with them.”

“Needs more security such as sensor lighting and cameras. Doesn’t do enough taking people complaints seriously enough, when calling with a problem, not taken seriously enough.”

“Ok in daylight. Never go out alone after dark.”

“Need better street lighting. Need lighting for use of side door.”

“Feel like need an alarm or extra window locks. Been quite a few break ins and feel vulnerable at times. Always lock the front door.”

“Not really secure doors that don’t lock or are left open by people that are not tenants plus doors have had their day and we pay for that.”

“They smoke drugs, play loud music and last week ripped guttering of the walk. Police and Council informed but nothing done to stop them congregating.”

“No CCTV on any of the streets within the estate so there is nothing to deter antisocial behaviour.”

“We need more community policing to make people feel safe.”

Suggestions:

Talk to Tennant Associations more

Install CCTV in corridors and outside properties

Improve/install fencing and lockable gates

Increase visible police presence

Don’t mix young people and older people in the same areas

Create more neighbourhood watches

Employ night-watchmen

Develop informal ways of dealing with anti-social behaviour

Improve lighting on streets and around properties

Install intercoms with a camera facility

Moving Around

Walking and cycling are good for both our health and the environment. The design and layout of a place can encourage walking and cycling by providing pleasant and safe routes that connect people to where they want to go. Please score the following question based on your own personal experience.

Overall score – 4.595

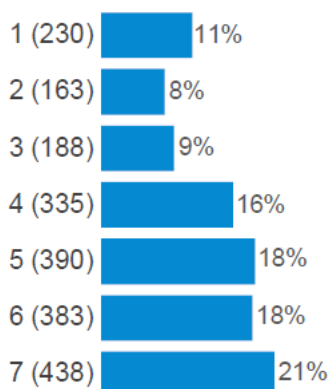
Number of comments made – 898

Q10a. Can I easily walk and cycle around using good quality routes?

Can I easily walk and cycle around using good quality routes?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
230 (11%)	163 (8%)	188 (9%)	335 (16%)	390 (18%)	383 (18%)	438 (21%)

Can I easily walk and cycle around using good quality routes?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q10b. Please share any comments you have about moving around

Key Issues:

The majority of people felt that there were good routes and that it was easy to walk or cycle around. Examples were given of access to a Greenway which they thought was good, the canal footpath, Blackmoorfoot reservoir, former railway path, circular routes, Oakwell Hall, Dewsbury Country Park, cycle tracks and good walking routes through fields, woodland, villages, and to parks and shops. Some people had access to particularly scenic routes including “lovely canal ” and routes with “marvellous views”.

Several people mentioned the Greenways positively and that there were plenty of places to walk.

However, many indicated that there was a lack of safe cycling routes with nowhere to cycle safely and that more cycle lanes were needed as roads were too busy and dangerous to use. A couple of people commented that they could not afford a bike and that bike storage was an issue.

Numerous people identified that they were elderly or had a disability. They often mentioned the hilly nature of the local area. They also identified particular barriers to moving around. The condition of pavements and pathways and maintenance requirements featured regularly: the need for more dropped kerbs for mobility scooters, no pavements or narrow pavements not leaving enough space for wheelchairs or walking frames, overgrown trees, bushes and vegetation on pavements and ginnels, uneven surfaces and the quality of the paving and need for resurfacing where uneven due to having been dug up and a shoddy repair made. Paths covered with leaves and moss from bungalow roof tops were very slippery, obstacles were left out, steps, all these prevented people from moving around easily. Lack of lighting, potholes and ill maintained roads, litter, rubbish dumping and dog poo. People also mentioned the need for more wheelchair accessible walks. A problem storing and charging a disabled scooter and the was also mentioned and the reduction in town centre disabled parking due to carpark and street closures.

Traffic, & parking were raised as barriers: pavement parking at times forcing people to step into the road was mentioned by numerous people as an issue. There was too much road traffic, dangerous drivers, speeding cars and sometimes quadbikes and bikes, and cars blocking corners. People were frightened by traffic and expressed concerns that roads were dangerous for cyclists & pedestrians due to traffic speed and volume. Safe crossing points were felt to be needed in areas such as: the bottom of Doctor Lane, Sunny Bank Road near to Crossley Lane, and near the Grove pub.

Not feeling safe was also raised several times as a barrier to people moving around. Comments related to fear of assault, feeling unsafe or intimidated due to drug dealing & taking, feeling unsafe especially in winter when dark, or on the Greenways, cycle paths being unlit or overtaken by youths. Antisocial behaviour was commented on, and parks not safe to walk in as gangs go to drink and take drugs.

Key Quotes

“The Greenway is lovely for a bike ride or walk”

“There are plenty of places here to walk. You can go in all directions and find a good route”

“I don’t cycle but my little boy does. It’s hard. Not safe. Lots of glass, cars parked on curbs and blocking footpaths, so we have to walk on the street where cars are speeding up”

“There are good routes to walk. However, there is an absence of pavements on many of the routes which can be very dangerous. Pavements on some of the walks would be a real help and could encourage more people to take walks”

“The paths are uneven for my wheelchair; bushes are overgrown onto the pavement and a lot of drop kerbs are not flush. There is too much illegal parking on pavements, and nothing is done about it.”

“Park is not safe to walk in with the dog as gangs go there to drink take drugs”

“Too much traffic and a lack of safe cycling routes”

“Would be a lot better if walkway and snickets were kept tidy”

Suggestions

Paving slabs in area can be slippery for elderly people in winter when not gritted.

There are steps to bungalows so ramps and slopes would help.

Could do with more seating so we could have a rest whilst out walking

A riverside connection to Huddersfield would be good it's all about cars at the moment

No cycling routes in my area. Also, Kilner Bank needs the walkways sorting out – maybe a community activity.

Windsor Road should have a cycle Lane

Cycling needs physical separation from motor traffic to really take off. Need to see painted cycle routes in town centres connected to routes between towns and housing areas. Cycle lanes on roads useless due to parked cars.

Too many cars parked and on corner of streets. Should have one way and speed bumps on Hollins Terrace. Too many cars speeding up and down the road.

Road from Moorhill Rd onto New Hey Road is dangerous – needs something as traffic builds up due to Sainsbury's especially at busy times (7-9/4-6) Could introduce traffic lights/roundabout/change road markings?

Would benefit from another crossing by Grove pub so we can access a safer route top shop and town

A very narrow passageway onto Wormald Street which is overgrown, unlit and dangerous and needs to be improved

Litter on the pathway leading to Bradley Boulevard. Lots of dumped old clothes
There could be more bins or Council road cleaners or heavy fines for people who don't clean up after their pets.

More needs to be done about the upkeep of hedges, pathways and pavements There are some that are a danger to disabled people.

Many public pathways & snickets etc are poorly maintained overgrown or unpassable such as: Hostingley Lane, the Common (Thornhill), from Scholes Moor Road onto Moorlands, and Syke Grove. The footpaths e.g. in Reinwood Road are uneven and often dangerous. The Ginnel at the side of Batley Mill is overgrown & needs regular maintenance

Not enough footpaths next to main roads

Potholes – Croftlands & Whitcliffe Road Cleckheaton

More cycle paths and good quality walking routes with good signpost.

More needed for disabled people. Many people due to age or disability had trouble moving around. Improving the condition of paths and making dropped kerbs would be helpful. More toilets needed.

The need for good signposting, including lesser known paths was mentioned and that some people have difficulty following arrows.

He takes his children and walks for miles in the woods looking for elf houses that the community leave about in the trees...

Footpaths and roadways need attention

I think they could make a walkway round the park, like the one in Saville Town. This would be helpful as Thornhill is hilly. Older people would walk round a pavement in the park.

From Bristfield Road (Kirklees Way) to Albion Road (Flatt Top Pub) from Flat Top Pub to Dead Man's Lane the footpaths need urgent work doing for walkers and cyclists. Also, the footpath from Edge view to the post office, trees are overgrown and vegetation needs cutting back. Thankyou.

Focus less on cycling and more on providing parking spaces for these disabled persons who need a blue badge. Unless I am up at crack of dawn to try and get a space near the Town Hall, I cannot now get to town...

Paths are overgrown or even blocked in places e.g. Kirklees Way through Bradley/Fixby Bluebell Wood. Whole trees fallen across path in two places.

Maintaining the vegetation/overgrowth around snickets on the estate is absolutely crucial to families being able to negotiate their way.

It would be great to open up more Greenway routes as walkers can benefit as well and safe for kiddies

Lots of young Ash trees growing at top of Kennel Bank. They should be taken out. The Council has fenced them in. They will cause problems later.

Filthy rubbish, dog muck and left food mainly from Frankie's Diner

The pathway from Butts Hill to Nibshaw Lane is now a dumping ground. You cannot walk here for tipping. Trees overgrown

After the grass has been cut by the Council the grass cuttings are left on the paving path, which when wet are very slippery.

Public Transport

Access to an affordable, reliable and well-connected public transport service is important for communities in any place. Good public transport allows people to get around in a sustainable way which in turn is good for the environment. Please score the following question based on your own personal experience.

Overall score – 4.960

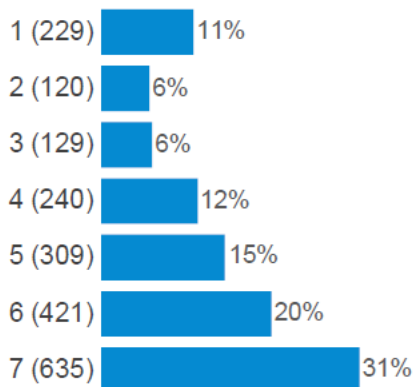
Number of comments made – 1001

Q11a. Does public transport meet my needs?

Does public transport meet my needs?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
229 (11%)	120 (6%)	129 (6%)	240 (12%)	309 (15%)	421 (20%)	635 (30%)

Does public transport meet my needs?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q11b. Please share any comments you have about public transport

Key Issues:

Respondents provided a mix of both positive and negative feedback about public transport, with the vast majority referring to buses rather than rail.

Many felt that public transport, particularly buses, is well connected between their homes and Kirklees town centres: *'excellent minibus service around the housing estate'*, with those that noted they live close to a bus stop being generally happy with the service. Others noted they were able to travel to destinations such as Bradford and York fairly easily. Some mentioned valuing their free bus pass, being able to access regular services, and travel sustainably. There was also some praise received for helpful and knowledgeable bus drivers.

Some respondents pointed out they had no issues regarding public transport, mainly because they don't use it (often having their own car, but also biking, walking or using mobility scooters) so have no opinion, or in some cases because they are satisfied with the existing service: "Spot on. Every 10 minutes Cleckheaton to Dewsbury."

Some were generally accepting that while they can't get everywhere using public transport and it has its limitations, taking everything into account a reasonable enough service is provided.

Where respondents chose to comment about concerns and issues, these mainly related to bus services and cost, frequency, and reliability. Few comments were received about trains though there was mention of poor rail connection for those based around Holmfirth, and issues accessing Mirfield station.

Many felt that bus frequency was an issue, often stating that one bus per hour isn't enough, meaning people struggle to get to medical appointments: "due to continuing cuts. it's getting more and more difficult to plan journeys" or fit using public transport around existing commitments like school drop offs and have to take taxis or rely on

family to drive them instead. Lack of buses in the evening and at weekends was an issue for some respondents: “If you work late. it’s dark and lonely to walk.”

Some felt that routes and service frequency have reduced over recent years – ‘Since service 262 was withdrawn from Dewsbury, I can get to Scarborough quicker than visit friends on Kirkheaton.’ The wider impact on towns was mentioned: “The last 2-3 years [public transport] has deteriorated immensely. I really feel as though Mirfield has become a ghost town and just forgotten about.”

Generally comments gave a sense of a shrinking public transport infrastructure rather than an expanding or improving one, with one comment explaining that “Getting to town is okay, but all the “cross” routes that used to exist, so you could get from Almondbury to Newsome don’t seem to exist anymore.”

In some cases, dissatisfaction with bus services may be linked to changes during the pandemic, as bus companies have had to change or temporarily reduce services. Frequently changing timetables were noted as an issue particularly in terms of causing confusion to elderly users.

A small minority felt that buses in their area were too frequent and should be reduced, as they sometimes run empty or at the same time as other buses, increasing pollution and congestion.

Regarding the cost of public transport, it was frequently noted that fares are too expensive and rising disproportionately: “increased 4 times in 3 years,” “wouldn’t consider the bus or train to offer value for money”, “far too expensive at £2.30 for a mile”. Some compared the cost of local bus fares to that of other Yorkshire areas and felt it is cheaper to travel elsewhere, or that it’s cheaper for a family to get a taxi than a bus. A few commented that contactless payments were a barrier for those without contactless technology.

Some provided feedback on specific bus routes e.g. that the 308 is over capacity; there are no buses from Dewsbury to Halifax; their bus runs late or doesn’t turn up; services are less reliable at the weekend etc. Some bus companies received more positive feedback than others though this will be linked to which service a respondent regularly uses.

Safety concerns were highlighted: “half of drivers drive like idiots”, with some focusing on the impact of the pandemic on their current travel: “people are frightened to use it”. Comments were made on generally poor levels of cleanliness, and that buses are sometimes in poor condition, too slow, too noisy, and prone to breaking down – with one respondent stating in the past three years they have been a passenger on one bus that had caught fire, and another where the engine blew up.

It was mainly felt that the service provided by bus companies during the pandemic has been disappointing; with a lack of consideration for the transport needs of NHS and other essential workers, and a reduced service impacting on those that still need to travel.

Some noted that they felt unable to use public transport due to a disability, directly or indirectly, e.g. visually impaired so cannot cross the road to get on/off the bus, or not mobile enough to walk as far as the bus stop. One respondent explained that as they feel unable to cross Wakefield Road, they have to take a longer route, catching a bus to Wakefield and then back to Huddersfield.

A lack of shelters at some stops was raised here, and also that wheelchair users may not be let on if the chair-friendly space is already occupied by another wheelchair user, or they may be unable to access the bus if the stop isn't wheelchair friendly.

Quotes:

“The small bus that comes in the estate is the best”

“Buses only have a small amount of space for wheelchairs and if the space is taken, I'm refused access”

“Fabulous bus service as I live on the main road going up to local hospital”

“It's too expensive and unhygienic even with masks”

“Transport is essential for people who can't get around due to disability or don't have a car”

“needs to be better deals/discounts as the cost of public transport quite often so high that I cannot afford to take my children places”

“Public transport meets my needs”

“Standards have been low for many years”

Suggestions:

Campaign to reduce ticket prices

Support nationalisation of bus services

Increase number of buses running in the evenings

Consistent service at bus stops e.g. shelters at all – Close Hill in Newsome

Provide an access bus

Provide other modes of public transport e.g. rickshaws

More information for bus passengers to help them know the area and when to get off the bus

Increase parking restrictions (e.g. park on one side of the road only) to make it easier for buses to get through

Stop people eating on buses

Need to be cleaned more frequently

CCTV on every bus

A small hop on bus to village centre from Hilltop or Wilberlee

More offers/discounts for families

Repair broken bus stop monitors

Traffic and Parking

Places that are dominated by traffic and parked cars can have a negative impact on our daily lives. Appropriate arrangements for traffic and parking that allow people to move around safely can help people to get the most out of a place. Please score the following question based on your own personal experience.

Overall score – 4.036

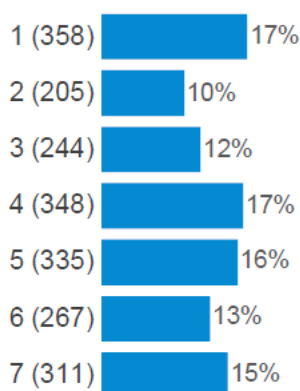
Number of comments made – 1139

Q12a Do traffic and parking arrangements allow people to move around safely and meet the community's needs?

Do traffic and parking arrangements allow people to move around safely and meet the community's needs?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
358 (17%)	205 (10%)	244 (12%)	348 (17%)	335 (16%)	267 (13%)	311 (15%)

Do traffic and parking arrangements allow people to move around safely and meet the community's needs?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q12b Please share any comments you have about traffic and parking

Many of the respondents were unhappy with traffic and parking in their neighbourhood.

This quote below sums up many of the negative issues and problems around parking:
 “The parking in our street is a joke”

There were some positive comments about traffic and parking including:
 “I think parking in Cleckheaton is excellent and that it is free and there is enough of it”,
 “Always find somewhere to park” and “A parking area is provided for this area”

The majority of responses stated that car owners didn't have a space or a driveway to park their car and residents who owned more than one car per family cause problems and hazards for pedestrians as cars are being parked on the kerb or pavement.

Pedestrians are not able to use their pram or scooter on the pavement and have to walk on the road with prams and children, this makes them feel unsafe and uneasy. There were many reports of cars being parked on pavements.

The comments featured a strong desire for more parking on estates so residents could park their cars safely and near to where they live.

“Some tenants have 3 cars which means we cannot park outside our house and even more we have to pay annual parking permit”

Another issue for many residents was cars parked on either side of the road which causes congestion. There was concern by many residents that emergency vehicles would not be able to pass and buses often struggled to get through due to parked cars.

“Due to having to go out in my wheelchair I often find I have to go into the road due to cars parked on the pavement, this puts me at risk and as such makes me not want to go out”

“Cars are always on the path which means you have to walk on the road”

“When the baths in Scisset is open, the carpark is not big enough, so people are parking on pavements and in front of other people’s drives, car parking space is needed at Scisset Baths”

Respondents stated that they found parking charges were expensive and reported that there was not enough parking for those living with a disability.

“Parking is poor and very expensive given towns in the same authority are cheaper. Kirklees have killed off business due to overpriced parking”

“Not enough parking in Kirklees and Holmfirth and is overpriced”

“Parking is an issue In Lindley even in the zone areas”

There was frustration from residents regarding the reporting of parking issues and nothing being done, including that the number of wardens being too low to monitor areas, suggesting that in areas where residents require permit they are not worth having if they are not going to be monitored.

“I live in a permit only area, not enough presence by enforcement officers and a constant number of vehicles parking unlawfully, you ring up and nothing seems to be done”

“Permit parking in Rawthorpe is not extensive enough and not policed or totally observed”

Many reports from respondents that lived near a school area expressed the serious parking issues around school drop off and pick up times, causing a lot of issues for residents nearby.

“I live at the side of Mill Lane School and when dropping off and picking up off children the area becomes almost grid locked- people parking in people’s property and residents parking bays”

There were also many reports of people parking in spaces which are marked for residents only, so even though there is space for residents this is used by non-residents.

Speeding

There were also many responses regarding reports of speeding in built-up areas which made residents feel unsafe. There were suggestions that more speed bumps were needed although some responses reported that in some areas that didn't stop them either.

"Far too much on speeding on Coppice Drive"

"Speeding up and down Newsome Road South mainly by non-residents"

"Idiots driving at ridiculous speeds along Chinewood Avenue"

"Make Princess Street one way and calming measures"

Potholes

There were also a few reports on potholes on the roads and how dangerous they are for drivers. This includes potholes not being filled as quickly and becoming a bigger problem because they have taken too long to be repaired.

Suggestions

Parking needs improving, with off road parking making streets safer.

Need better parking by reducing the amount of grass and making parking space

Needs more short stay parking in Holmfirth

Move Traffic Wardens out of town centres and send to other areas where there are car parking issues

Parking should be free in Dewsbury like in Batley

Dropped kerbs should be installed so where there is space, gardens or space outside the property can be used to park

Free/affordable parking in Town Centres which would encourage people to come and shop

Put up clamping notices so people are deterred to park where they shouldn't

Make people who have garages use them for parking and not storing items

Make narrow busy streets one way to solve congestion of traffic coming both ways

Facilities and Amenities

Facilities and amenities are the things that we need to live and enjoy life; this can include local shops, schools, nurseries, libraries, GPs and places to eat, drink and meet friends. As lockdown measures are relaxed, access to good quality facilities and amenities will be important in supporting people to lead healthy, fulfilling lives. Thinking ahead, please score the following question based on your own personal experience.

Overall score – 4.817

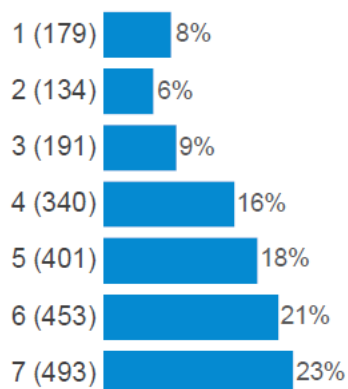
Number of comments made – 793

Q13a. Do facilities and amenities meet my needs?

Do facilities and amenities meet my needs?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
179 (8%)	134 (6%)	191 (9%)	340 (16%)	401 (18%)	453 (21%)	493 (23%)

Do facilities and amenities meet my needs?

Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q13b. Please share any comments you have about facilities and amenities

Key Issues

There are dozens of positive comments from respondents to say that they feel there are adequate local facilities nearby such as shops and cafes that meet peoples' needs.

Respondents value having a local shop in close proximity to where they live, however a number of negative comments about the range of products available the higher cost compared to supermarkets. This is more of a concern where people do not have access to a car or have to rely on public transport.

A number of respondents feel that there are far too many takeaways in their communities.

Many respondents raised concerns about the lack of GP and Dentist practices in their localities and that many are oversubscribed. The ability to book appointments without significant delay is also a concern. The impact of new housing developments in some communities will exacerbate this and also on the ability to access schools locally.

Respondents value having a local shop in close proximity to where they live, however a number of negative comments about the range of products available the higher cost compared to supermarkets. This is more of a concern where people do not have access to a car or have to rely on public transport

The need for more independent local shops. Lower rents and rates to encourage new business. Several respondents felt that there are far too many takeaways in their communities. There were concerns with the increase in number of takeaways opening in certain villages/towns and the lack of variety in shops.

Being able to access independently run shops is major concern for people with disabilities. Just to make sure there are ample places wheelchair friendly this includes making local shops more wheelchair friendly.

A lack of public toilets was also a theme in a number of responses, including the closure of local toilets.

Local libraries and community centres are seen as essential facilities in communities and many respondents raised concerns about their closure in recent years. They want the Library to open regularly and would like mobile library service in areas where there are no local libraries.

In some areas the lack of parking is an issue, this includes limited parking areas near libraries/doctors' surgeries.

The response has clearly demonstrated the feeling people have for their local parks and green spaces, and how these spaces are valued by individuals, families and communities. There was a general feeling that parks need to be updated/upgraded for use by different age groups.

A number of respondents state that they would like more places to join groups and would like more local meeting venues/space, especially in areas with limited/no library service, concerned with the lack of/no youth clubs in some areas.

Need for more groups support for parents with children who have a disability/autism. Help with Childcare before and after school care including weekends for parents who work sat/sun.

Quotes

Positive

“Birstall is a lovely little village”

“Good library Good medical centre (Victoria Medical Centre)”

“Cleckheaton has a lovely town with varied shops, hairdressers, opticians, Doctors, pharmacies, dentists, supermarkets, clothing. There is a great selection of pubs to suit all budgets and restaurants of all cuisines. I think the only thing lacking is there should be public toilets. The Spenborough Gym and swimming complex will be much needed after lockdown.”

“Cleckheaton has Doctors, opticians and dentist. Library under threat. Shops and cafes are ok”

“We have many lovely places to visit in Marsden, would be nice to have a few more shops such as clothing or gift shops for tourists. Lovely cafes, library etc.”

“Plenty of shops, etc on Lindley or Marsh plus good cafes restaurants in both areas. Good access to Doctors and hospital.”

“Newsome is a really good place to live. We have Chemist, green grocers and fish shop. It's a really good place to live”

“We are so lucky here to have Drs, chemist, library, village hall and churches etc within walking distance.”

“Amenities are adequate for the area shops are reasonably close and so is GP surgery. Good local shops & GP's surgeries”

“Plenty of places to go shops pubs charity shops. Good area and facilities in Mirfield”

“There is easy access to Batley, I use the library regularly! the Batley area is looking nice new stores opening, not too bad.”

“The new swimming baths will be a real asset to this area as well as the running track and gym etc. as long as there is sufficient parking.”

“In Staincliffe we are close to facilities and parks”

“Local Shops are well provided for G.P facilities - could be more perhaps. The library and info centre nearby are an excellent resource. There are sporting facilities nearby, which although we don't use - are essential for the young in this area. The community centre in Rawthorpe higher up is excellent resource.”

“The facilities are good, and I like living here. Granby Flats where I live is in a good location.”

Negative

“Not always can we find level access into cafes and when my husband asks the shop/cafe owner if they have a portable ramp we often get “this is a building that can't be adapted for wheelchairs. But yet I can go to Edinburgh castles and access all areas!!! How can shop owners be allowed to hide behind reasonable adjustment when a portable ramp is as cheap as £150. Yet again disability comes well passed the bottom of the list.”

“As Meltham grows (new Barratt estate and other housing projects) the local GPs and Schools/nurseries must be feeling pressure. I know that it is very difficult to get a doctor's appointment. Funding should also be increased to local schools/nurseries as children are suffering with the menial budgets the schools have.”

“There are enough places to get food. Kirklees issues too many licences for fast foods.”

“When first moved here as a single parent with a one-year old child, now 14, there is no hub, library, internet place or a communal place where parents can meet other parents. Local Children centre have gone so a local hub/ library place for local people would be good”

“Could do with more local shops in Heckmondwike e.g. Greengrocers, Fish shops, shoe shops, toy shops, wouldn't need to rely on supermarkets as much”

“A dentist is needed in Ravensthorpe area as a matter of urgency”

“Not all shops will let you use their toilets if you are caught short, as there are no longer any public conveniences available. Not enough public toilets”

“Dalton needs more shops and if public transport were cheaper, I could score higher. Also, if the Dram centre and children's centre were fully utilised then that would improve things in the area.”

“GPs are overcrowded difficult to get appointments in some areas. Dentists are even worse. Overrun with takeaways and charity shops. So, I shop online.”

“NHS surgeries are run to suit the doctors and their staff not the patient's needs.”

“We used to have a few shops when I first lived up here and a community centre. Phone box post box 2 bus stands now there is only 1 bus stand for buses. Limited supplies in local shop that's only if owner decides to open up. Local estate shop isn't always open at regular times. It also attracts antisocial behaviour.”

“There is a limited number of shops in my community - we don't have a library or places to eat. Need for more local cafes in certain areas.”

“Too many schools close together traffic during school run is horrendous close to park good not too far to town accessible.”

“Heckmondwike does not have many places to sit & eat or shops.

“No amenities in Howden Clough apart from 2 local shops and a nail beauty salon a cash machine in local Cost cutter which charges £1.50p per withdrawal. Local shops are expensive.”

“Most decent shops are in Newsome village but still not many No big supermarket etc. laundry or cafe' to meet. Also pay points as some shops still shut or shut down so I take bus to town twice weekly”

“Places to eat is good but there is rubbish on roads and gardens, people should take their responsibility”

“Lost our local shop, now been turned into a HMD which is badly maintained and has turned into a place for hideaways.”

“Batley town centre is dying and needs regeneration, bring back the local butcher, greengrocer, shoe shop etc. needs toilet facilities.”

“Schools overcrowded. GP overcrowded. Nothing for teenagers to do.”

“Holmfirth use to be a place where you could get anything. Now it's full of bars drinking places you can get. You have to go elsewhere to shop. The TRA have not been able to have a place where tenants and residents can meet. Not good enough.”

“What used to be a mini market. The library is now a play school with only 3 off road parking for dropping and picking up, all staff now park on the road onto lngsway making it one lane.”

“Go into Ossett find Dewsbury dirty and unwelcoming.”

“Nobody takes pride in this estate; it is a disgrace and dirty.”

“If everything doesn't close down due to repeated robberies and soaring insurance costs, the shops and mostly ok, library is rubbish though, I can't find a GP's surgery that anyone will recommend and there doesn't seem to be anything in the local area (outside the covid support). To tackle loneliness, mental health, etc. nothing except baby groups from what I can gather. I feel like I have moved to another universe TBH”

“10 shops in the village of which of which 7 are take-aways. No Community Centre.”

“All the local towns used to be full of shops and markets. There was no need to go to the big cities unless something special was required. Nowadays the towns are full of takeaways, charity shops and hairdressers/barbers. The council do not regulate how many shops of the same type are allowed in the area.”

“Need more GP's for the village demand. No dentist until next village. Essential shops are plenty. No family venues only pubs.”

Suggestions

Reduce the number of licences granted for takeaways and focus on promoting more healthy eating establishments including cafes.

Look at ways to make independently owned shops more accessible to people with disabilities

Create more community/drop in spaces e.g. community centres and libraries for people to meet, socialise and take part in activities

Provide more mobile libraries - Reason I haven't scored a 7 is the library is pretty far away and a few years ago there used to be a mobile library on the corner?

Provide more local GP and Dental practices and chemists. GP's in the area close need to accept the residents in the local area

Provide public toilets.

No problem - toilets at Moldgreen or Waterloo. No nice open cafes with a place to meet up except the park with limited opening days.

Not enough classes available when its open for aqua & Pilates at Batley Baths. Please consider our needs it many more daytime classes we would like to attend.

More needed for older 50+ seating areas etc. in the park area. All aimed at 16 and under older people just get forgotten about.

Better parks for children that meet the needs of different age groups.

Council to regulate how many shops of the same type are allowed in the area

Work and Local Economy

Good quality work can offer important benefits through the income, activity, social networks and sense of identity and satisfaction that it can bring. This has become even clearer as a result of the Coronavirus pandemic. As lockdown measures are relaxed, we know that a thriving local economy that provide work opportunities and help create lively and attractive places where people want to spend time will be very important. Thinking ahead, please score the following question based on your own personal experience

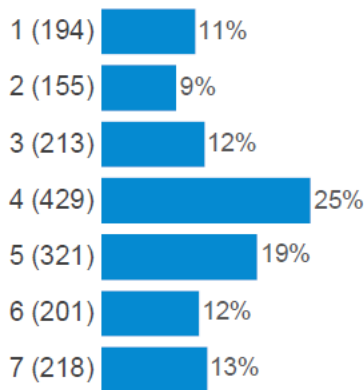
Overall score – 4.157

Number of comments made – 737

Q14a. Is there an active local economy and the opportunity to access good quality work?

Is there an active local economy and the opportunity to access good quality work?						
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.						
1	2	3	4	5	6	7
194 (11%)	155 (9%)	213 (12%)	429 (25%)	321 (19%)	201 (12%)	218 (13%)

Is there an active local economy and the opportunity to access good quality work?
Rate your local place on a scale from 1 to 7, where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement.



Q14b Please share any comments you have about work and local economy

Key Issues

A number of participants mentioned that Covid 19 and the impact it has had on the local economy: “I feel this will be worse, Huddersfield already struggling but after coronavirus I feel we may never recover”, “No work until schools go back” and “shops and pubs are all closing due to covid 19”.

A number of respondents said that theme didn’t apply to them as they were retired.: “retired and not affected” and “been retired for 20 years, Holmfirth is a community area”

There has been a few comments on not enough work for young people local this included poor contractual arrangements and quality of work: “most jobs locally are temporary or zero hours contracts” and “no work in area therefore not good for younger people”

Respondents also commented on the lack of opportunities for employment in Kirklees: “Dewsbury has no decent work”, “too many shops closing down and too many zero hours contracts”

A number of comments have been made of working outside of Kirklees and not enough suitable jobs in the area and would prefer to work locally: “I work in Brighouse as that’s where work is for me, no work locally”, “Poor Engineering opportunities” and “Major employer left, only takeaways everywhere”

There have been a few positive comments on employment and opportunities and there is enough work, Junction 27 was mentioned as an area for employment opportunities.: Junction 27 retail opportunities” and “There’s always a job if you want one”

There were some positive comments about Birstall and Batley:

“Birstall village is a lovely place to meet friends, happy place and can’t wait to go back to the shops”

“Birstall and Batley have a good local economy”

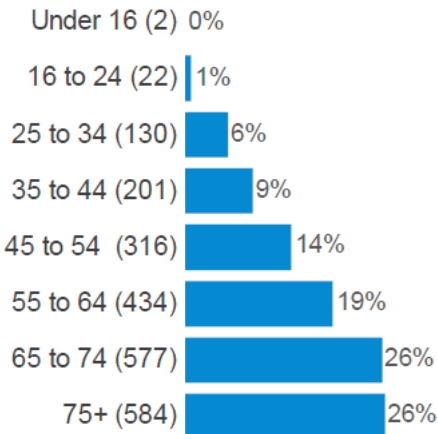
Suggestions:

- More jobs online for all ages
- Set up meetings with tenants to identify their needs
- More to be done with young ones on the estate
- The country needs employment improvement
- More apprenticeships, support people with disabilities
- Should help the homeless and people begging on streets
- A flourishing workforce can contribute immensely to the local economy

About You

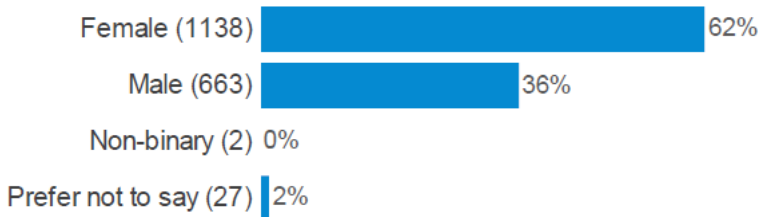
Age group:	
2 (0%)	Under 16
22 (1%)	16 to 24
130 (6%)	25 to 34
201 (9%)	35 to 44
316 (14%)	45 to 54
434 (19%)	55 to 64
577 (25%)	65 to 74
584 (26%)	75+

Age group:



Gender:	
1138 (62%)	Female
663 (36%)	Male
2 (0%)	Non-binary
27 (1%)	Prefer not to say

Gender:



Other information:	
234 (10%)	I am from a BME background (Black or minority ethnic)
1009 (42%)	I am living with a disability

Breakdown of responses by Kirklees ward

Ward	Number of Council properties	Number of responses	Percentage of responses
Almondbury	911	104	11.42
Ashbrow	1810	135	7.46
Batley East	1012	86	8.5
Batley West	997	102	10.23
Birstall and Birkenshaw	941	124	13.18
Cleckheaton	822	93	11.31
Colne Valley	440	42	9.55

Crosland Moor and Netherton	804	65	8.08
Dalton	1552	117	7.54
Denby Dale	449	70	15.59
Dewsbury East	1492	127	8.51
Dewsbury South	1431	124	8.67
Dewsbury West	1587	115	7.25
Golcar	794	66	8.31
Greenhead	432	33	7.64
Heckmondwike	657	73	11.11
Holme Valley North	600	80	13.33
Holme Valley South	409	47	11.49
Kirkburton	346	44	12.72
Lindley	683	103	15.08
Liversedge and Gomersal	1403	136	9.69
Mirfield	911	117	12.84
Newsome	1761	177	10.05
Total	22244 properties	2180 responses*	

Please note this table is based on valid postcodes only. A small number of respondents provided postcodes that were unable to be matched.

Session with Young People facilitated by Conscious Youth - Thursday 20th August 2020

The session was attended by 7 young people, 6 of whom were BAME. The majority of attendees came from the Ashbrow and Dalton Wards. The session was led by the group of young people and the feedback from the discussion categorised into the Place Standard 14 themes post session.

Homes and Community

- Difficulty in moving home. Family have been on the housing waiting list for 5 years
- Looking for a 3-bed property

Influence and Sense of Control

- Don't think decision makers listen to young people due to age
- Decision makers need to put faith in young people – their input is important
- Decision makers listen but nothing changes
- Want to speak with people who can affect change
- Dialogue is important – need to clearly state how people will be affected by changes (operating in plain sight)
- Young people want to be engaged through social media – Tik Tok, Snapchat, YouTube

- Create short films about what things that matter to them. Opportunity to give quick feedback through commenting on content
- Need to speak more as a community

Streets and Spaces

- Chestnut Street – more tree planting, new bus stop
- Make the environment better – more investment in grounds maintenance

Care and Maintenance

- Bradley is looked after and clean
- Town Estate - Pot holes in road
- Fly tipping and littering mentioned by most of the attendees
- Streetlights need fixing in order to make places feel safe

Natural Space

- Likes to make use of woodland around Brackenhall
- Town Terrace – lots of nice places to walk

Play and Recreation

- Equipment in park not suitable for older children (“baby stuff”) on town estate
- Littering is an issue around play area due to bin overflowing
- Lack of parks – broken or lack of equipment

Social Contact

- Lots of activities for young people
-

Identity and belonging – not discussed

Feeling Safe

- Chestnut Street - Drug dealing in area, scared to go out of house therefore does not leave house
- Town terrace – lots of late-night noise
- Bradley – don’t use parks due to fear of gangs/don’t feel safe. Therefore, hang around on streets

Moving around – not discussed

Public Transport

- Majority of attendees continue to use public transport and it was judged fit for purpose
- Hand sanitiser on buses

Traffic and Parking

- Speeding cars around Sheepridge

Facilities and Amenities

- Loads of shops, schools nearby and access to motorways is good

- Town terrace - lots of shops nearby
- Supermarkets and cinema local
- Bradley, plenty of shops and facilities
- No shops other than Asda (Brackenhall)

Work and Local Economy

- Discussion focussed on school with links to Coronavirus
- Need to generate local jobs
- Worried about the future
- Feel that it will take 3 years to get better
- Not getting taught properly
- Risk to families by going back to school and risk to infection
- Feel that they will have to adapt
- Feel should wait longer for things to improve before going back to school
- Year 11's should be prioritised, given more time

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Name of meeting: Cabinet
Date: 20 October 2020

Title of report: Council budget strategy update; 2021/22 and future years

Purpose of the report

To determine the Cabinet’s approach to the annual update of the Council’s Medium Term Financial Plan (MTFP). This is reported to full Council each year, and sets a framework for the development of draft spending plans for future years by officers and Cabinet.

Key decision – is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Key decision - is it in the Council's Forward Plan (key decisions and private reports)?	Key decision - Yes
The Decision - Is it eligible for “call in” by Scrutiny?	No
Date signed off by Strategic Director & name	Rachel Spencer-Henshall, 12 October 2020
Is it also signed off by the Service Director for Finance	Eamonn Croston, 12 October 2020
Is it also signed off by the Service Director – Legal, Governance & Commissioning ?	Julie Muscroft, 12 October 2020
Cabinet member portfolio - Corporate	Cllr Graham Turner

Electoral [wards](#) affected: All

Ward Councillors consulted: All

Public or private: Public

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

RESTRICTIONS ON VOTING

Members should be aware of the provisions of Section 106 of the Local Government Finance Act 1992, which applies to members where –

- (a) they are present at a meeting of the Council, the Cabinet or a Committee and at the time of the meeting an amount of Council Tax is payable by them and has remained unpaid for at least two months, and

- (b) any budget or Council Tax calculation, or recommendation or decision which might affect the making of any such calculation, is the subject of consideration at the meeting.

In these circumstances, any such members shall at the meeting and as soon as practicable after its commencement disclose the fact that Section 106 applies to them and shall not vote on any question concerning the matter in (b) above. It should be noted that such members are not debarred from speaking on these matters.

Failure to comply with these requirements constitutes a criminal offence, unless any such members can prove they did not know that Section 106 applied to them at the time of the meeting or that the matter in question was the subject of consideration at the meeting.

1. Summary

1.1 Introduction

- 1.1.1 These are unprecedented times globally, nationally and locally in the midst of the continuing impact of the COVID-19 pandemic. This report provides broad consideration of the significant challenges and uncertainties brought about by COVID-19, and as such provides relevant context to the financial planning framework set out in this report.
- 1.1.2 Complimentary to this report on the same Cabinet agenda is 'Our Council Plan', which updates and re-freshes the Corporate Plan 2018-20 for a further year. The Plan sets out how the Council will deliver against its shared outcomes in the coming years. This includes re-affirmation of the Administration's commitment to the priority outcomes outlined in last year's approved budget; outstanding children's services, tackling climate change, and investing in our place, as well as the Council's regeneration ambition over the next 10 years and beyond, underpinned as well by the Council's capital ambition.
- 1.1.3 Our Council Plan also provides relevant context regarding COVID-19 impact and future Council focus on inclusive investment.
- 1.1.4 The Cabinet is required under Financial Procedure Rules to submit to Council a provisional budget strategy update no later than October, each year, for endorsement. This year's update is presented in unprecedented circumstances.
- 1.1.5 The provisional budget strategy in this report provides a budget planning framework to consider subsequent budget proposals that will deliver a balanced revenue budget for the following financial year 2021/22 and indicative funding and spending forecasts for the following 4 years. This report also provides a framework for an updated multi-year capital plan.
- 1.1.6 Cabinet has already commenced work with the Executive Team to develop the budget for 2021/22 and beyond, and while being acutely mindful of the unprecedented context as set out in this report, the Cabinet will be looking to develop proposals that continue to build on their ambition for investment that supports Council priorities.

1.2 National Context

Background

- 1.2.1 This time last year, a one-year Spending Round (SR2019) had been announced on 4 September 2019. Government noted that the announcement at the time had been ‘fast tracked’ ahead of official Office of Budget Responsibility (OBR) independent fiscal forecasts which inform the Autumn Budget statement “...so Departments can focus on delivering Brexit”.
- 1.2.2 Government also noted its intention to deliver a multi-year Spending Review in 2020 which “...which would take into account the nature of Brexit and set out further plans for long-term reform” (HM Treasury Spending Round 2019). The current national timetable for the UK’s withdrawal from the European Customs Union and Single Market is 1 January 2021.
- 1.2.3 SR2019 reflected a change in national Government policy from the previous decade when the Chancellor at the time announced the “end of austerity”, Overall, there was an increase in £13.8 billion across Government departments for day to day spending, and £1.7 billion added to capital spending, in 2020/21.
- 1.2.4 Funding uplifts for local government included £1.5 billion for social care in 2020/21 (£500m of this from a 2% Council Tax precept), and £700m to support children with special educational needs in 2020/21. Subsequent to SR2019, Government also committed to a national ‘levelling up’ agenda.
- 1.2.5 The Government Budget announcement on 11 March 2020 included a “minded-to” Devolution Deal for West Yorkshire, unlocking an expected £1.8 billion in investment for the area. A subsequent report was presented to Council on 9 September setting out next steps to completing statutory processes which would ultimately lead to establishing a mayoral combined authority for West Yorkshire with additional functions, including a Mayoral election in May 2021. The link to this report is referenced below:

[Agenda for Cabinet on Tuesday 1st September 2020, 2.00 pm | Kirklees Council \(Item 8\)](#)

- 1.2.6 The West Yorkshire deal is intended to unlock significant long-term funding and give the region greater freedom to decide how best to meet local needs and create new opportunity for the people who live and work there. This agreement is the first step in a process of further devolution. The Government will continue to work with West Yorkshire on important areas of public service reform and infrastructure investment, to support inclusive economic growth in towns, cities and rural areas whilst tackling the climate emergency. A Government white paper on proposals for further devolution across Councils in England has been delayed to next year.
- 1.2.7 While SR2019 was welcomed by the Sector, the Local Government Association (LGA) analysis reported in March 2020 that Council local services still faced an underlying national funding gap of almost £6.5 billion by 2025, with a relevant link below for reference:

[Local services face almost £6.5 billion funding gap by 2025: New LGA analysis | Local Government Association](#)

- 1.2.8 LGA noted that a combination of rising cost pressures and unprecedented demand for services; in particular Adults and Children's Social Care, and Homelessness Support, were significant contributing factors.

Covid-19 Impact

- 1.2.9 A report to Cabinet on 21 May 2020 set out the chronology of the emergent COVID-19 virus outbreak globally, and early Government responses. For reference, the link to this report is included below:

[Agenda for Cabinet on Thursday 21st May 2020, 3.00 pm | Kirklees Council \(Item 162\)](#)

- 1.2.10 The Government Budget announcement on 11 March 2020 included measures intended to offer an unparalleled range of financial support to individuals and businesses in light of the emerging global and UK economic impact being felt from the pandemic crisis. Subsequent to this, further financial support measures were announced on 20 March, including the furloughing scheme, and by 23 March the country was under a nationwide lockdown.
- 1.2.11 This was then followed by legislation passed on 25 March 2020 by Parliament through the Emergency Coronavirus Act to give UK Government unprecedented powers to curb the coronavirus pandemic. The legislation lasts for 2 years and was recently re-affirmed in Parliament following a 6 monthly review.
- 1.2.12 COVID-19 impact on Council finances has been extensively reported nationally. Government has implemented a range of measures to mitigate the impact of COVID-19, including a clear directive to Councils to spend whatever it takes in priority areas, and to fully compensate Councils accordingly.
- 1.2.13 Councils nationally, and Kirklees Council locally, have responded swiftly and effectively to Government's call to action and national directive, ensuring the continued provision of local essential services, including support and protection to more vulnerable residents and households, alongside Sectoral commitment to support the national effort to protect the NHS and support businesses. Sectoral measures have been undertaken in collaboration with key Partners, including health, education, 3rd sector leaders, local communities, key providers and suppliers.
- 1.2.14 To date, Government has allocated £3.7 billion COVID-19 funding to Councils nationally to help offset additional spend pressures. SIGOMA is a body which represents the interests of the 36 metropolitan authorities (including Kirklees), and 4 Unitary Authorities, and their most recent July analysis indicates a remaining forecast unfunded spend pressure of £698m across this group of authorities, once the Government funding to date has been factored in.
- 1.2.15 Government has also acknowledged the impact on in-year Council Tax and Business Rates income from the impact of COVID-19 on local tax revenues. Councils nationally are estimating significant deficits on their Collection Fund accounts as a result, which will roll forward into 2021/22. Again, the same July SIGOMA analysis suggests a forecast in-year tax income shortfall of £656m across its 40 member authorities.

- 1.2.16 Government has indicated its intention to allow Councils to spread any Collection Fund deficits rolled forward into 2021/22, across years for financial planning purposes. This is a departure from existing practice where Collection Fund surpluses or deficits rolled forward would have to be 'corrected' in the following financial year.
- 1.2.17 All Councils nationally are also submitting monthly returns to Government which identify, at an individual Council level, COVID-19 related financial pressures to date, and forecast pressures for the year.
- 1.2.18 In August 2020 Government announced a service income loss support scheme for 2020/21 only, intended to compensate Councils for up to 75% of in-year 'irrecoverable' service income losses across a range of sales, fees and charges. Councils submitted their first claims for the period April to July 2020, in early October. At this stage it is too early to know the extent to which this scheme will narrow any remaining unfunded COVID-19 pressures for the remainder of 2020/21 across all Councils.
- 1.2.19 COVID-19 financial impact forecasts Sector wide will continue to be updated monthly to Government, and at this time remain very fluid.
- 1.2.20 The global and national context to the forthcoming Spending Review (SR) 2020 has fundamentally changed in light of COVID-19 impact and is explored in more detail in the following section.

Spending Review (SR) 2020

- 1.2.21 The scale of the current challenges facing Governments at both a global and national level are immense. Nationally, the combined impact of tax revenues being significantly hit by the global economic downturn, and the cost of a range of measures to protect the NHS, the most vulnerable, businesses and jobs, have contributed to an unprecedented £2 trillion current national deficit, as at September 2020. Alongside this, national unemployment rates are currently at 4.1% as at August 2020, up from 3.9% in March 2020.
- 1.2.22 Current national economic forecasts suggest the employment rate could at least double from the current rate by the end of March 2021, notwithstanding the potential mitigating impacts of the Government furlough scheme and successor Job Support Scheme.
- 1.2.23 Other national measures of current and forecast economic performance are equally stark and volatile. For example, the KPMG UK Economic Outlook report for September 2020 includes a summary table, replicated below, which includes a relatively optimistic modelled scenario where a vaccine is approved in January 2021 and the UK agrees a deal with the EU:

Table 1: KPMG forecasts

(Scenario assumes a vaccine is approved in Jan 2021 and the UK agrees a deal with the EU)

	2019	2020	2021
GDP	1.5	-10.3	8.4
Consumer spending	1.0	-12.9	8.4
Investment	0.7	-15.7	7.8
Unemployment rate	3.8	5.9	8.2
Inflation	1.8	1.0	1.1
Base interest rate	0.75	0.1	0.1

The link to the full report is reference below:

[UK Economic Outlook – September 2020: KPMG Report](#)

- 1.2.24 The KPMG Table illustrates one overriding point, even given the context of a relatively more optimistic modelled scenario ;namely the protracted timescale for any economic recovery to revert to pre-COVID-19 levels, and a minimum 3 year recovery period is not an uncommon forecast amount national commentators.
- 1.2.25 The Chancellor announced on 23 September 2020 that the planned Autumn Budget 2020 has now been put on hold until next year, given the current economic uncertainty, to enable Government to deal with the ‘here and now’ COVID-19 crisis. Alongside this challenge, Government is also continuing to make preparations for UK’s withdrawal from the EU Customs Union and Single Market on 1 January 2021.
- 1.2.26 There will still be a Spending Review (SR) 2020 as Government has to set departmental spending allocations in advance of 2021/22 financial year. The SR2020 announcement is anticipated sometime in November 2020. Current indications are that this will be a one-year funding settlement only, in light of the Chancellor’s Autumn Budget cancellation.
- 1.2.27 Government had also previously confirmed a ‘pause’ in planned local government funding reforms which had in scope the implementation of a national Council 75% Business Rates Retention Scheme and re-basing of Council funding through a National Fair Funding Review. The proposed green paper on adult social care funding has also been put on hold for now.
- 1.2.28 Government also committed, as part of the March 2020 Budget, to a more fundamental review of Business Rates, and launched a two-tranche consultation. See link below for reference:

[Business Rates Review](#)

- 1.2.29 Tranche one consultation deadline was 18 September 2020, which was of a more technical nature, including questions on Business Rates reliefs and the inflation indices or multiplier. The LGA submission to tranche 1 included a more fundamental point that:

“...the changing nature of business alongside the nature of demand pressures on councils means that we cannot look to business rates to form such a substantial part of local government funding in the future and alternative means of funding councils will be needed instead or as well as a reformed business rates system...”

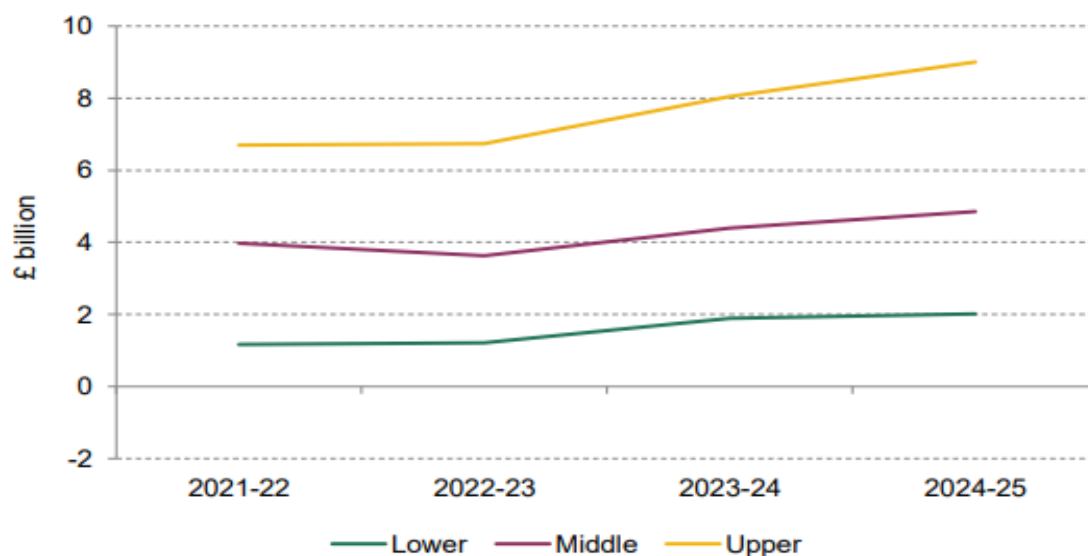
Tranche 2 consultation closing date is 31 October and includes consideration of valuation, administration of Business Rates and alternatives to Business Rates.

- 1.2.30 The deadline for stakeholders to submit their representations to Government’s 2020 Spending Review was 24 September. The LGA submission to SR2020 consultation was heavily influenced by independent analysis commissioned by the LGA from the Institute of Financial Studies (IFS), which was published on 27 September 2020. The relevant link to the IFS report is shown below for reference.

[Institute for Fiscal Studies about the future outlook for council finances](#)

- 1.2.31 Below is a summary extract from the IFS report which looks at a range of multi-year scenarios, for illustration. All three scenarios predict an underlying local government funding shortfall just to ‘standstill’, by 2024/25, of anywhere between £2 billion and £9 billion, with a mid-range scenario at £5 billion.

Figure 3.3. The projected gap between revenues and spending needs under our three scenarios, including pre-existing adult social care ‘underfunding’



- 1.2.32 The IFS scenarios also exclude any longer term impact of the COVID-19 crisis on service demand, or the impact of the crisis on future employer pension contribution costs; both of which could add further £ billions to the projected gap across all three scenarios.
- 1.2.33 Following on from SR2020, the detail of the provisional financial settlement for local government for 2021/22 is anticipated to be published in mid-December.
- 1.2.34 At the time of writing this report, there is no indication what the likely funding outcome of the forthcoming SR2020 announcement will mean for local government

for 2021/22, other than noting Government's currently stated national policy intent not to return to austerity, and to commit to a 'levelling up' agenda.

1.3 Local Context

Background

1.3.1 The most recent two annual Council budget rounds reflected a more fundamental shift away from the previous decade of austerity, with significant targeted revenue and capital investment within overall affordable budget plans. This investment reflected the ambition set out in the pre-existing 2018-20 Corporate Plan, which set out a vision:

"a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives."

1.3.2 The 2018-20 Corporate Plan also made reference to Councillors' changing roles, and that in representing and serving the people and places of Kirklees, Councillors' roles were growing – as community leaders at the heart of democratically elected local government.

1.3.3 To deliver this vision, the Council focus has been on achieving outcomes by working with people rather than doing to them, working with Partners, and recognising the importance of local identity and how needs differ in different places.

1.3.4 Approved budget plans over the last 2 years, whilst acknowledging the continuing financial challenges facing the Council, also included significant new revenue and capital investment; in particular in children services, adults, regeneration and corporate capacity.

1.3.5 Last year's budget round also included targeted investment to support the Administration's key priorities; outstanding children's services, tackling climate change and Investing in our places.

1.3.6 The budget plans for 2020-23 were approved by Budget Council on 12 February 2020. The link to the annual Budget Report is referenced below:

[Agenda for Council on Wednesday 12th February 2020, 5.30 pm | Kirklees Council \(Item 5\)](#)

1.3.7 Approved Council budget plans for 2020/21 delivered a balanced general fund and HRA budget, and revenue and capital investment to support the Council's ambitions and priorities. It was also underpinned by a level of revenue reserves deemed adequate to meet potential budget risks and provide sufficient organisational financial resilience and flexibility over the short to medium term.

1.3.8 They also included planned savings of £3.0m over the next 3 years, reflecting the Council's continuing commitment to deliver efficiencies in forward plans. Indicative spend and funding forecasts for the following 2 years reflected a general fund revenue budget gap of £12m in 2021/22, increasing to £22m by 2022/23.

- 1.3.9 The future year forecast budget gaps were expected to reduce in part through Government commitment to a more sustainable funding solution for social care. The forward plans also included a longer term modelled HRA 30 year business plan that was financially sustainable.
- 1.3.10 The approved budget plans also included consideration of a longer term financial planning framework for future budget rounds; 5 year revenue and 5 years plus for capital, as more relevant to the scale of ambition and longevity of the Council's forward plans and priority outcomes.

Covid-19 Impact

- 1.3.11 The local impact of COVID-19 has been reported extensively to Cabinet; initially to Cabinet on 21 May 2020 (see also para 1.2.9 earlier). The report set out both Government and Kirklees Council's responses to the emerging global COVID-19 pandemic to date.
- 1.3.12 The Council's Quarter 1 financial monitoring report 2020/21 was reported to Cabinet on 1 September 2020, and at that time indicated an overall forecast general fund budget pressure of £7.7m against a net general fund revenue budget of £305.4m (equivalent to 2.5% variance). Of this, £4.6m was COVID-19 related, and £3.1m other pressures. The link to this report is referenced below:

[Agenda for Cabinet on Tuesday 1st September 2020, 2.00 pm | Kirklees Council \(Item 13\)](#)

- 1.3.13 The £4.6m COVID-19 pressures were net of the Council's £28.3m COVID-19 funding allocation received to date from Government. The Quarter 1 forecast also factored in an assumed £6.3m contribution from Government for COVID-19 related irrecoverable service income losses in-year.
- 1.3.14 Other pressures included in the Quarter 1 forecast included the unfunded element of the 2020/21 national pay award. The Council had budgeted for a 2% uplift in 2020/21. The nationally agreed uplift was 2.75%, resulting in an additional £1.4m in-year pressure. Underlying unfunded pressures on home to school transport totalled £1.7m. This pressure is on top of the additional £2.5m base budget uplift for schools transport over successive budget rounds over the past 2 years.
- 1.3.15 There are continuing pressures on High Needs spend funded from the Dedicated Schools Grant (DSG), with projected in-year spend in excess of grant available at over £7m. This will roll forward into 2021/22 on the Council balance sheet as a reserves offset, in addition to the £14.8m DSG deficit rolled forward from 2019/20; the vast majority of the 2019/20 deficit roll forward is also high needs funding shortfall related.
- 1.3.16 The Housing Revenue Account was forecasting an in-year deficit of £0.6m against an annual turnover of £91.5m (equivalent to 0.6%).
- 1.3.17 In-year tax income losses were forecast at £7.6m for Council Tax, against an income target of £190.0m (equivalent to 4%), and £2.6m in-year Business Rates losses against target income of £51.5m (equivalent to 5%). The forecast tax losses reflect the emerging economic impact of COVID-19 on businesses and households.

- 1.3.18 Subsequent to the Quarter 1 financial monitoring report, current indications as at month 5 are an overall reduction in the general fund revenue overspend forecast, by £1.7m, to £6m; mainly relating to incremental changes across a range of Directorate Portfolio activities. Overall COVID-19 pressures are largely consistent with Quarter 1 monitoring.
- 1.3.19 The Council will continue to submit monthly returns to Government on the emerging COVID-19 impact on Council finances, and the sector will continue to lobby Government to ensure it honours its commitment to fund Councils for unfunded COVID-19 pressures.
- 1.3.20 Appendix I attached sets out two high level scenarios in an update report presented by the Council's auditors, Grant Thornton, to Corporate Governance & Audit Committee on 23 September 2020. The link to the report is included below for reference :

[Agenda for Corporate Governance and Audit Committee on Wednesday 23rd September 2020, 11.00 am | Kirklees Council \(Item 9\)](#)

- 1.3.21 While the scenarios are for illustrative purposes, they encapsulate the challenges facing this and other Councils managing the 'here and now' whilst at the same time trying to second guess the scale and length of COVID-19 impacts on multi-year forward plans.

Local Economic Recovery Plan

- 1.3.22 Subsequent to the initial COVID-19 impact on Council finances report, a further report went to Cabinet on 13 July 2020, setting out the Council's Economic Recovery Plan (ERP) covering the period 2020-23, in response to the emerging impacts of the COVID-19 pandemic. The link to this report is referenced below:

[Agenda for Cabinet on Monday 13th July 2020, 3.00 pm | Kirklees Council \(Item 225\)](#)

- 1.3.23 The local Economic Recovery Plan (ERP) detailed how the Council and its key public, private and voluntary sector partners could support the economic recovery. The Kirklees ERP was developed in parallel with, and was intended to inform, the development of the West Yorkshire Recovery Plan, and involves a wider programme of consultation with the public, businesses and other key stakeholders.
- 1.3.24 The proposed Economic Recovery Fund to support the above would re-purpose existing funding allocated in the capital programme including the Property Investment Fund; Start Up and Retention Fund and reprioritisation of other capital programme commitments to support the economic recovery.
- 1.3.25 The report also identified scope to align the transfer of the Council's unspent Apprenticeship Levy funding to support private sector Apprenticeships and use of Business Rates Pool funding tied to the Employment Hub project to support recovery projects. Further, the report noted that individual interventions would need to draw on existing resource allocations, new funding streams that become available as the Government announces its plan for recovery and in the medium term through devolution.

UK Exit From EU

- 1.3.26 An update report was presented to Corporate Scrutiny Panel on 10 September 2020; “Leaving the EU - Preparations Update”, which sets out a range of national, regional and local contexts and issues. The link to this report is included below for reference:

[Agenda for Corporate Scrutiny Panel on Thursday 10th September 2020, 10.00 am | Kirklees Council \(Item 10\)](#)

- 1.3.27 The overriding context to the report was to note that Yorkshire & Humberside trades predominantly with the EU and that the scenario of ending transition without a UK/EU Free Trade Agreement represents a significant risk to the region’s trade. Other issues include the impact of COVID-19 on business confidence and preparedness, and implications for the social care market.
- 1.3.28 The next section sets out a number of key principles for the Council’s financial planning framework this budget round, taking account of the overarching and unprecedented context set out in the preceding sections above.

1.4 Financial Planning Framework for 2021/22- Key Principles

- 1.4.1 The starting point for the Council’s updated Medium Term Financial Plan (MTFP) are the existing revenue budget plans 2020 to 2023, approved at Budget Council on 12 February 2020, and updated 5 year capital plans 2020 to 2025, approved by Council on 1 September 2020 as part of the 2019/20 Financial Outturn & Rollover report.
- 1.4.2 As set out earlier at paragraph 1.3.10, the financial planning framework extends the current 3 year medium term financial plan to 5 years, and a 5 years plus capital plan.
- 1.4.3 The overarching context of COVID-19 has been set out in the preceding sections of this report. The sheer scale of the global, national and local challenges and impacts are continuing and significant, and will have structural implications for many years to come. Given the broader economic and societal uncertainties, this brings even greater ‘corridors of uncertainty’ and sensitivities with regard to spend and funding assumptions over the medium term. This creates significant challenges for any effective and meaningful financial planning over the period.
- 1.4.4 In light of the above, the financial planning framework set out here is intended to ‘buy’ the Council time, and ensure some degree of short-term stability and resilience over the next 18 months, until we get more clarity through the other side of the current COVID-19 crisis.
- 1.4.5 This approach will require the maximisation of technical accounting flexibilities available to the Council over the short to medium term. The most significant of these involves forward programming and maximising Minimum Revenue Provision (MRP) flexibilities from later years to support the MTFP over the 2020-22 period. This report also proposes to re-implement the Council’s flexible capital receipts policy to fund allowable revenue costs e.g. transformation activity, over the 2020-22 period.

- 1.4.6 In conjunction with the above, officers will continue to work with Cabinet to bring the forecast revenue overspend in 2020/21 to a break-even position by year end, as far as possible. There is however an expectation here of further COVID-19 funding from Government to support Councils unfunded COVID-19 pressures through the remainder of the current year.
- 1.4.7 The measures set out above would go a long way to enabling the Council to roll forward its existing £37m financial resilience risk reserves, £11.7m demand risk reserves and £10m general balances, into 2021/22. This will be critical to supporting the Council Chief Finance (& s151) Officer judgement on the adequacy of reserves going forward to underwrite the potential range of unbudgeted risks captured in the Council's most current corporate risk register (see also, Appendix E).
- 1.4.8 This report also makes reference to 'Our Council Plan' which is on the same Cabinet agenda. The Council Plan updates and re-freshes the existing 2018-20 Corporate Plan. It rolls forward the Administration's three key priorities from last year's budget round, and also makes reference to COVID-19 impacts; in particular with regard to inequalities, the economy, and increased focus on inclusive investment. It also provides important Council policy framework context for consideration of emerging budget proposals through the remainder of the current budget round.

Baseline Funding and Spend changes 2021/22 and future years

- 1.4.9 Existing budget plans have been reviewed, including a high level review of funding and spend assumptions. This has then been factored into re-freshed multi-year baseline funding and spend assumptions, compared to current; in particular with regard both to the continuing financial impact of COVID-19 on the Council forward plans, and current in-year intelligence regarding structural demand issues, and other technical adjustments where deemed appropriate at this stage.
- 1.4.10 These provide the basis of updated baseline target spending control totals for Cabinet to then formulate and recommend draft budget proposals for 2021/22 to deliver a balanced budget, and updated budget forecasts for future years. Cabinet recommendations will be considered at Budget Council on 10 February 2021, in accordance with the corporate budget timetable.
- 1.4.11 Subsequent to this report, funding and spend assumptions informing spending control totals will continue to be reviewed through the remainder of this budget round, in light of any further emerging local and national intelligence, and incorporated into finalised budget plans as appropriate.
- 1.4.12 Updated baseline general fund revenue budget spending plans are summarised at Table 1 below:

Table 1 – Summary General Fund - Baseline funding & spend adjustments 2021/22 and following 4 years

	21/22	22/23	23/24	24/25	25/26
	£m	£m	£m	£m	£m
Budget Gap (MTFP 20-23)	12.1	22.0	22.0	22.0	22.0
Funding Changes	10.8	10.8	1.5	(11.8)	(20.0)
Spending Changes	12.3	16.0	36.1	51.3	67.6
Updated Budget Gap before MRP flexibility	35.2	48.8	61.6	63.5	71.6
Apply MRP Flexibility to Offset Budget Gap	(22.3)	(13.7)	-	-	-
Updated Budget Gap (MTFP 21-26)	12.9	35.1	61.6	63.5	71.6
Presumed Gov't funding for Adults growth pressures	(11.0)	(22.0)	(33.0)	(44.0)	(55.0)
Expected Budget gap (MTFP 21-26)	1.9	13.1	28.6	19.5	16.6

- 1.4.13 The adjustments set out at Table 1 above indicate an updated budget gap of £12.9m in 2021/22, rising to £71.6m by 2025/26. These estimates have then been reduced through the application of an assumed £11m per annum increase in Adult Social Care funding resulting in an expected budget gap of £1.9m in 2021/22. The pattern of expected budget gaps in future years is largely a reflection of the anticipated longer term COVID-19 financial impact over the 2021-24 period
- 1.4.14 Whilst any uplift in Adult Social Care funding for growth pressures is expected to be announced as part of the Spending Review in November, the above assumption is considered reasonable at this stage based on successive annual Government Social Care funding uplifts over the past 5 years.
- 1.4.15 The inclusion of sensitivity analysis in this report (see also Section 2.16) reflects illustratively, the current challenges in budget forecasting in light of the issues set out in the earlier Sections of this report.
- 1.4.16 A detailed breakdown of Funding and Spending Plan adjustments to inform refreshed spending control totals is set out at Appendix A attached.

1.5 Housing Revenue Account (HRA)

- 1.5.1 HRA budget plans support the delivery of a high quality landlord service to 22,000 Council tenancies and 1,030 leaseholders alongside supporting the Council's strategic HRA capital investment ambitions, within a self-financed 30 year HRA business plan. The Council works closely with Kirklees Neighbourhood Housing (KNH), its partner arms length management organisation, to regularly review and update the HRA business plan (see also Section 2.18).
- 1.5.2 There is another report on this Cabinet agenda regarding the proposed transfer of KNH to the Council from 2021/22 onwards. The updated spend and funding assumptions for HRA summarised at Appendix C assume the financial impact of the proposed transfer will be broadly neutral overall.

1.6 Capital Investment

- 1.6.1 The Financial Outturn Report presented to Council on 1 September 2020 updated the capital plan budget for 2020-21 at £205.5m; subsequently re-phased and adjusted post approval to £199.1m as at Quarter 1 Financial Monitoring Report to Cabinet also on 1 September.
- 1.6.2 Officers have continued to review and re-profile the existing multi-year capital plan. This includes a further re-profiling of £59.8m (£42.6m General Fund, £17.2m HRA) from 2020/21 into future years. The table below summarises the impact of the further re-profiling exercise across years:

Table 2 – Summary of Changes

	20/21	21/22	22/23	23/24	Later years	Total
	£m	£m	£m	£m	£m	£m
Approved Budget	199.1	247.9	228.2	154.5	83.6	913.3
General Fund Re-profile	(42.6)	(23.8)	(6.1)	(21.7)	94.2	-
HRA Re-profile	(17.2)	(7.0)	(3.1)	(3.3)	30.6	-
Grant Assumptions	(5.0)	-	-	-	5.6	0.6
Refreshed Capital Plan	134.3	217.1	219.0	129.5	214.0	913.9

- 1.6.3 The re-profiled plan for 2020/21 includes the proposed re-direct of £3.15m slippage elsewhere in the capital plan as additional Council investment in the Huddersfield Southern Corridors scheme within the West Yorkshire plus Transport capital plan.
- 1.6.4 The updated Council multi-year capital plans are detailed in Appendix D and summarised in table 3 below:

Table 3 – Updated Multi-Year Capital Plans

	20/21	21/22	22/23	23/24	later years	Total
	£m	£m	£m	£m	£m	£m
General Fund:						
Achieve & Aspire	12.8	20.3	14.8	13.8	11.9	73.6
Best Start	0.7	2.7	6.1	0.5	0.0	10.0
Independent	2.4	6.4	6.8	10.2	0.2	26.0
Sustainable Economy	83.8	136.1	141.2	38.5	128.4	528.0
Well	10.7	8.3	4.3	3.7	3.6	30.6
Safe & Cohesive	0.2	0.0	0.0	0.0	0.0	0.2
Clean & Green	3.9	7.5	8.3	26.1	5.4	51.2
Efficient & Effective	2.4	2.1	2.2	1.6	2.4	10.7
General Fund	116.9	183.4	183.7	94.4	151.9	730.3
Housing Revenue Account:						
Strategic Priorities	3.7	13.1	14.3	14.4	40.4	85.9
Baseline	13.7	20.6	21.0	20.7	21.7	97.7
Housing Revenue Account	17.4	33.7	35.3	35.1	62.1	183.6
Overall Total	134.3	217.1	219.0	129.5	214.0	913.9

- 1.6.5 Existing Council capital plans include significant strategic priority spend on West Yorkshire plus Transport Schemes, investment in regeneration activity in Town Centres, Waste Management Plant and Infrastructure, Day Services Support for Vulnerable Adults and investment in Special Education Needs Schools.
- 1.6.6 The updated Council multi-year capital plans set out in this report will continue to be reviewed and re-freshed on an ongoing basis through the corporate annual reporting cycle. This will include consideration of further re-phasing and prioritisation of schemes within existing plans and any emerging new capital proposals, affordability considerations and external funding opportunities.
- 1.6.7 As an example of the latter, there are a number of current external funding bids that have been submitted by Council officers to Government/West Yorkshire Combined Authority (WYCA), for which officers are awaiting decisions on funding. This includes £11m bid to the Future High Street Fund Town Deal and £750k bid to the Town Fund for Dewsbury Town Centre.
- 1.6.8 Depending on the timing of any new capital proposals, these may feature as emerging budget proposals through the remainder of this budget round. Future capital plan updates will also consider longer term capital planning beyond the existing 5 year planning framework, although at this stage this remains a work in progress review.

2. Information required to take a decision

- 2.1 This report includes a range of supporting information set out in the following appendices:

Appendices

A	Summary general fund funding and spend control total changes 2021 to 2026
B	General Fund Reserves
C	Summary Housing Revenue Account (including reserves) 2021 to 2026
D	Summary Updated Capital Investment Plan 2020 and future years
E	Corporate Risk Register
F	Corporate Budget Timetable
G	Sensitivity analysis – key assumptions
H	Flexible Capital receipts
I	Grant Thornton – COVID-19 expenditure and income scenarios

2.2 General Fund

- 2.2.1 Appendix A represents a high level re-fresh of funding and spend control totals over the 2021 to 2026 period, informed by a range of current national, regional and local intelligence.
- 2.2.2 The following sections of this report set out in more detail the underpinning assumptions informing the updated forecasts.

Funding Assumptions

2.3 BUSINESS RATES

Business Rates Retention Scheme

- 2.3.1 In light of the current economic uncertainty, Government has confirmed a further 'pause' in the implementation of the proposed 75% national Business Rates retention scheme that was due to be implemented in April 2021, including the planned re-basing of Council funding through a National Fair Funding Review. At this stage there is no certainty as to when the 75% national scheme will be implemented and, as such, updated budget plans assume a continuation of the 50% scheme across all years.
- 2.3.2 Government has expanded existing reliefs in 2020/21 in light of the specific economic and national and local lockdown impacts of COVID-19 on specific business sectors. This includes the expansion of 100% business rate reliefs for all businesses with a rateable value of up to £51k, and for specific businesses in retail, hospitality and leisure above £51k rateable value.
- 2.3.3 For Kirklees, this equates to approximately £50m of eligible reliefs compared to only £2.5m under the original retail relief scheme. The Council's 50% share of these reliefs will be funded via s31 grant payments. It is unclear at this stage whether any of these expanded reliefs will continue and as such, updated plans assume that they will be in place for 2020/21 only.
- 2.3.4 In addition to extended reliefs as above, Government also implemented a range of targeted in-year measures to support businesses, including furloughing, and its successor Job Support Scheme. Kirklees Council also paid out in excess of £100m in COVID-19 grants over the April to September 2020 period to over 9,000 eligible business across the borough.
- 2.3.5 The underlying impact of the economic downturn will become more visible if the expanded reliefs fall out next year and businesses are no longer eligible for the additional support. It is anticipated also that the ongoing impact on local tax revenues will continue for a number of years while global, national and local economies recover. Updated budget plans assume a reduction in local share of Business Rates income of 5% in 2021/22, equating to a £3m loss in income, gradually recovering to pre-COVID-19 levels by 2024/25.
- 2.3.6 Likewise, updated budget plans include an assumed reduction in the Business Rates collection rate. At this stage it is assumed that the collection rate for 2021/22 will be 95.6%; recovering to pre-COVID-19 levels of 98.6% by 2024/25. The budgetary impact of this is £1.5m in 2021/22, reducing to £1.0m in 2022/23 and £0.5m in 2023/24.
- 2.3.7 At this stage, it is not clear what the likely national funding position will be for the local government sector from 2021/22 onwards, however it is considered reasonable that any funding settlement will recognise the unprecedented extreme financial pressures facing authorities at this time and, as a minimum, include an inflationary uplift to the overall quantum of funding available to authorities. As such, updated budget plans include a Settlement Funding Assessment uplift of 1.5% per annum for the duration of the MTFP. Actual uplifts will be confirmed after Spending Review 2020 in November.

2.4 North & West Yorkshire Business Rates Pool

- 2.4.1 Kirklees is part of the North and West Yorkshire Business Rates Pool in 2020-21. The levy gain to the Pool in 2020/21 is 50%; the remaining 50% is returned to Government. The financial model underpinning the Pool estimated a potential overall gain to the Pool in the region of £10.7m in-year. This has subsequently been adjusted downwards to £9.7m and will continue to be reviewed in light of ongoing COVID impacts on local economies impacting on member authority levy payments into the Pool.
- 2.4.2 Pool members agreed at the time of the application that any levy income would be allocated to member authorities using the approach previously used for the two predecessor pools (The Leeds City Region Pool and the North Yorkshire Pool). Kirklees share would therefore be in the region of £660k but as noted above, overall Pool levy projections remain fluid for the remainder of 2020/21.
- 2.4.3 The wider economic effects on the regional economies of the pool members presents a risk to pool funding. Government's pooling prospectus notes that the nature of the pooling arrangement is to provide a safety net at 92.5% for authorities who see significant reductions in their income from the rates reduction scheme. The Memorandum of Understanding for the Pool therefore reflects that if an authority falls into safety net the loss of income should be met by the retained levies from the other authorities.
- 2.4.4 If there is not enough in retained levies, the net loss will be shared amongst all members of the Pool (including those in safety net). Whilst monitoring will be ongoing throughout the year, the final unaudited position for the Pool will not be known until Spring 2021, when authorities will be able to finalise their own positions for the year. Current monitoring shows that all members are above their safety net positions, but given the prevailing uncertainty the position will be closely monitored.
- 2.4.5 Government has confirmed that Pool arrangements, including any new applications, for 2021/22 will have the same benefits and risks as the current 2020/21 Pools.
- 2.4.6 If the intention of existing members of the North & West Yorkshire Business Rates Pool is to either continue the current Pool into 2021/22, or cease the existing Pool, Government needs to be notified by 23 October of the Pool's intention. If existing Pool members decide alternative Pool arrangements for 2021/22, a new Pool application would need to be made to Government, also by 23 October.
- 2.4.7 The options available at this stage include i) continue as is, ii) cease the Pool, iii) revert to a Leeds City Region Pool (West Yorkshire Councils plus Harrogate & York), or iv) a West Yorkshire Pool Council Pool only.
- 2.4.8 Pool members are currently reviewing options for 2021/22 to meet the Government deadline of 23 October. It is proposed at this stage that Cabinet endorse the decision on Kirklees preferred option to be delegated to the Chief Executive and Service Director – Finance, in consultation with the Leader and Corporate Portfolio holder.

2.5 Council Tax

Referendum Principles 2021-22

- 2.5.1 Updated budget plans continue to assume an annual Council Tax uplift of 1.99% per annum over 2021/22 and subsequent years, with an assumed continuation of the referendum limit for Councils at 2% in 2021/22. It is at the discretion of Councils to decide whether or not to uplift Council Tax in 2021/22 up to 2%, without triggering a referendum. An annual Council Tax uplift of 1.99% in 2021/22 is equivalent to £3.6m.
- 2.5.2 Referendum principles do not currently apply to Parish Councils, but this area is being kept under active review by Government.
- 2.5.3 SR2019 allowed Councils with adult social care responsibilities an option to raise up to a further 2% through the Adult Social Care (ASC) Precept. It is unclear whether SR2020 will confirm the continuation of this. At this stage, officers have not incorporated this into updated baseline funding assumptions.
- 2.5.4 At Band 'A' level, an overall 1.99% uplift in 2021/22, would be equivalent to an annual uplift of £20.83; (equivalent to £0.40 per week) from £1,046.55 in 2020/21 to £1,067.38 in 2021/22 (before fire, police and parish council precepts).
- 2.5.5 At Band 'D' level, a 1.99% uplift in 2021/22 would be equivalent to an annual uplift of £31.24; (equivalent to £0.60 per week) from £1,569.82 in 2020/21 to £1,601.06 in 2021/22.

Council Tax Base

- 2.5.6 Existing budget plans assumed Council Tax Base (CTB) growth of 1,100 Band D equivalents per annum. This was largely in line with the local plan (2013 to 2031) which proposes an additional 31,000 properties over the 18 years of the plan, equating to an average of 1,730 properties each year. Based on historical trends, 1,730 properties converts to a Band D equivalent of about 1,100 for tax base purposes, due to adjustments such as Single Person Discounts, Student Exemptions and the Council Tax Reduction Scheme, noting that 81% of Kirklees domestic properties (hereditaments) are actually banded at below Band D.
- 2.5.7 Given the wider economic uncertainty at present, housing growth projections have been dampened down in the updated budget plans. Zero growth is now assumed in 2021/22; in part a re-base to reflect assumed growth slowdown in 2020/21 as well. This is then forecast to be followed by a growth of 500 Band D equivalents in 2022/23 and 1,000 Band D equivalents per annum thereafter.
- 2.5.8 COVID-19 impact has resulted in more residents experiencing a reduction in disposable income. Existing budget plans assumed approximately 23,000 working age Local Council Tax Support (LCTS) claimants in the baseline calculations, however figures at Quarter 1 showed a significant increase in claimants to 26,000; equivalent to a 13% rise. These numbers are anticipated to rise further over time as Government support for businesses reduces and unemployment rates continue to increase over the short to medium term.

- 2.5.9 Reflecting the above, updated budget plans assume 27,000 working age LCTS claimants in 2021/22 (an increase of 4,000 compared to existing plans), reducing by 1,000 per annum thereafter, and returning to the original 23,000 baseline by 2025/26. It should be noted that for every additional 1,000 LCTS claimants, there is an estimated reduction in tax base of 480 Band D equivalents; equal to approximately £750k Council Tax income loss.
- 2.5.10 Council Tax funding assumptions will continue to be reviewed through the remainder of the current budget round based on the most up to date national and local intelligence. Any further revisions will be factored in as appropriate, but noting, as with Business Rates, the relative high level of volatility and sensitivity regarding forward plan forecasts (see also section 2.16 – sensitivity analysis).

2.6 Un-ringfenced Grants

- 2.6.1 While these grants are separately identifiable, the Council can apply this funding flexibly to meet overall Council spend priorities. Future year budget forecasts largely reflect existing budget plan allocations for 2021/22.
- 2.6.2 Housing & Council Tax Administration Grant allocations are forecast to reduce year on year by about £150k. This reflects the assumed pace of Universal Credit rollout across the borough, and consequential impact on reduced grant required due to reduced volumes of Housing Benefit directly administered by the Council over the period.
- 2.6.3 The New Homes Bonus (NHB) assumption is that it will remain at the current level of £3.4m for 2021/22. There is uncertainty about what will happen to this grant in future years. At this stage, it is assumed that any reduction in NHB may be added back into the national funding pot and re-distributed back to local authorities based on need as per the refreshed formulae derived out of the eventual Fair Funding Review.
- 2.6.4 In the absence of any further intelligence, the current assumption is that the net impact of this will be neutral for Kirklees and so the 2021/22 NHB estimate has similarly been applied over future years.

2.7 Schools Funding (Dedicated Schools Grant or DSG)

- 2.7.1 The Department for Education has recently issued illustrative figures for the 2021/22 school funding round. The settlement will include funds for a minimum increase of 2% per pupil in comparison to 2020/21 individual school funding levels per pupil. The National Funding Formula (NFF) factors for 2021/22 will show an average rise of 3%.
- 2.7.2 The increasing number of local schools already fully funded by the NFF will see the full 3% average increase. Many local schools are still in receipt of cash protection via the Government's Minimum Funding Guarantee mechanism – they will see their share of the NFF increase by the average 3% but their cash protection will reduce as a consequence such that the worst overall outcome for them would be the 2% minimum increase per pupil.

- 2.7.3 Kirklees' Schools Block funding allocation for 2020/21 is £304m, The High Needs Block is £43.1m, the Early Years Block £29m and the Central Schools Services Block £2.25m. The Government has published indicative figures for 2021/22 (the final allocation figures will be confirmed in December 2020). The Schools Block is illustrated to increase by nearly £23m, although £13.6m of that is due to the Teachers' Pay Grant and Teachers Employers Contributions Grant being moved into the DSG from 2021/22.
- 2.7.4 The High Needs Block allocation will rise to £49m, £0.65m of which also reflects the transfer in of Pay and Pension grant responsibilities to the DSG. The Central Schools Services Block will be similar to its 2020-21 level. No illustrative amount has yet been provided for the 2021/22 Early Years Block of funding.
- 2.7.5 The prospects for schools funding beyond 2021/22 have yet to be announced other than the Government signalling its intention to have every school in every local authority funded by the National Funding Formula from 2022/23. Kirklees already funds schools in accordance with the NFF.

2.8 High Needs Funding Pressures

- 2.8.1 The 2020/21 Dedicated Schools Grant (DSG) High Needs funding allocation for Kirklees is £43.1m. As reported in the Corporate Financial Monitoring Report, Quarter 1 report to Cabinet on 1 September 2020, the forecast in-year pressure on High Needs spend in excess of the DSG funding allocation is £7.6m (equivalent to 17.63%). As per the updated Government guidance, this spending pressure will be transferred to Kirklees' balance sheet at year end, thereby increasing the DSG Deficit to an estimated £19.8m by 31 March 2021.
- 2.8.2 The Indicative DSG High Needs Block funding allocation for 2021/22 is £48.7m; an increase of £5.6m on the 2020/21 figure. Final allocations will be confirmed in December and will include any relevant adjustments for pupil numbers. The indicative allocation also include a revised High Needs Block National Funding Formula outcome for Kirklees of £55.2m beyond 2021/22; a further potential gain of £6.5m. It is assumed that the £6.5m increase will apply to 2022/23 (year 3 of the original CSR2019 three year settlement announcement for schools), although this has not yet been confirmed by Government.
- 2.8.3 High Needs remains an area of significant and growing pressure on Council budgets nationally and locally, and officers will continue to review and update current and future year forecasts informed by national and local intelligence. It is anticipated that medium term, growth pressures may be mitigated at least in part through other measures, with the Council currently working on the implementation of a ten point action plan with key educational partners across the district.
- 2.8.4 It is the Council's intention to engage early with the DfE, Schools Forum and other key stakeholders, using the framework of the updated operational guidance on schools funding 2020/21, to consider options to manage down the accumulated DSG deficit over time.

Spending Plan Assumptions - Base Budget Adjustments

2.9 Children's Services

- 2.9.1 Base budget adjustments include £550k per annum for continued social care inflationary pressures in years 3 to 5. This reflects a continuation of the levels of uplift built into existing budgets as part of the 2020-23 MTFP.
- 2.9.2 A further £300k base adjustment is included for Post 16 Home to School Transport in light of continuing pressures as highlighted in Quarter 1 financial monitoring report.

2.10 Adults

- 2.10.1 Existing budget plans include additional base budget resources of about £11m per annum over the 2020 to 2023 period for volume/complexity of need pressures, and provider cost pressures; the latter relating to social care external provider costs impacted on by an assumed continuation of annual national living wage uplifts in the region of 4.6% over the period. Updated budget plans include a continuation of these growth assumptions into years 3 to 5.
- 2.10.2 The above assumptions will be subject to detailed service review and challenge through the remainder of the budget round; in particular with regard to updated business intelligence informing modelled service demand scenarios, and potential mitigating service actions.

2.11 Social Care Specific Grant Funding

- 2.11.1 Updated budget plans continue to assume that a number of current specific adult social care grants will roll forward into 2021/22 baseline. These include the existing Social Care grant at £11m and the Improved Better Care Fund (iBCF) totalling £15.4m. There is also funding allocated through the Better Care Fund (BCF) pooled with Health, with the Council share about £19.5m. This (along with the iBCF) has national reporting conditions and joint health sign off agreements.
- 2.11.2 In addition to the above, updated budget plans also include further incremental increases in social care funding of £11.0m per annum over the duration of the MTFP to offset continuing and growing pressures in Adult Social Care. As noted in section 1.4 earlier, any uplift in Adult Social Care funding for growth pressures is expected to be announced as part of SR2020, however the funding assumption is considered a reasonable estimate at this stage.
- 2.11.3 Updated budget plans also assume future year inflationary uplifts on Better Care Fund of £600k per annum, consistent with 2020/21 actual funding allocations.

2.12 Economy & Infrastructure

- 2.12.1 Current year monitoring includes a continuing pressure within Environment of £1.2m relating to school's transport; in the main linked to special educational needs demand. An additional £550k was built into existing budgets in the 2020-23 MTFP

to address the ongoing pressure in this area however, as these pressures continue to rise in 2020/21, updated plans include a further £1.2m base budget adjustment.

- 2.12.2 The Council's current Private Finance Initiative (PFI) Waste Contract ends in 2022/23, and work is ongoing to review options for 2023/24 onwards. The associated fall out of the Waste PFI credit is included in updated budget plans with an additional budget requirement of £3.2m from 2023/24 onwards.
- 2.12.3 Updated budget plans include additional base budget of £600k from 2021/22 for winter maintenance, recognising the ongoing impact of climate change on this activity, where previously 'extreme weather' events were considered much less regular. It is proposed that the current Seasonal Weather reserve at £2.4m is re-directed to the COVID-19 Risk Reserve to mitigate against any specific unbudgeted cost or income pressures continuing into 2021/22 not otherwise funded by Government. Any future really severe or extreme weather events would instead be covered by the financial risk reserve.
- 2.12.4 An additional base budget of £3m has been included for 2021/22 at this stage to reflect the likelihood of continued income loss from sales, fees and charges and commercial rents as a result of COVID-19, over the medium term. This budget reduces to £2m and £1m in 2022/23 and 2023/24 respectively, in anticipation of the recovery of the local economy. As with other assumptions in this report, they are difficult to forward plan with any degree of certainty and will continue to be reviewed and updated accordingly throughout the remainder of the budget round.

2.13 Corporate Strategy, Commissioning and Public Health

- 2.13.1 Approved budget plans for 2020-23 included investment in corporate capacity; also a key recommendation of last year's LGA peer challenge report, to redress the impact of austerity on the ability of the organisation to deliver its ambition. The base budget includes a further £1m targeted investment in key areas including employee healthcare support for staff health & wellbeing, and the further strengthening of the Council's executive governance and support functions.

2.14 Central budgets

- 2.14.1 Additional base budget provision has been made for IT software application inflation at £200k, and the unfunded element of the 2020/21 pay award, at £1.4m. Future year pay awards remain at the current 2% assumption, and National Living Wage annual uplifts across social care provider contracted services of 4.6% to 2024.
- 2.14.2 Elsewhere, cash limited budgets remain for non-pay inflation, with the expectation that services manage efficiently and effectively within these inflationary constraints; in particular with regard to procurement activity.
- 2.14.3 Existing budget plans assume income inflation across fees and charges at 2% per annum, other than car parking and markets income, which assume zero uplift. Baseline income inflation assumptions have been adjusted to include 1.5% income inflation, with the exception of the exclusions above, reflecting the likely ongoing pressure on council income as result of the COVID-19 emergency. This is equivalent to an additional budget requirement of £450k per annum.

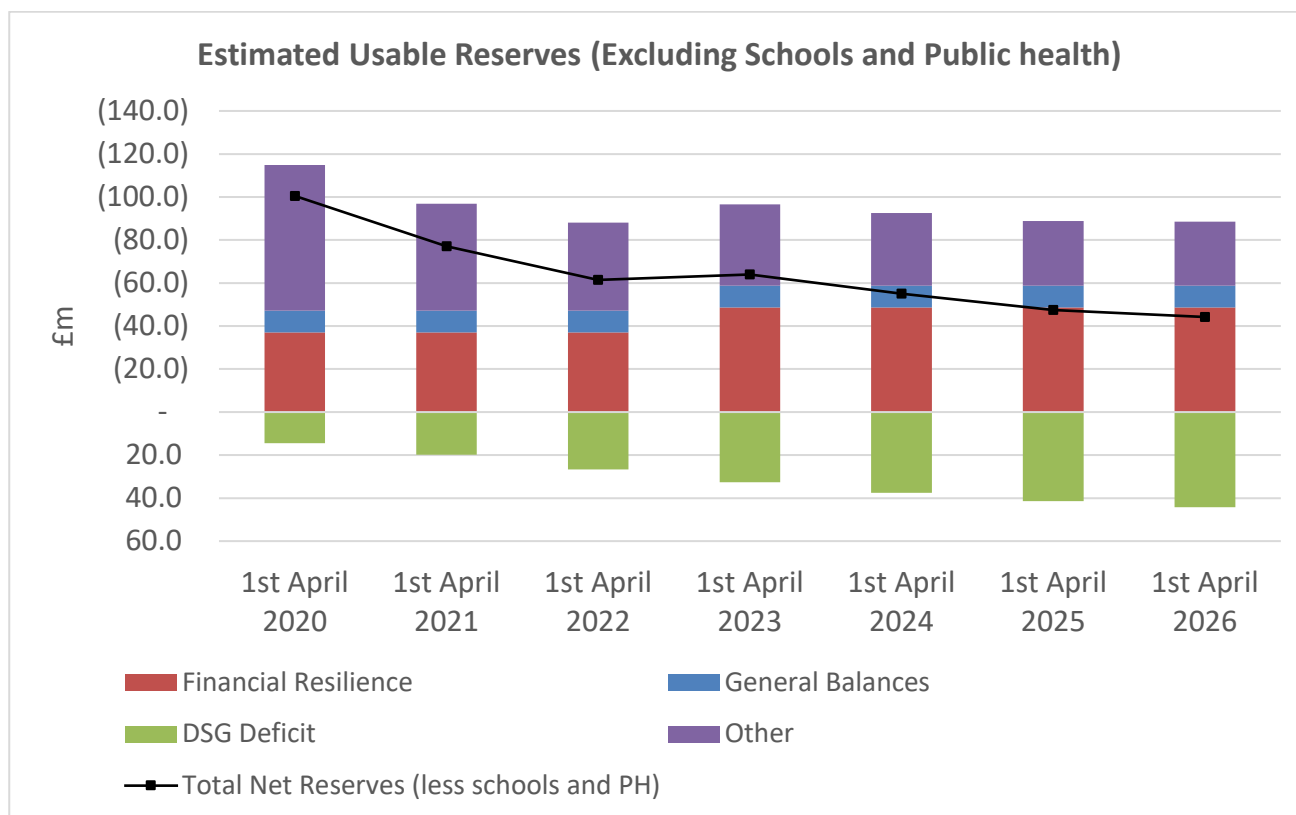
- 2.14.4 Updated budget plans also include an estimated 1% increase in employer contributions, equivalent to £1.6m, to the West Yorkshire Pension Fund for the next tri-ennial review period 2023-2026.
- 2.14.5 Existing Treasury Management budgets include provision for historic and future debt requirements, and cashflow management. Future debt requirements align to Council multi-year approved capital plan prudential borrowing requirements. In conjunction with the ongoing review of capital investment requirements (see also section 1.6), and also predicted borrowing costs over the short, medium and longer term, treasury budget forecasts will continue to be reviewed through the remainder of the current budget round. This will also take into consideration current CIPFA Prudential Borrowing Code and Government Treasury Management guidance.

Minimum Revenue Provision (MRP) flexibility

- 2.14.6 Council treasury management policy relating to minimum revenue provision (annual revenue resources set aside for repayment of debt, also known as MRP), was revised from 2017/18 onwards. This resulted in a reduced ongoing MRP requirement over the 2017 to 2027 period, effectively 'releasing' £9.1m annual base budget, intended to support organisational flexibility and financial resilience over the medium to longer term.
- 2.14.7 A revision to this re-profiling was approved at Budget Council on 13 February 2019 that increased the unwinding for 2018/19 and 2019/20 to the maximum allowable level of £13.5m. The revenue resources released from the additional unwind was prudently transferred to financial resilience reserves in both years.
- 2.14.8 Existing budget plans assumed the release of £9.1m MRP flexibility base budget per annum from 2020/21, with the majority being earmarked for transfer to a range of reserves. Given the scale of the short term and largely unprecedented financial pressures impacting on the Council for all the reasons set out in this report, updated budget plans propose that the current profile of MRP unwinding in later years is brought forward and increased to the maximum allowable level of £13.7m in 2020/21, 2021/22 and 2022/23, and £13.6m in 2023/24.
- 2.14.9 Together with the reversal of previously assumed transfers to earmarked reserves, this will release a total of £22.3m that can be applied to reduce the overall budget gap in 2021/22. This includes an additional revenue resources released in 2020/21 of £8.6m which it is proposed transfers at year end into an MTFP Support Reserve to be applied in 2021/22. The remaining £13.7m reflects the full release of the available 2021/22 MRP flexibility. Likewise, updated budget plans also assume the entire £13.7m unwind will be used in 2022/23 to support the budget position.
- 2.14.10 Based on the proposed revision to the MRP re-profiling, 2023/24 will be the final year of the MRP unwind. The updated budget plans assume that the full amount is released and used to re-plenish earmarked reserves in 2023/24, with £2m transferring to the Strategic Investment Reserve and the remainder to Financial Resilience Reserves.

2.15 General Fund Revenue Reserves

2.15.1 Updated forecast general fund revenue reserves over the 2020 to 2026 period are shown graphically below. These reserves are set out in more detail at Appendix B together with a summary explanation of each reserve held.



2.15.2 Usable reserves (excluding Schools and Public Health) on 1 April 2020 at £104.6m, equates to 35% of the 2020/21 net annual revenue budget of £302.3m; equivalent to just over 18 weeks in-year spend. For comparator purposes, the median percentage across the 36 metropolitan authorities on this particular indicator was 35% as at 31 March 2019.

2.15.3 The significance of this indicator is that it features as part of CIPFA's suite of 'financial resilience' performance indicators developed to support officers, members and other stakeholders as an independent and objective suite of indicators that measure the relative financial sustainability and resilience of Councils, given extensive and ongoing national coverage and concern about financial sustainability across the local government sector.

2.15.4 Useable Reserves are forecast to reduce to £43.9m by year end 2025/26, which equates to 15% or 8 weeks spend, based on current budgets. This is largely due to planned drawn down over the period of set aside earmarked reserves to support key strategic Council developments, including capital plan and broader regeneration delivery and Waste Management Strategy.

2.15.5 The reserves level is also impacted on by the accumulated DSG deficit which is now accounted for as a negative reserve on the Council balance sheet; illustratively forecast to be £44.3m by 1 April 2026, based on current trends forward projected.

Clearly any enhanced future year Government high needs funding would reduce the deficit over time as well.

2.15.6 Under Section 25 of the Local Government act (2003), in setting annual budgets the statutory s151 officer is required to give positive assurance statements in relation to the robustness of budget estimates and the adequacy of reserves and balances. There is no prescriptive guidance on the latter. Most recent sectoral guidance comes from a joint CIPFA/Local Authority Accounting Panel paper in 2014, which states:

- i) when reviewing their medium term financial plans and preparing their annual budgets, local authorities should consider the establishment and maintenance of reserves;*
- ii) authorities should make their own judgements on such matters taking into account all the relevant local circumstances; and*
- iii) in assessing the appropriate level of reserves, a well-managed authority will ensure that the reserves are not only adequate but are also necessary. There is a broad range within which authorities might reasonably operate depending on their particular circumstances.*

2.15.7 The updated reserves position set out in this section of the report takes into account the above guidance, but also acknowledges the heightened volatility and unpredictability in the budget risk environment within which the Council is operating both currently and over the medium term .

2.15.8 This Council faces continuing and significant financial challenges and service pressures over the medium term. At this stage, the national funding landscape beyond 2020/21 is uncertain, not least due to the broader economic uncertainty impact of COVID-19, and there is increased volatility in terms of impact from a range of risks recorded on the Council's updated corporate risk register, including the UK's withdrawal from the EU Customs Union and Single Market on 1 January 2021 (see Appendix E).

2.15.9 The Council has also set out its ambition to invest, transform and change. Financial resilience reserves remain a key element of the Council's budget strategy in terms of Council financial resilience to manage unbudgeted risks and pressures over the 2021 to 2026 period.

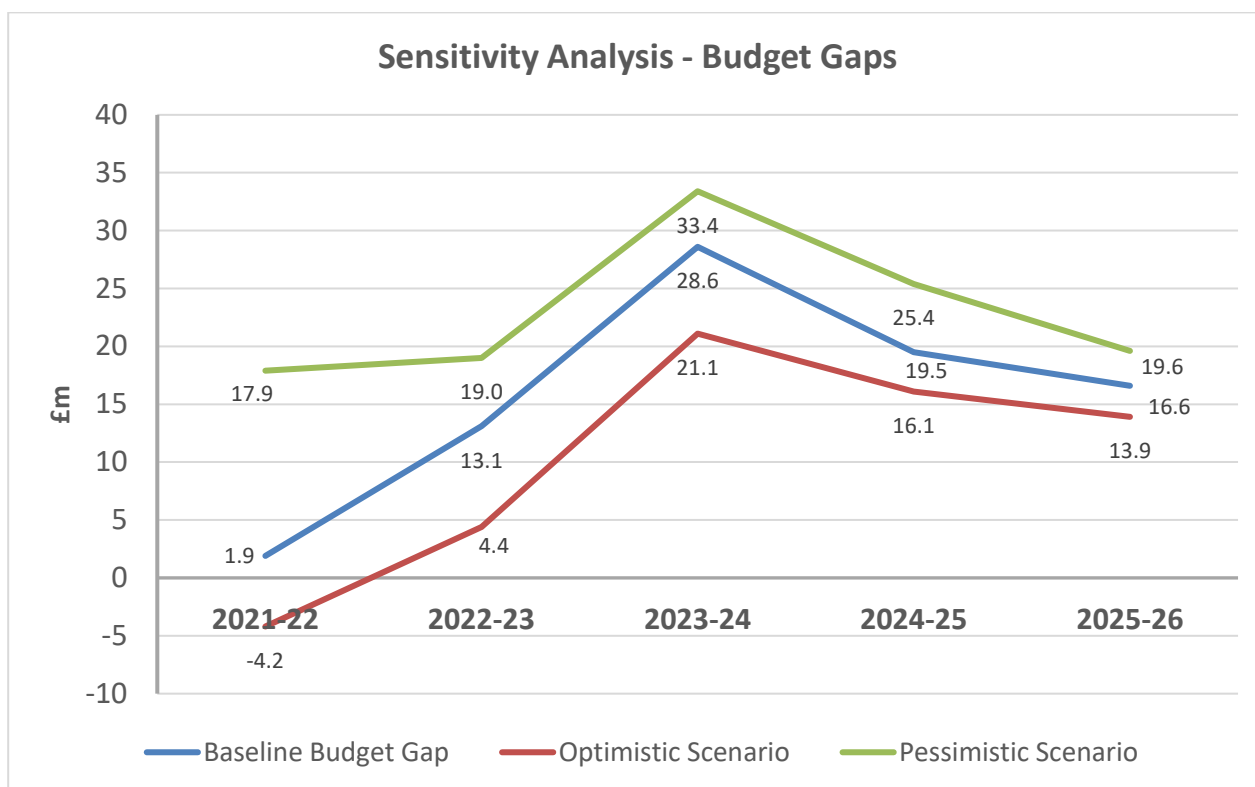
2.15.10 The following section includes some sensitivity analysis regarding updated baseline budget forecasts included in this report. The range of sensitivities reflect marginal changes to a number of key assumptions but show the extent of volatility of budget forecasts due to the potential short, medium and longer term economic implications of the COVID-19 pandemic.

2.16 Budget Forecasts – Sensitivity Analysis

2.16.1 Included at Appendix G are a range of potential sensitivities relative to baseline budget forecast assumptions as set out in this report. While these sensitivities are illustrative, and there can be different combinations, in broad terms they represent relatively minor changes to a number of key baseline budget forecast assumptions

in respect to the ongoing impact of COVID-19, and the cumulative effect of these over time.

2.16.2 The impact of these budget forecast sensitivities are summarised in the graph below.



2.16.3 Illustratively here, the forecast budget gap in 2021/22 could span a range of £22.1m; from a £4.2m surplus up to a £17.9m deficit. This reflects the uncertainty surrounding the short term effects of COVID-19 on the Council's bottom line, both in terms of Council Tax and Business Rates income and also the potential ongoing cost and income pressures within the general fund, relative to baseline assumptions.

2.16.4 The chart illustrates that the potential range of COVID-19 impacts is expected to lessen over the course of the MTFP, with the more optimistic and pessimistic scenarios returning closer to baseline over time. It should be noted however that there remains a significant number of other variables that could impact the Council's bottom line over the medium to longer term, in addition to the ones reflected above.

2.17 Flexible Capital Receipts Strategy

2.17.1 The Current flexible capital receipts strategy guidance is set out by the Ministry of Housing, Communities and Local Government (MHCLG), and applies over the 2016-22 period. The web link to current Government guidance is shown below:

[Final Guidance on flexible use of capital receipts](#)

2.17.2 MHCLG guidelines state that the flexible use of in-year capital receipts must be approved by full Council annually. The Council's current flexible capital receipts strategy is incorporated into this report, at Appendix H.

2.17.3 The proposed strategy included at Appendix H incorporates the following qualifying 'capitalisable' revenue expenditure:

- i) cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation; and
- ii) driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;

2.17.4 Appendix H sets out the Council's flexible capital receipts strategy framework. This strategy had previously been applied by the Council over the 2016-20 period. It is proposed to extend the strategy over the 2020-22 period. This will enable officers to explore opportunities to release additional revenue resources over the period that could be utilised to support the MTFP/reserves.

2.18 Housing Revenue Account (HRA)

2.18.1 The overarching context for the financial planning framework for the HRA is a sustainable, self-financed 30 year HRA business plan, which delivers the following key objectives:

- i) annual servicing of HRA debt
- ii) capital improvements and maintenance of all Council housing stock to a minimum decency standard ,
- iii) delivery of high quality and cost effective housing management and repair service, and
- iv) inclusion of funding for a number of HRA strategic capital priorities and scope to consider further investment opportunities

2.18.2 Existing HRA budget plans include significant investment in priority areas, including regulatory compliance post-Grenfell, and piloting sustainable tenancies for some of the Council's most vulnerable tenants. The overall resourcing potential for the HRA and any associated further proposals will continue to be reviewed through the remainder of this budget round.

2.18.3 Current Government policy allows for annual HRA rent uplifts over the 2020 to 2025 period up to a maximum of CPI+1%. The CPI figure is based on the September CPI rate, which will be confirmed on 21 October 2020 by the Office of National Statistics (ONS).

2.18.4 Updated baseline HRA spending and income control totals are summarised at Appendix C and at this stage assume a rent uplift of 1.5% in 2021/22 (assumed CPI at 0.5%+1%), thereafter increasing to 2%, 2.5% and 3% thereafter. The 2021/22 rent uplift assumption will be revised in light of the ONS September CPI update. For illustration, every 1% rent uplift raises about £800k additional rental income.

2.18.5 Other assumptions include Right to Buys over the 2021 to 2026 period continuing at about 200 per annum based on current trends, void level targets reducing from 1.2% to 1.1%, and annual rent and service charge bad debt provision requirement at 1.24%.

- 2.18.6 HRA revenue reserves commitments include a set aside of £4m for business risks; in particular, with regard to proposed welfare reform changes. The balance of commitments includes £1.5m working balance, and the planned build up (sinking fund) of reserves to support longer term HRA business plan capital investment requirements.
- 2.18.7 As noted earlier in this report at paragraph 1.5.2, there is another report on this Cabinet agenda regarding the proposed transfer of KNH to the Council from 2021/22 onwards. The updated spend and funding assumptions for HRA summarised at Appendix C assume the financial impact of the proposed transfer will be broadly neutral overall.

3. Implications for the Council

- 3.1 The Council's budget plans support the overall delivery of the following Council objectives and Priorities within available resources:
- i) Early Intervention and Prevention (EIP)
 - ii) Economic Resilience (ER)
 - iii) Improving Outcomes for Children
 - iv) Reducing demand of services

Financial, Legal & Other Implications

- 3.2 A robust Medium Term Financial Plan and budget strategy is a key element of financial and service planning. This will be updated in detail by Budget Council on 10 February 2021. This report sets a framework for development of draft plans by officers and Cabinet, for consideration by all Members in due course.
- 3.3 Key funding and spend assumptions factored into the MTFP update will be subject to further review, informed by most current local and national intelligence, including the outcome of SR2020 and the provisional government 2021/22 financial settlement.
- 3.4 Any further material changes to funding and spend assumptions will be considered for incorporation into the finalised annual budget report as appropriate.

RISK ASSESSMENT

- 3.5 The MTFP update is based on a range of local and national intelligence, and risk assessments underpinning current and future funding and spend assumptions, acknowledging that the extent of these are all potential risk factors to the delivery of balanced budget plans over the medium term. This is summarised at Appendix E, alongside identified management actions to mitigate the risks.

Financial Planning Framework

- 3.6 The updated budget plans set out in this report provide the planning framework for officers to bring forward proposals to Cabinet and members through the remainder of the current budget round, in order to deliver a balanced budget for 2021/22, indicative forward plan budget forecasts, and updated multi-year capital plans and associated funding.

- 3.7 The key budget timetable milestones for the remainder of this budget round are set out at Appendix F.

Budget Consultation

- 3.8 The Council's overall financial planning framework includes consideration of wider engagement and timetabling on stakeholder views on high level priorities in resource allocation. This will be timetabled for a 6 week period between November-December. Stakeholder views on emerging HRA budget proposals will be considered through the relevant Council Tenant stakeholder forums.
- 3.9 In addition, there may be a requirement for more detailed service consultations, led by the relevant services, on specific service budget proposals. These will engage service users as early as possible and target the groups most likely to be affected.
- 3.10 There is also on-going engagement with the business and voluntary and community sectors.
- 3.11 The Council has a duty, under section 149 of the Equalities Act 2010, to comply with the Public Sector Equality duty when developing budget proposals. Key decisions include accompanying evidence available to members; namely officer led integrated impact assessments, which are reviewed and updated as appropriate, including key budget proposals. Integrated impact assessments are also made available on the Council's website, in a timely manner. This purpose of the assessments is to ensure that decision makers have due regard to the Council's equalities duties on key decisions.

4. Consultees and their opinions

- 4.1 This report is based on consultation with the Council's Executive Team and Cabinet Members in assessing the current issues, risks and factors to be addressed.

5. Next Steps

- 5.1 The Council's Chief Finance Officer (& Service Director, Finance) will co-ordinate the development of draft budget proposals and options and supporting budget documentation within the budget framework and planning totals.
- 5.2 Cabinet will bring forward detailed budget proposals in the new year, for consideration at Budget Council on 10 February 2021.

6. Cabinet portfolio-holders recommendations

As with all budget updates there has to be a certain amount of assumptions made, and that is certainly the case this year. However the assumptions we have made are based on the best intelligence we have and the experience we have gained over the recent months of the current pandemic.

Of course things can and probably will change as we learn to adapt and live with the COVID-19 virus, but I have every confidence that we have the right people with the

right skills and experience to see us through the budget process, which will ensure that we continue to have a solid and sound financial strategy that enables us to continue to deliver high quality services for our residents in these unprecedented times.

We have seen that the main driving force in the fight against the virus has been local government, and I just hope that this is reflected in the financial settlement whenever it comes, we need the support of government along with sufficient finances if we are to continue to lead the fight against this pandemic.

7. Officer recommendations and reasons

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

- 7.1 note the funding and spend assumptions informing the updated budget forecasts as set out in section 2.3 to 2.15 of this report;
- 7.2 note current and forecast earmarked reserves and general balances as set out at Appendix B;
- 7.3 approve the revised Minimum Revenue Provision Policy as set out in Section 2.14 of this report;
- 7.4 approve the decision on preferred option for Business Rates Pool arrangements for 2021/22 to be delegated to the Chief Executive and Service Director – Finance, in consultation with the Leader and Corporate Portfolio holder, as per Section 2.4 of this report;
- 7.5 approve the updated multi-year capital budget plans as set out at Appendix D;
- 7.6 approve the flexible capital receipts strategy set out in Section 2.17 of this report;
- 7.7 approve the financial planning framework set out in Section 1.4 of this report;
- 7.8 note the corporate budget timetable and approach set out at Appendix F; and
- 7.9 approve the budget consultation approach and timetable set out in Section 3 of this report

The above approach allows the updated budget plans to be adjusted subsequently for major factors identified and sets the basis for officers to update draft service plans within a clear Council budget framework.

8. Contact Officer

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9. Background papers and History of Decisions

Government Spending round 2019

Government Financial Settlement 2020/21

Government Budget Announcement March 2020

Annual budget report 2020 to 2023; Budget Council 12 February 2020

COVID-19 impact on Council Finances Report to Cabinet 21 May 2020

Local Economic Recovery Plan report to Cabinet 13 July 2020

Annual Financial Outturn and Rollover Report 2019/20 to Council 1 September 2020

Financial monitoring report 2020/21; Quarter 1 to Cabinet 1 September 2020

Council Plan 2020-22 update to Cabinet 20 October 2020

UK exit from EU Corporate Scrutiny Panel update 10 September 2020

Grant Thornton Sector Update report to Corporate Governance & Audit Committee 23 September 2020

Institute of Fiscal Studies report on future outlook for Council finances, published 27 September 2020

10. Service Director responsible

Eamonn Croston, Service Director, Finance

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APPENDIX A

GENERAL FUND SUMMARY - BASELINE FUNDING AND SPEND CHANGES					
	2021-22	2022-23	2023-24	2024-25	2025-26
	£K	£K	£K	£K	£K
FUNDING					
STARTING POINT (2020-23 MTFP)	(308,506)	(313,945)	(313,945)	(313,945)	(313,945)
CHANGES					
COUNCIL TAX					
1.99% Basic Council Tax Increase	0	0	(3,944)	(8,063)	(12,362)
Impact on taxbase - housing supply	1,729	2,712	1,079	(554)	(2,187)
Impact on taxbase - increase in CTR Claimants	3,046	2,331	1,555	779	3
Council Tax Collection Rate Changes; down 0.5% yrs 1 and 2	966	993	0	0	0
	5,741	6,036	(1,310)	(7,838)	(14,546)
BUSINESS RATES RETENTION					
Continuation of 50% retention scheme all years	2,082	2,118	2,151	2,186	2,222
Reduction in Local Share - economic impact	3,040	1,615	1,642	105	106
NNDR Collection Rate - economic impact	1,518	1,055	536	0	0
Settlement Funding Assessment Uplift at 1.5% p.a.	(1,585)	(3,264)	(4,906)	(6,576)	(8,271)
	5,055	1,524	(577)	(4,285)	(5,943)
UNRINGFENCED GRANTS					
Housing Benefit Admin Grant	0	0	150	300	450
Unringfenced Grant rolled forwards	(11,800)	(7,800)	(7,800)	0	0
	(11,800)	(7,800)	(7,650)	300	450
COLLECTION FUND					
Collection fund repayment	11,800	11,000	11,000	0	0
TOTAL FUNDING CHANGES	10,796	10,760	1,463	(11,823)	(20,039)
REVISED BASELINE 2021-26	(297,710)	(303,185)	(312,482)	(325,768)	(333,984)
SPENDING					
2020/21 NET BUDGET	320,558	335,951	337,951	337,951	337,951
CHANGES					
CHILDREN					
Social Care - Inflationary Pressures	0	0	550	1,100	1,650
Schools Transport Pressure	300	300	300	300	300
CHILDREN TOTAL	300	300	850	1,400	1,950

GENERAL FUND SUMMARY - BASELINE FUNDING AND SPEND CHANGES					
	2021-22	2022-23	2023-24	2024-25	2025-26
	£K	£K	£K	£K	£K
ADULTS					
Demand - Costs	0	0	6,986	14,176	21,366
Demand - Volumes	0	0	4,164	8,324	12,484
Better Care Fund Inflation Uplift	0	0	(600)	(1,200)	(1,800)
Reverse previous Social Care funding assumptions	3,791	7,806	7,806	7,806	7,806
ADULTS TOTAL	3,791	7,806	18,356	29,106	39,856
ECONOMY AND INFRASTRUCTURE					
Seasonal Weather base budget	600	600	600	600	600
Regeneration Capacity (baseline)	0	0	250	250	250
Waste PFI credit fall out	0	0	3,200	3,200	3,200
Schools Transport Pressure	1,200	1,200	1,200	1,200	1,200
Fees and charges, sales and commercial rents	3,000	2,000	1,000	0	0
ECONOMY AND INFRASTRUCTURE TOTAL	4,800	3,800	6,250	5,250	5,250
CORPORATE STRATEGY, COMMISSIONING AND PUBLIC HEALTH					
Residual snagging issues	1,000	1,000	1,000	1,000	1,000
TOTAL CORPORATE STRATEGY, COMMISSIONING AND PUBLIC HEALTH	1,000	1,000	1,000	1,000	1,000
CENTRAL BUDGETS					
Review of Employers Superannuation Rate	0	0	1,600	1,600	1,600
Pay award (unfunded element of 20/21 award)	1,400	1,400	1,400	1,400	1,400
Income Inflation reduced to 1.5%	450	900	900	900	900
Inflation requirement yrs 3 to 5	0	0	4,550	9,100	13,650
IT Inflation - mobile and agile	230	0	0	0	0
Joint Committees Levy Uplifts	400	800	1,200	1,600	2,000
TOTAL CENTRAL	2,480	3,100	9,650	14,600	19,550
TOTAL NET BUDGET CHANGES	12,371	16,006	36,106	51,356	67,606
UPDATED NET BUDGET	332,929	351,957	374,057	389,307	405,557
BUDGET GAP BEFORE MRP FLEXIBILITY	35,219	48,772	61,575	63,539	71,573
Use of MRP Flexibility to Offset Budget Gap	(22,300)	(13,700)	0	0	0
UPDATED BUDGET GAP 2021-26 MTFP	12,919	35,072	61,575	63,539	71,573
Assumed Adult Social Care funding uplift	(11,000)	(22,000)	(33,000)	(44,000)	(55,000)
EXPECTED BUDGET GAP 2021-26 MTFP	1,919	13,072	28,575	19,539	16,573

GLOSSARY OF RESERVES

RESERVE	DESCRIPTION
School Reserves / DSG	Statutory reserves relating to both individual school balances/deficits carried forwards, and Dedicated Schools Grant (ring-fenced for schools related expenditure; surpluses/deficits carried forward).
Demand Reserve	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity.
Financial Resilience	Covers a range of potential costs highlighted in the Council's corporate risk assessment, including budget risks as set out in the sensitivity analysis within this report.
Rollover	To fund deferred spend commitments against approved rollover.
Revenue Grants	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been occurred.
Public Health	Timing issues on Public Health grant spend commitments (Public health grant is statutorily ring-fenced).
Stronger Families	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
Insurance	Mitigates against risk from increased liabilities and insurance claims.
Ward Based Activity	Set aside reflecting timing issues on ward-based activity spend commitments.
Property and Other Loans	Set aside in part against the potential risk of future loan defaults; in part to offset potential unfunded technical accounting entries on general fund revenue arising purely arising from the introduction of a new local government accounting code intended to strengthen balance sheet transparency.
Adverse Weather	Mitigates against budget risk arising from severe weather events in the District.
Strategic Investment Support	To address the scale of development costs required to support the upscaling of capital investment activity and major project activity over the MTFP.
Social Care	Set aside to cover a range of social care expenditure commitments as agreed at Cabinet, August 2018.
Mental Health	To support a number of local area-based mental health initiatives.
Business Rates	Set aside against potential backdated payments with respect to national company business rates appeals, and also to resource the Council's approved business start-up and retention policy.
Elections	Smoothing reserve to accommodate annual fluctuations in local and national election cyclical costs outside the normal base budget provision.

RESERVE	DESCRIPTION
Waste Management	To support the implementation of the Council's waste management strategy, including phased release over the MTFP to manage current PFI contract transition in light of the current Council PFI Waste Contract ending in 2022-23.
Commercialisation	To support Commercialisation opportunities including the One Venue Development Plan, to help drive investment in public and community buildings.
Place Partnership Theme	To encourage Place specific local initiatives.
COVID 19 Risk Reserve	Specific reserve set aside to cover the costs of the Council's COVID-19 response.
Other	A range of smaller reserves earmarked for specific purposes, each less than £0.6m.
General Balances	General reserve set at £10m to support general working capital and cashflow requirements.

GENERAL FUND RESERVES

APPENDIX B

General Fund Reserves	Reserves at 1 April 2020 £000	Estimated Balance 1 April 2021 £000	Estimated Balance 1 April 2022 £000	Estimated Balance 1 April 2023 £000	Estimated Balance 1 April 2024 £000	Estimated Balance 1 April 2025 £000	Estimated Balance 1 April 2026 £000
<i>Schools Reserves</i>	(9,967)	(9,967)	(9,967)	(9,967)	(9,967)	(9,967)	(9,967)
DSG	14,396	19,812	26,712	32,612	37,512	41,412	44,312
<u>Earmarked Reserves</u>							
Demand Reserve	(15,706)	(11,706)	(11,706)	(11,706)	(11,706)	(11,706)	(11,706)
Financial Resilience	(37,146)	(37,146)	(37,146)	(48,746)	(48,746)	(48,746)	(48,746)
Rollover	(656)	(320)	-	-	-	-	-
Revenue Grants	(9,095)	(7,616)	(5,616)	(3,616)	(1,616)	-	-
Public Health	(1,150)	(323)	(323)	(323)	(323)	(323)	(323)
Stronger Families	(1,011)	(1,011)	(511)	-	-	-	-
Insurance	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)
Ward Based Activity	(1,199)	(1,167)	(917)	(667)	(417)	(167)	-
Property and Other Loans	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Adverse Weather	(2,432)	-	-	-	-	-	-
Strategic Investment Support	(4,229)	(3,392)	(1,392)	(2,000)	(1,000)	-	-
Social Care	(2,196)	(2,135)	(1,635)	(1,135)	(635)	(135)	-
Mental Health	(1,400)	(1,385)	(685)	(685)	(685)	(685)	(685)
Business Rates	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Elections	(404)	(404)	(254)	-	-	-	-
Waste Management	(5,684)	(3,684)	(1,684)	(1,684)	(1,684)	(1,684)	(1,684)
Commercialisation	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Place Partnership Theme	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
COVID 19 Risk Reserve	(11,099)	(2,387)	(2,387)	(2,387)	(2,387)	(2,387)	(2,387)
Other	(7,316)	(5,113)	(4,813)	(4,513)	(4,213)	(3,913)	(3,613)
	(110,123)	(87,189)	(78,469)	(86,862)	(82,812)	(79,146)	(78,544)
General Balances	(9,998)	(9,998)	(9,998)	(9,998)	(9,998)	(9,998)	(9,998)
Grand Total	(115,692)	(87,342)	(71,722)	(74,215)	(65,265)	(57,699)	(54,197)

Reserves excluding schools and public health	(104,575)	(77,052)	(61,432)	(63,925)	(54,975)	(47,409)	(43,907)
% of 2021 net revenue budget	35%	25%	20%	21%	18%	16%	15%

Housing Revenue Account (HRA) Baseline Spend and Funding assumptions 2021-26

	21-22	22-23	23-24	24-25	25-26
	£000	£000	£000	£000	£000
Repair & Maintenance					
KNH Fee	27,016	26,895	27,170	27,580	24,659
Housing Management					
KNH Fee	19,892	20,091	19,799	20,195	20,599
Other	17,439	16,838	16,361	16,665	16,979
Sub-total	37,331	36,929	36,160	36,860	37,578
Other Expenditure					
Depreciation charge	16,456	16,536	16,718	16,997	17,277
Interest on capital debt	7,673	7,511	7,374	7,367	7,367
Bad Debt Provision	1,007	1,018	1,033	1,073	1,066
Other	291	288	287	293	298
Sub-total	25,427	25,353	25,412	25,730	26,008
Total Expenditure	89,774	89,177	88,742	90,170	88,245
Dwelling rent income	(80,585)	(81,978)	(83,751)	(87,583)	(87,700)
Government Grant	(7,912)	(7,912)	(7,912)	(7,912)	(7,912)
Other	(3,633)	(3,659)	(3,659)	(3,732)	(3,807)
Total Income	(92,130)	(93,549)	(95,322)	(99,227)	(99,419)
Net Operating Expenditure	(2,356)	(4,372)	(6,580)	(9,057)	(11,174)
Planned funding support to Capital	2,356	4,372	6,580	9,057	11,174
Balanced Budget	-	-	-	-	-

HRA Reserves Forecast

	21-22	22-23	23-24	24-25	25-26
	£000	£000	£000	£000	£000
As at 1 April	(60,162)	(45,191)	(35,900)	(25,028)	(20,883)
Interest	(172)	(138)	(108)	(85)	(54)
In-year capital funding	9,643	9,429	10,980	4,230	16,480
Earmarked - business risk	4,000				
Earmarked – working balance	1,500				
As at 31 March (capital sinking fund rolled forward)	(45,191)	(35,900)	(25,028)	(20,883)	(4,457)

Capital Plan Expenditure Summary

Capital Plan Expenditure Summary	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
General Fund:						
Aspire & Achieve	12,839	20,278	14,817	13,850	11,850	73,634
Best Start	748	2,700	6,100	450	0	9,998
Independent	2,370	6,371	6,762	10,230	260	25,993
Sustainable Economy	83,780	136,068	141,199	38,490	128,484	528,021
Well	10,648	8,347	4,344	3,647	3,595	30,581
Safe & Cohesive	185	0	0	0	0	185
Clean & Green	3,937	7,520	8,282	26,139	5,374	51,252
Efficient & Effective	2,440	2,075	2,170	1,555	2,400	10,640
General Fund Capital Plan	116,947	183,359	183,674	94,361	151,963	730,304
Housing Revenue Account:						
Independent - Strategic Priorities	3,735	13,129	14,331	14,387	40,389	85,971
Independent - Baseline	13,654	20,627	20,991	20,700	21,657	97,629
HRA Capital Plan	17,389	33,756	35,322	35,087	62,046	183,600
TOTAL EXPENDITURE	134,336	217,115	218,996	129,448	214,009	913,904

Capital Plan Funding Summary

Funding Summary	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
Direct / Earmarked Contributions to Schemes						
Capital Grants / Contributions	47,199	76,682	77,573	35,719	106,611	343,784
Earmarked Capital Receipts	3,854	6,916	11,899	11,166	18,076	51,911
Revenue Contributions (HRA)	2,911	10,566	8,914	11,320	7,069	40,780
Reserves -MRR (HRA)	11,493	13,579	16,500	12,532	31,787	85,891
Revenue Contributions (GF)	200	200	200	200	200	1,000
HRA Borrowing	0	2,833	3,000	3,333	5,000	14,166
Pooled Resources						
Non-Earmarked Capital Receipts	2,950	3,450	3,500	3,500	3,500	16,900
Corporate Prudential Borrowing	65,729	102,889	97,410	51,678	41,766	359,472
FUNDING	134,336	217,115	218,996	129,448	214,009	913,904

GENERAL FUND CAPITAL PLAN		Funding	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
ASPIRE & ACHIEVE								
Strategic Priorities								
	Alternative Provision School	B	0	350	5,149	4,250	250	9,999
	Special School - SEMHD	B	0	550	1,350	5,250	7,850	15,000
	Autistic Spectrum Disorder (ASD) School	B	0	100	2,550	350	0	3,000
	<i>District Sufficiency - SEND</i>		0	1,000	9,049	9,850	8,100	27,999
	Brambles Primary Academy	G/ B S1 06	2,684	6,460	328	0	0	9,472
	King James High School	B	1,000	4,200	50	0	0	5,250
	Almondbury Community School	B	260	15	0	0	0	275
	Netherhall Learning Campus	B	190	10	0	0	0	200
	Scissett Middle School	S1 06	30	180	0	0	0	210
	Birkby Junior Expansion	G	200	0	0	0	0	200
	Beaumont Academy	G	30	0	0	0	0	30
	Reprovision of Special School - Lydgate	B	88	0	0	0	0	88
	Future Needs for Primary/Secondary places	B	0	13	0	0	0	13
	<i>New Pupil Places in Primary/Secondary Schools</i>		4,482	10,878	378	0	0	15,738
	Dewsbury Learning Quarter	B	664	0	0	0	0	664
	Libraries & Public Buildings	B	294	2,606	1,140	0	0	4,040
	Almondbury Library	B	55	0	0	0	0	55
	Birkby Library	B	758	0	0	0	0	758
	<i>Libraries & Public Buildings</i>		1,107	2,606	1,140	0	0	4,853
	Strategic Priorities Total		6,253	14,484	10,567	9,850	8,100	49,254
	Baseline							
	Basic Need	G	508	500	500	500	500	2,508
	Capital Maintenance	G	4,263	3,200	3,000	2,800	2,600	15,863
	Capital Maintenance (Newsome High)	B	0	387	0	0	0	387
	Devolved Formula Capital	G	844	800	750	700	650	3,744
	Baseline Total		5,615	4,887	4,250	4,000	3,750	22,502

GENERAL FUND CAPITAL PLAN		Funding	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
One Off Projects								
	SEND Provision	G	500	746	0	0	0	1,246
	Commissioning option appraisals to facilitate the delivery of the outcomes of the SEN High Level review of future needs	B	350	161	0	0	0	511
	Healthy Pupils	G	80	0	0	0	0	80
	Completed Schemes	B	41	0	0	0	0	41
	One Off Projects Total		971	907	0	0	0	1,878
ASPIRE & ACHIEVE TOTAL			12,839	20,278	14,817	13,850	11,850	73,634
BEST START								
Strategic Priorities								
	Residential Children's Units	B	692	500	600	200	0	1,992
	Specialist Accommodation/Youth Services	B/ G	50	2,200	5,500	250	0	8,000
	Strategic Priorities Total		742	2,700	6,100	450	0	9,992
One Off Projects								
	DofE Cabin Contribution	B	6	0	0	0	0	6
	One Off Projects Total		6	0	0	0	0	6
	BEST START TOTAL		748	2,700	6,100	450	0	9,998
INDEPENDENT								
Strategic Priorities								
	Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy	B	10	10	10	10	10	50
	Cherry Trees	B	689	36	0	0	0	725
	Day Services Support for Vulnerable Adults	B	434	4,782	6,472	10,220	250	22,158
	Strategic Priorities Total		1,133	4,828	6,482	10,230	260	22,933
One Off Projects								
	Adults Social Care Operation	G	165	380	250	0	0	795
	Adults Social Care Operation - AT IT Consultant	G	30	60	30	0	0	120
	Highfields	B	13	0	0	0	0	13
	Wellbeing Pods - IPC funding	G	92	0	0	0	0	92
	Carefirst System Replacement	B/ R	937	1,103	0	0	0	2,040
	One Off Projects Total		1,237	1,543	280	0	0	3,060
	INDEPENDENT TOTAL		2,370	6,371	6,762	10,230	260	25,993

GENERAL FUND CAPITAL PLAN		Funding	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
SUSTAINABLE ECONOMY								
	Strategic Priorities							
	A62 - A644 (Wakefield Road) Link Road	G	520	390	4,300	1,130	62,000	68,340
	A629 Ainley Top to Huddersfield (Phase 5)	G	630	3,260	5,950	560	1,040	11,440
	A653 Leeds to Dewsbury Corridor (M2D2L)	G	400	1,450	6,710	3,620	0	12,180
	CityConnect Phase 3 Cooper Bridge	G	570	1,220	0	0	0	1,790
	CityConnect Phase 3 Huddersfield Town Centre	G	0	1,220	0	0	0	1,220
	CityConnect Phase 3 Huddersfield Town Centre	B	800	0	0	0	0	800
	Corridor Improvement Programme – A62 Smart Corridor	G	700	6,540	250	0	0	7,490
	Corridor Improvement Programme - Holmfirth Town Centre Access Plan	G	440	360	2,470	450	0	3,720
	Huddersfield Southern Corridors	G	1,554	4,920	3,270	80	70	9,894
	Huddersfield Southern Corridors - match funding	B	0	3,150	0	0	0	3,150
	Huddersfield Station Gateway Phase 1&2	G	50	100	1,350	50	8,380	9,930
	Kirklees Transport Model	G	37	0	0	0	0	37
	North Kirklees Orbital Route (NKOR)	G	40	0	0	0	0	40
	UTMC Urban Traffic Management	G	290	100	0	0	0	390
	KC1 Dews Ring Road Multi node scoot	G	59	0	0	0	0	59
	KC2 A644 Ravens to Dews Street works	G	84	0	0	0	0	84
	KC3 A652 Dews to Batley Street works	G	102	0	0	0	0	102
	Transforming Cities Fund	G	4,359	27,863	33,527	251	0	66,000
	Transforming Cities Fund	B	0	2,000	4,000	0	0	6,000
	WYTF Land Acquisition	B	628	0	0	0	0	628
	<i>West Yorkshire plus Transport Schemes</i>		11,263	52,573	61,827	6,141	71,490	203,294
	Aspirational Regeneration of Major Town Centres - Feasibility	B	241	0	0	0	0	241
	Regeneration of Strategic Town Centres - Dewsbury	B/G	2,797	2,459	7,439	0	0	12,695
	Regeneration of Strategic Town Centres - Huddersfield	B	2,278	12,280	5,470	0	0	20,028
	<i>Town Centre Action Plans</i>		5,316	14,739	12,909	0	0	32,964
	Regeneration and Greening of Smaller Towns and Villages	B	54	2,598	5,453	1,895	0	10,000

GENERAL FUND CAPITAL PLAN		Funding	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
SUSTAINABLE ECONOMY								
Strategic Priorities								
	Market Hall Multi-Storey Car Park	R	500	1,000	5,500	3,000	0	10,000
	Dewsbury Staff Move & Regeneration	B	10	250	750	3,500	3,990	8,500
	Soundspace	B/G	200	500	1,000	1,500	31,800	35,000
	<i>Additional Investment into Strategic Town Centres</i>		710	1,750	7,250	8,000	35,790	53,500
	Strategic Acquisition Fund	B	4,000	4,000	4,000	0	0	12,000
	Castle House	B*	0	2,450	0	0	0	2,450
	<i>Strategic Acquisition Fund</i>		4,000	6,450	4,000	0	0	14,450
	KSDL (HD One)	B	4,100	4,900	4,000	0	0	13,000
	Property Investment Fund	B**	7,000	13,272	3,748	0	0	24,020
	<i>Loans - Development Finance</i>		11,100	18,172	7,748	0	0	37,020
	Dewsbury Riverside	B/G	2,635	6,200	15,975	0	0	24,810
	Homes England - Accelerated Construction Programme	G	15	0	0	0	0	15
	Site Development	G	3,279	1,311	0	0	0	4,590
	Public Realm Improvements	B	457	0	0	0	0	457
	Start Up & Retention Policy Capital Grants	R	200	200	200	200	200	1,000
	Strategic Priorities Total		39,029	103,993	115,362	16,236	107,480	382,100
Baseline								
	Housing (Private)	G/R	3,621	5,410	3,584	3,584	3,584	19,783
	Highways	G/B	25,232	15,225	13,920	8,920	8,920	72,217
	Corporate Landlord Asset Investment	B	5,752	6,467	2,133	4,300	4,300	22,952
	Corporate Landlord Compliance	B	1,153	1,000	1,000	1,000	1,000	5,153
	<i>Corporate Landlord</i>		6,905	7,467	3,133	5,300	5,300	28,105
	Corporate Landlord Suitability Programme	B	80	920	1,000	1,000	1,000	4,000
	Sustainability of Huddersfield Town Hall - Conditions	B	0	150	1,500	1,750	100	3,500
	<i>Corporate Landlord Asset Strategy Review</i>		80	1,070	2,500	2,750	1,100	7,500

GENERAL FUND CAPITAL PLAN		Funding	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
SUSTAINABLE ECONOMY								
Baseline								
	Bereavement	B	570	250	100	100	400	1,420
	Vehicle Replacement Programme	B	2,834	1,250	1,250	1,250	1,250	7,834
	School Catering	B	329	200	200	200	200	1,129
	Baseline Total		39,571	30,872	24,687	22,104	20,754	137,988
One-Off Projects								
	Housing (Regeneration)	G/R	540	0	0	0	0	540
	Economic Resilience	G/R	190	0	0	0	0	190
	Strategic Asset Utilisation	B	225	0	0	0	0	225
	Leeds City Region Revolving Fund	B	1,211	0	0	0	0	1,211
	Highways (Street Lighting)	B*	2,810	1,000	1,000	0	0	4,810
	School Catering - Compliance Essential Works	B*	163	150	150	150	250	863
	Ward Based Activity	B	41	53	0	0	0	94
	One-Off Projects Total		5,180	1,203	1,150	150	250	7,933
	SUSTAINABLE ECONOMY TOTAL		83,780	136,068	141,199	38,490	128,484	528,021
WELL								
Strategic Priorities								
	Spensborough Valley Leisure Centre	B	9,000	5,567	361	0	0	14,928
	Huddersfield Leisure Centre	B	179	0	0	0	0	179
	Dewsbury Sports Centre Priorities	B	348	250	300	1,150	200	2,248
	Strategic Priorities Total		9,527	5,817	661	1,150	200	17,355
Baseline								
	KAL Self Finance Programme	B*	480	191	1,790	400	200	3,061
	Play Strategy	B/G/ S106	641	2,339	1,893	2,097	3,195	10,165
	Baseline Total		1,121	2,530	3,683	2,497	3,395	13,226
	WELL TOTAL		10,648	8,347	4,344	3,647	3,595	30,581

GENERAL FUND CAPITAL PLAN		Funding	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
SAFE AND COHESIVE								
Strategic Priorities								
Youth Offending Team	B	185	0	0	0	0	185	
Strategic Priorities Total			185	0	0	0	185	
SAFE AND COHESIVE TOTAL			185	0	0	0	185	
CLEAN AND GREEN								
Strategic Priorities								
Depot Works	B	460	25	0	0	0	485	
Garden Waste Containers and Vehicles	B	1,288	991	3,009	0	0	5,288	
Waste Management Plant/Infrastructure	B/B*/G	0	5,174	5,173	12,173	4,480	27,000	
Climate Emergency - Green Travel	B	1,000	1,000	0	0	0	2,000	
Air Quality	B	352	0	0	0	0	352	
Huddersfield Heat Network	G/B	231	230	0	13,866	794	15,121	
Strategic Priorities Total			3,331	7,420	8,182	26,039	50,246	
Baseline								
Environment & Strategic Waste	B	100	100	100	100	100	500	
Baseline Total			100	100	100	100	500	
One Off Projects								
Electric Vehicle Charge Points	G	506	0	0	0	0	506	
One Off Projects Total			506	0	0	0	506	
CLEAN AND GREEN TOTAL			3,937	7,520	8,282	26,139	51,252	

GENERAL FUND CAPITAL PLAN		Funding	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
EFFICIENCY AND EFFECTIVENESS								
Baseline								
	Information Technology	B	900	900	900	900	900	4,500
	One Venue Development	B	282	300	300	100	100	1,082
	Sustainability of Major Town Halls - Service Development	B*	535	425	520	105	650	2,235
	Baseline Total		1,717	1,625	1,720	1,105	1,650	7,817
One Off Projects								
	Information Technology (Digital)	B	200	450	450	450	750	2,300
	Information Technology	B	384	0	0	0	0	384
	Internal Renovation works	B	139	0	0	0	0	139
	One Off Projects Total		723	450	450	450	750	2,823
	EFFICIENCY AND EFFECTIVENESS TOTAL		2,440	2,075	2,170	1,555	2,400	10,640
GENERAL FUND CAPITAL PLAN TOTAL			116,947	183,359	183,674	94,361	151,963	730,304

FUNDING KEY:

B = Borrowing

B* = Service funded Borrowing

B** = Borrowing for provision of loans for development projects, covered by repayments

G = Grant

R = Capital receipts

HOUSING REVENUE ACCOUNT CAPITAL PLAN	Funding	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
Strategic Priorities							
Housing Growth	H/R	2,160	2,520	2,880	2,880	12,964	23,404
New Build Phase 1 - Ashbrow Extra Care	H/G	500	2,859	3,001	707	0	7,067
Remodelling / High Rise	H	25	250	750	1,000	9,975	12,000
IT System (Universal Housing Replacement)	H	500	500	0	0	0	1,000
Council House Building	B/R/ H	550	7,000	7,700	9,800	17,450	42,500
Strategic Priorities Total		3,735	13,129	14,331	14,387	40,389	85,971
Baseline							
Housing Capital Plan	H	8,954	11,346	10,960	10,606	11,647	53,513
Estate Improvements (Neighbourhood Investment)	H	400	600	700	800	3,659	6,159
Compliance	H	1,600	4,400	5,505	5,505	2,172	19,182
Fuel poverty	H/ G	400	826	826	825	1,251	4,128
Adaptations	H	2,300	3,455	3,000	2,964	2,928	14,647
Baseline Total		13,654	20,627	20,991	20,700	21,657	97,629
HRA CAPITAL PLAN TOTAL		17,389	33,756	35,322	35,087	62,046	183,600

FUNDING KEY:




H = HRA revenue contribution/major repairs reserve


R = Capital receipts



G = Grant


B = Borrowing

Risk No	Risk – Description of the risk	Management actions already in place to mitigate the risk	Control Opptnty	Trend
	Emergency & Immediate Risk			
0	The current national emergency as result of the Covid 19 coronavirus has huge implications on the Kirklees community, and the Council.	There are additional risks and impacts on the council (and community) in the short and medium term, which relate to community, operational and financial impact This is an ever-changing position, which requires regular reconsideration until the current crisis is declared under control/has passed, with a substantial number of areas of uncertainty.	L	↑
	Community Impacts & Risks	The current national emergency has a serious and significant risk to the community citizens and services users, with particular concerns about the impact on specific user groups.		
1	<p>The council does not adequately safeguard children and vulnerable adults, as a result of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.</p> <p>This risk may have worsened as a result of the full and partial coronavirus lockdown, with reduced referrals, an unwillingness of third parties to make referrals and a reduced ability to investigate. the basic controls described above remain valid</p>	<ul style="list-style-type: none"> • Disclosure & Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated. • Effective management of social work (and related services); rapid response to any issues identified and from any serious case review work. • Active management of cases reaching serious case review stage, and any media interest • Review of current practices following the child sexual exploitation in Rotherham and the emerging requirements. • Ensure that workloads are balanced to resources. • Staff and skill development to minimise dependence on key individuals. • Use of agency staff and or contractors when necessary • Ideal manager training • Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally. • Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes • Ensure routine internal quality assessment 	H	↑




		<ul style="list-style-type: none"> • Take effective action after Serious Case Reviews • Effective listening to messages about threats from other parts of the council and partner agencies • Proactive recognition of Members role as “corporate parent” • Childrens Improvement Board to assist governance and quality improvement • Ensure effective record keeping <p><i>Responsible for this risk – R Parry and M Meggs</i></p>		4X5=20
2	Legacy issues of historical childcare management practices, and particularly, the heightened national attention to Child Sexual Exploitation and historical abuse cases leads to reputational issues, and resource demands to address consequential matters.	<ul style="list-style-type: none"> • Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required. • Risk matrix and risk management approach implemented with the police and partners. • Understand relationship with the Prevent strategy, and issues linked to counter terrorism • Take steps per risk 7 to seek to avoid ongoing issues • Ensure effective record keeping <p><i>Responsible for this risk –M Meggs</i></p>	LM	 4x4=16
3	Failure to address matters of violent extremism and related safer stronger community factors, including criminal exploitation, create significant community tension, (and with the potential of safeguarding consequences for vulnerable individuals).	<ul style="list-style-type: none"> • Prevent Partnership Action Plan. • Community cohesion work programme • Local intelligence sharing and networks. • Status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding. • Counter terrorism local profile. • Awareness that campaigns such as black lives matter may give cause to action and reaction. <p><i>Responsible for this risk – R Parry and M Meggs</i></p>	M	 4x5=20
4	Significant environmental events such as severe weather impact on the Council’s ability to continue to deliver services.	<ul style="list-style-type: none"> • Effective business continuity and emergency planning (including mutual aid) investment in flood management, gritting deployment plans. • Winter maintenance budgets are supported by a bad weather contingency. • Operational plans and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding.) <p><i>Responsible for this risk – K Battersby (now C Parr)</i></p>	M	 3x5=15



	<ul style="list-style-type: none"> • The general uncertainty affecting the financial markets could lead to another recession. • An uncertain economic outlook potentially impacting on levels of trade and investment. • Uncertainty about migration impacting on labour markets, particularly in key sectors like health and social care • Potential impact on community cohesion, with increased community tensions and reported hate crimes 	<ul style="list-style-type: none"> • Prevent partnership action plan. • Community cohesion work programme • Continue to work with local employer representative bodies e.g. FSB, MYCCI to make best use of existing resources and lobby for additional resources to support businesses pre/post EU Exit • Service and financial strategies kept under review to keep track of developments related to the UK exiting the EU. • Working Group established to consider and monitor implications. <p><i>Responsible for this risk –all ET</i></p>		4x4=16
	The finances of the Council	The current national emergency has a serious and significant risk to the councils financial position-		
7	A failure to achieve the Councils savings plan impacts more generally on the councils finances with the necessity for unintended savings (from elsewhere) to ensure financial stability	<ul style="list-style-type: none"> • Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level • Escalation processes are in place and working effectively. • Alignment of service, transformation and financial monitoring. • Tracker developed which allows all change plans to be in view and monitored on a monthly basis • Programme management office established and resourced • Monthly (and quarterly) financial reporting <p><i>Responsible for this risk - E Croston & ET</i></p>	H	 4x5=20

		<ul style="list-style-type: none"> Effective challenge to treasury management proposals by both officers and members (Corporate Governance & Audit Committee) taking account of external advice <p style="text-align: center;"><i>Responsible for this risk - E Croston</i></p>		2x5=10
11	Exposure to uninsured losses or significant unforeseen costs, leads to the necessity for unintended savings to balance the councils finances.	<ul style="list-style-type: none"> Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. Consider risks and most cost-effective appropriate approach to responding to these (internal or external insurance provision) <p style="text-align: center;"><i>Responsible for this risk - E Croston & J Muscroft</i></p>	H	 4x4=16
12	<p>The financial regime set by government causes a further loss of resources or increased and under-funded obligations (e.g. in relation to social care), with impact on the strategic plans.</p> <p>This relates to the essential dependence on initial and medium-term financial support from government as a consequence of impact on the councils finances from coronavirus.</p>	<p>The current crisis has resulted in some changes to national finance proposals- but major and fundamental changes to national government funding of crisis costs and implications (e.g. loss of tax and trading revenues) impact more heavily. The government has promised continuing resource to meet coronavirus consequence, but it is unclear if this will be adequate, if the government will seek to risk share, and the financial consequence in the medium term. In the longer- term risks remain.</p> <ul style="list-style-type: none"> Monitor government proposals and legislation, and their impact on council and partner services. Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA) Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources Ensure that budgets anticipate likely impacts Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. <p style="text-align: center;"><i>Responsible for this risk - E Croston & ET</i></p>	L	 5x5=25
	Other Resource & Partnership Risks	The current national emergency has a serious and significant risk to the councils position with regard to commercial and community suppliers, information management /technology/cyber, health and safety- addressed in more detail in the special report		

<p>13</p>	<p>Council supplier and market relationships, including contractor failure leads to;</p> <ul style="list-style-type: none"> • loss of service, • poor quality service • an inability to attract new suppliers (affecting competition, and to replace any incumbent contractors who have failed) • complexities and difficulties in making arrangements in respect of significant and long running major outsource contracts, and their extension and renewal. 	<ul style="list-style-type: none"> • Avoid, where possible, over dependence on single suppliers • More thorough financial assessment when a potential supplier failure could have a wide impact on the council’s operations but take a more open approach where risks are few or have only limited impact. • Recognise that supplier failure is always a potential risk; those firms that derive large proportions of their business from the public sector are a particular risk. • Need to balance between only using suppliers who are financially sound but may be expensive and enabling lower cost or new entrants to the supplier market. • Consideration of social value, local markets and funds recirculating within the borough • Understanding supply chains and how this might impact on the availability of goods and services • Be realistic about expectation about what the market can deliver, taking into account matter such as national living wage, recruitment and retention issues etc. • Develop and publish in place market position statement and undertake regular dialogue with market. • Effective consultation with suppliers about proposals to deal with significant major external changes • Early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements • Realign budgets to reflect real costs • Commission effectively • Ensuring adequate cash flow for smaller contractors <p style="text-align: center;"><i>Responsible for this risk – J Muscroft</i></p>	<p>MH</p>	<div style="text-align: center;">  </div> <p style="text-align: right; margin-top: 100px;">5x4=20</p>
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14	<p>Management of information from loss or inappropriate destruction or retention and the risk of failure to comply with the Council’s obligations in relation to Data Protection, Freedom of Information legislation and the General Data Protection Regulations (GDPR) leading to reputational damage, rectification costs and fines. Cyber related threats affecting data integrity and system functionality. (Volume of working from home may increase risks or change their perspective)</p>	<ul style="list-style-type: none"> • Thorough, understandable information security policies and practices that are clearly communicated to workforce and councillors • Effective management of data, retention and recording. • Raised awareness and staff and councillor training • Compliance with IT security policy. • Compliance with retention schedules. • Compliance with information governance policy. • Business continuity procedures. • Recognition of increased risk from homeworking (e.g. destruction of paper records), and whether there is a need for additional security, training or other matters • Comply with new legislation around staff access to sensitive data. • Council has a Senior Information Risk Owner (“SIRO”) officer and a Data Protection Officer (DPO) who are supported by an Information Governance Board • Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate • Increased awareness of officers and members as to their obligations • Proactive management of cyber issues, including additional web controls <p><i>Responsible for this risk – J Muscroft</i></p>	<p>H (INFO) M (CYBER)</p>	<p>↑</p> <p>4x5=20</p>
15	<p>Health and safety measures are inadequate leading to harm to employees or customers and possible litigious action from them personally and/or the Health and Safety Executive.(and the potential of prosecution and corporate /personal liability)(and in particular issues of fire safety,)</p>	<ul style="list-style-type: none"> • Ensuring appropriate H&S responses re Coronavirus (appropriately balancing statutory obligations, desirable positions and commerciality/business risk) • New Fire Safety Policy approved and being implemented with improved monitoring of fire risk • Prioritised programme of remedial works to buildings to tackle fire safety and other issues • Review work practices to address H&S risks • Monitor safety equipment • Improved employee training as to their responsibilities, as employees and (where appropriate) as supervisors. Improved employee work practices • Approval of additional resources to improve corporate monitoring regime. <p><i>Responsible for this risk – R Spencer Henshall</i></p>	<p>H</p>	<p>↔</p> <p>3x5=15</p>




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

	without whom the council is unable to deliver its service obligations.	<ul style="list-style-type: none"> Ensuring awareness to ensure employees safety and health (including stress) Consider issues about a workforce reflective of the community, inclusion, diversity and coronavirus issues <p><i>Responsible for this risk – R Spencer Henshall</i></p>		4x4=16
19	National legislative or policy changes have unforeseen consequences with the consequence of affecting resource utilisation or budgets.	<ul style="list-style-type: none"> Reprioritise activities Deploy additional resources Use of agency staff or contractors where necessary Development of horizon scanning service <p><i>Responsible for this risk – all ET</i></p>	L	 5x4=20
20	Compliance with the councils own climate change commitments, and or statutory climate change obligations fails to achieve objectives and ambitions, and or causes unanticipated costs or operational consequences	<ul style="list-style-type: none"> Reconsideration of priorities and potential achievability within timescales Monitoring of achievements Effective project planning and costing Awareness of local consequences Awareness of local consequences of national commitments and obligations Lobbying for financial and other government support in relation to the costs of meeting obligations <p><i>Responsible for this risk – K Battersby (now D Shepherd)</i></p>	M	 4x4=16

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

20200923

TREND ARROWS

Worsening	
Broadly unchanged	
Improving	

CONTROL OPPORTUNITIES

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

Risk Factor

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

Impact The consequence in financial or reputational terms

Risk Probability x Impact

Corporate Budget Timetable

Year	Date	Forum	Milestone activity
2020	20 Oct/ 21 Oct	Cabinet & Council	Budget Strategy Update report
	Start of Nov	Budget engagement exercise	6 weeks consultation period
	Nov	Central Gov't	Comprehensive Spending Review 2020 announcement
	Mid-Dec	Central Gov't	Provisional Financial Settlement 2021/22
2021	Mid Jan	Cabinet/Council	Update to members on the outcome of the provisional 2021/22 financial settlement Council Tax Base report 2021/22 HRA rent & service charge setting report Schools funding reports
	Mid to late Jan	Central Gov't	Finalised Financial Settlement 2021/22
	27 Jan / 10 Feb	Cabinet & Council	Council annual budget report

SENSITIVITY ANALYSIS

<u>OPTIMISTIC SCENARIO</u>	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Baseline Scenario – Budget Gap	1.9	13.1	28.6	19.5	16.6
<u>Changes from baseline</u>					
Council Tax Housing Growth - 1k p.a.	(1.6)	(2.5)	(2.5)	(2.5)	(2.6)
CTR Claimant Numbers – 3000 increase year 1	(0.8)	(0.8)	(0.8)	(0.8)	0.0
Council Tax Collection Rate - 98.6% all years	(1.0)	(1.0)	0.0	0.0	0.0
Net Impact on Council Tax Base	(3.4)	(4.3)	(3.3)	(3.3)	(2.6)
Economic Impact on Council Share of Business Rates - 3% reduction year 1, recover by year 2	(1.2)	(2.4)	(2.4)	(0.1)	(0.1)
Business Rates Collection Rate - 96% year 1, recover by year 3	(0.5)	(1.0)	(0.8)	0.0	0.0
Net Impact on Business Rates	(1.7)	(3.4)	(3.2)	(0.1)	(0.1)
Service Income Reduction	(1.0)	(1.0)	(1.0)	0.0	0.0
COVID pressures not funded by Government	0.0	0.0	0.0	0.0	0.0
Total Changes from Baseline	(6.1)	(8.7)	(7.5)	(3.4)	(2.7)
Optimistic Scenario – Updated Budget Gap	(4.2)	4.4	21.1	16.1	13.9

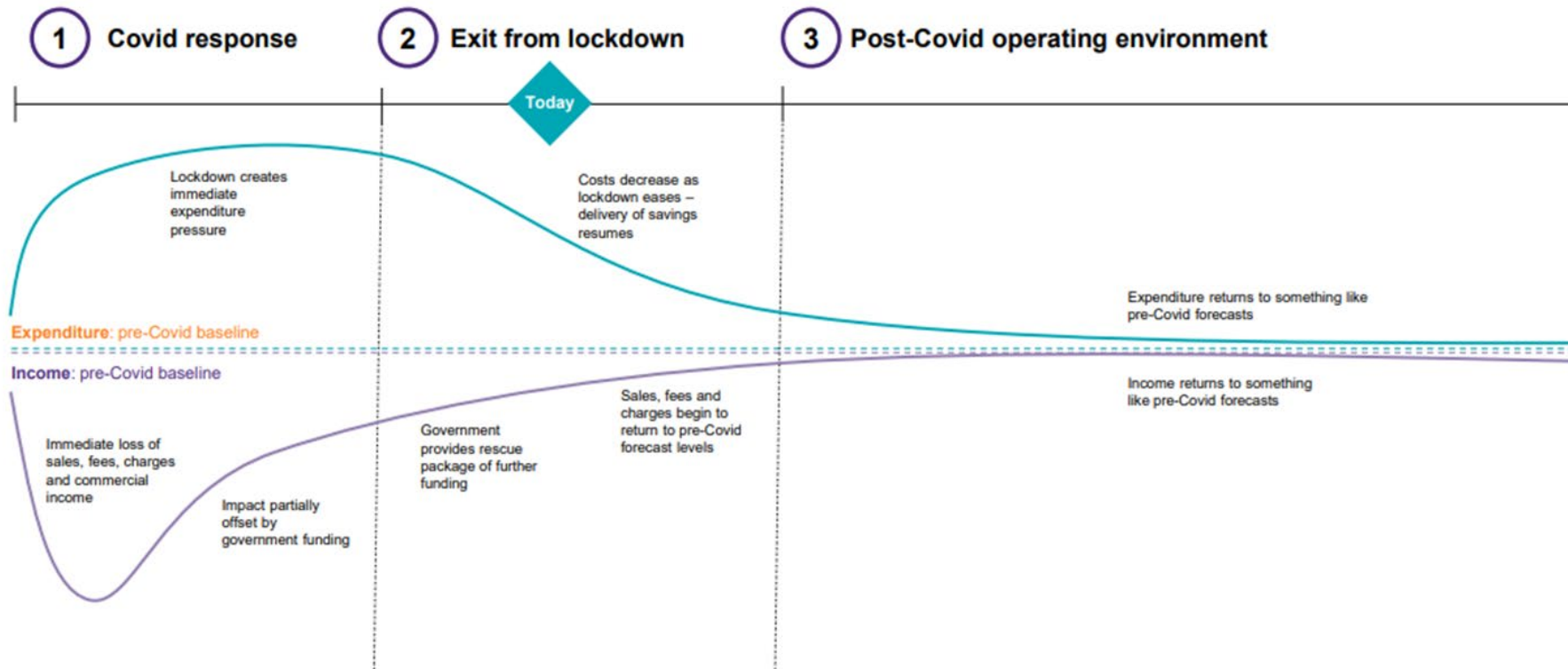
<u>PESSIMISTIC SCENARIO</u>	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Baseline Scenario – Budget Gap	1.9	13.1	28.6	19.5	16.6
<u>Changes from baseline</u>					
Council Tax Housing Growth - 0.5k reduction year 1, 1k growth p.a. re-established by year 3	0.8	0.8	0.8	0.8	0.9
CTR Claimant Numbers - 5000 increase year 1	0.8	0.8	0.8	0.8	0.8
Council Tax Collection Rate - 97.6% year 1, recover by year 3	0.9	0.0	0.0	0.0	0.0
Net Impact on Council Tax Base	2.5	1.6	1.6	1.6	1.7
Economic Impact on Council Share of Business Rates - 10% reduction year 1, recover by year 5	3.1	2.4	1.0	1.8	0.3
Business Rates Collection Rate - 96.6% year 1, recover by year 3	0.4	(0.1)	0.2	0.5	0.0
Net Impact on Business Rates	3.5	2.3	1.2	2.3	0.3
Service Income Reduction	2.0	2.0	2.0	2.0	1.0
COVID pressures not funded by Government	8.0	0.0	0.0	0.0	0.0
Total Changes from Baseline	16.0	5.9	4.8	5.9	3.0
Worst Case Scenario – Updated Budget Gap	17.9	19.0	33.4	25.4	19.6

KIRKLEES COUNCIL - FLEXIBLE USE OF CAPITAL RECEIPTS STRATEGY

1. Government guidance allows the capitalisation of certain types of qualifying revenue expenditure in-year, funded from the flexible use of 'in-year' generated capital receipts. It covers in-year capital receipts generated in-year, from 2016/17 to 2021/22 inclusive.
2. In-year generated capital receipts includes general fund receipts from the sale of general fund land and buildings. It also includes 'right to buy' (RTB) receipts from the sale of Council houses. These are remaining receipts that are also available to the Council, after taking account of the Council's other obligations in relation to RTB receipts generated in-year.
3. It is proposed that consideration be given to applying 'in-year' capital receipts generated, to fund the following qualifying capitalised revenue expenditure, in line with original DCLG guidance issued in March 2016, as follows:
 - i) *funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;*
 - ii) *driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;*
4. The time period relating to the above qualifying expenditure covers 2017/18 and the following 4 years. The original DCLG guidance covered the 2016-19 period, but this was subsequently extended by a further 3 years, to 2021/22, following the Autumn Statement announcement on November 17th, 2017.
5. The extent to which capital receipts will actually be applied in-year will take into account the following factors :
 - i) the amount of capital receipts actually generated in-year;
 - ii) the amount of qualifying capitalisable revenue expenditure in-year;
 - iii) the affordability of borrowing to fund the capital plan in-year, where current funding assumptions include use of in-year capital receipts to part fund the Councils annual general fund capital plan
6. The proposals set out in 3. above are 'in principle', and allow officers the 'flexibility' to consider a range of funding options in-year that meet the intended objectives set out in the Council's budget strategy update.
7. It is intended that officers will update members as part of the annual budget report to full Council each February, and finalised proposals for the flexible use of capital receipts to be incorporated into an annual early closedown review report for Cabinet consideration early April.

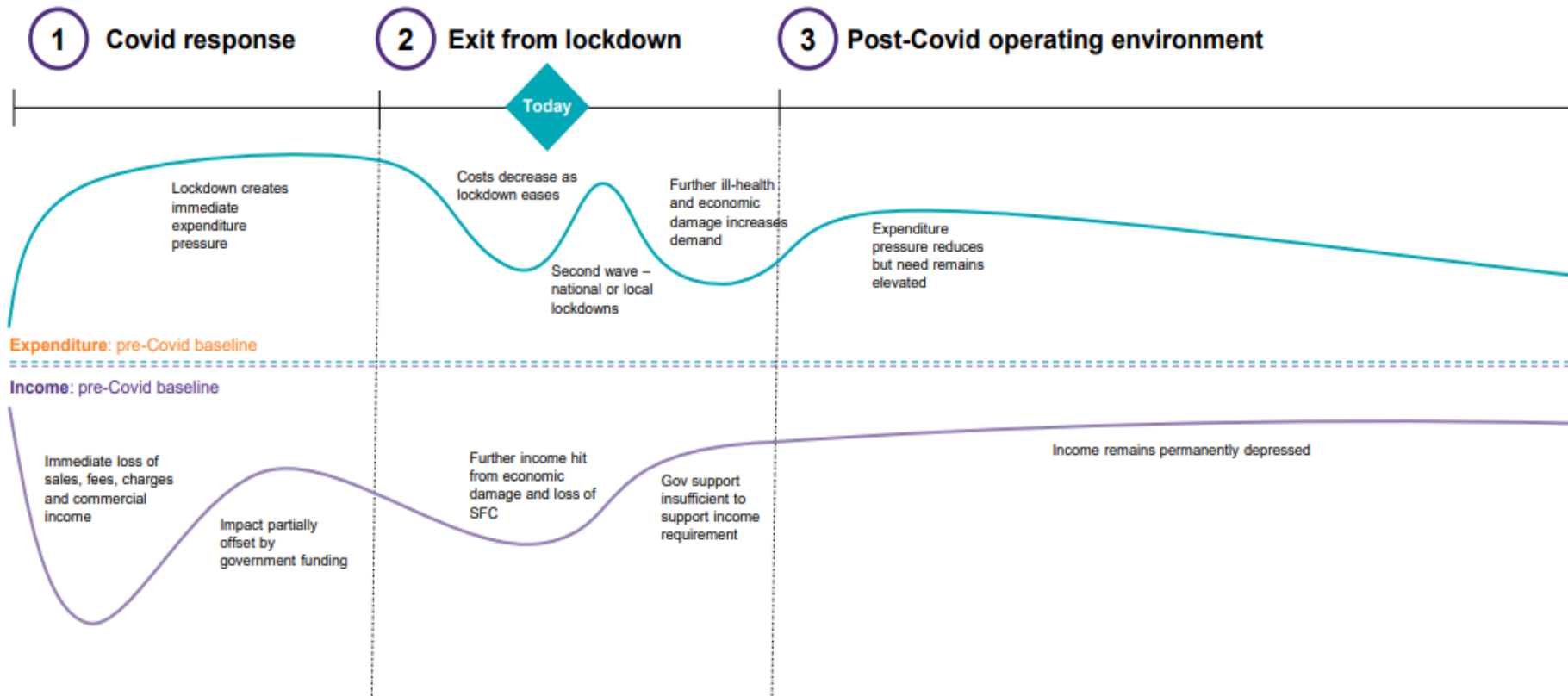
Example scenarios

Scenario 1 – swift return to normality



Example scenarios (Cont'd)

Scenario 2 – second wave and ongoing disruption



Name of meeting: Cabinet
Date: 20 October 2020
Title of report: Our Council Plan

Purpose of report:

To consider and agree 'Our Council Plan' which provides a one-year extension to the existing 2018 – 2020 Corporate Plan. It sets out our ongoing commitment to our shared outcomes and provides an update in the context of the coronavirus pandemic and our recovery framework. The revised Plan puts tackling inequalities front and centre and presents it as our critical mission going forward.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Has a significant effect on two or more electoral wards
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health: 12 October 2020
Is it also signed off by the Service Director for Finance?	Eamonn Croston, Service Director – Finance: 7 October 2020
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft, Service Director – Legal, Governance and Commissioning: 8 October 2020
Cabinet member portfolio	Leader of the Council

Electoral wards affected: All

Ward councillors consulted: None explicitly on this report. The update to the 2018 – 2020 Corporate Plan was agreed by Councillors in 2019. As a precursor to Ward based conversations the Leader and Chief Executive hosted a series of webinars with councillors using the four-hub community response footprint. This is being followed by Ward based conversations with Councillors which follows up on the decision at Council on 7 July. This work will feed into both our recovery planning and our approach to delivering the outcomes set out in the Plan.

Public or private: Public

Has GDPR been considered? Yes. The Council Plan (and the associated appendix) contains no personal information relating to individuals. Pictures are GDPR compliant.

1. Summary

'Our Council Plan' (provided at Appendix 1) provides a one-year extension to the existing 2018 – 2020 Corporate Plan, setting out our ongoing commitment to our shared outcomes, and providing an update in the context of the Coronavirus pandemic and our recovery framework. For this revision we have changed the name of this key document from 'Corporate Plan' to 'Council Plan' to clarify its council and community-wide nature and impact. The revised Plan puts tackling inequalities front and centre and presents it as our critical mission going forward. The Council Plan was due to be redeveloped earlier this year but was put on hold due to the impact of the Coronavirus pandemic. Because of this, we are now proposing a one-year extension to the existing Plan instead.

Alongside the Plan, a supporting document (provided at Appendix 2) '*Measuring our impact and progress against the 2018/20 Corporate Plan*' provides information on the direction of travel for the Plan's longer-term population indicators, as well as a narrative presenting a summary of current progress against each of the outcomes and our key delivery commitments in the previous 2018/20 Plan. This document provides a 'snapshot' of our current position and contains information on the impact the Coronavirus pandemic has had on the business of the council over the last eight months, as well as key delivery priorities over the coming 12 month period. We will continue to provide updates on the progress being made against our outcomes over the next twelve months.

Cabinet are being asked to recommend 'Our Council Plan for approval at full Council on 21 October 2020.

2. Information required to take a decision

Values

- The Plan plays back the values that we have seen at work during the response to the pandemic. These values are:
 - Inclusion – making sure everyone of all ages and backgrounds feels able to contribute
 - Kindness - developing trust and human connection, putting empathy at the heart of the way in which we build relationships
 - Pride – being bold, working with pride and celebrating who we are and what we do
- We will work further to test, embed and support these values with our staff during the course of the next 12 months. We will challenge ourselves where they do not inform all that we do and support each other to ensure that they do. In doing this we will align our values with our behaviours, which together shape the way that we work and the relationships we build.

Tackling Inequalities

- This revised Plan puts tackling inequalities front and centre and is supported by the proposed work to establish an Inequalities Commission and identify initial 'Tackling Inequalities' priority actions. These proposals will also be considered at Cabinet for decision on 20 October 2020.

Communicating the Plan

- The Plan is an intentionally short document and will be supported by various materials, which will be further developed on an ongoing basis, including case studies and other information that show the work that we have done, the impact it has made and the values we have displayed.
- The Plan will be developed as a micro-site on the council Website, allowing for a more visual, modern way of presenting the Plan, its case studies and other related content as they are developed and added to over time.

Measuring our impact and progress against the 2018/20 Corporate Plan

- Alongside the Plan, a supporting document (provided at Appendix 2) 'Measuring our impact and progress against the 2018/20 Corporate Plan' provides information on the direction of travel for the Plan's longer-term population indicators, as well as a narrative presenting a summary of current progress against each of the outcomes and our key delivery commitments in the previous 2018/20 Plan. This document provides a 'snapshot' of our current position and contains information on the impact the Coronavirus pandemic has had on the business of the council over the last eight months, as well as key delivery priorities over the coming 12 month period. We will continue to provide updates on the progress being made against our outcomes over the next twelve months.

'Our Council Plan' Structure – Provided at Appendix 1

- Introductory statements from the **Leader and Chief Executive**.
- **Our Vision and 'Tackling Inequalities'**: Our mission critical – setting out the reasons for the central focus for the plan and introducing the proposal to create an Inequalities Commission.
- **We're Kirklees** – Descriptions of people, partners and place – alongside examples of how we have worked this way during our response to the crisis.
- **Our Values** – What we have seen at work during our response to the crisis – and indicating that these will be tested further with staff.
- **Our Shared Outcomes** – Slightly updated descriptions for each outcome. This section includes clear delivery priorities against each outcome, including the initial 'Tackling Inequalities' priority actions that have been included in the 'Tackling Inequalities' proposals (being considered at Cabinet for decision on 20 October), work to address the Climate Emergency, and work to take forward the Economic Recovery Plan.
- **Outcome indicators**: We have kept the long-term measures we included in the previous version of the Plan and have identified that we will be developing 'Tackling Inequalities' outcome indicators as part of the work that will be led by the Inequalities Commission.
- **The 8th Outcome**: Further work to refine and develop this outcome will be taken forward over the next year.

3. Implications for the council

- **Working with People**
Our focus on working with people and partners, and place based working, remains central to the Council Plan, as it was within the previous 2018 – 2020 Plan. Through a focus on values (and restorative practice) we will continue to ensure we put the ways in which we work with people (internally and externally) and the relationships we build at the heart of what we do.
- **Working with Partners**
Partners coming together to tackle the impacts of the Coronavirus in Kirklees (via Partnership Gold and Partnership Executive) have agreed that tackling inequalities should be their ongoing unifying mission. The Health and Wellbeing Board are supportive of this approach. Alongside the tackling inequalities work that will accompany the Council Plan we will work with partners to develop a Partnership Plan that focuses on the things that will make most difference if we do them together.
- **Place Based Working**
Place based working is integral to our approach, as captured in the Council Plan. The Covid-19 crisis meant that we had to respond as a whole system, and within places, so actually helped to accelerate our place based working approach, heightening its importance. Based on this understanding, we are working closely with places and with Ward Councillors to better understand the priorities of our communities, and how these might have changed since the impact of the pandemic, building on our previous Place Standard engagement work.
- **Climate Change and Air Quality**
The Council Plan emphasises the importance of taking action to address the climate emergency – making reference to the Council resolutions and the action plan that was agreed by Council on 13 November 2019.

- **Improving outcomes for children**

While there is a specific outcome dedicated to outcomes for children (Best Start), within the Council Plan, the other seven outcomes all impact on children and young people – good jobs and progression for parents, lifelong learning, a cleaner and safer environment, and a council that works efficiently will all help to improve the lives of children in Kirklees.

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

The Corporate Plan, being re-named 'Our Council Plan' from 2020-21, is a non-statutory plan which forms part of the Council's Policy Framework under Article 4 of the Constitution. It requires full Council to approve or adopt it following Cabinet's approval and recommendation to full Council.

The Council Plan is a key part of the council's annual planning cycle. It helps set the strategic context for the Budget Strategy Update, and as such aligns closely with the accompanying Budget Strategy Update Report on this same Cabinet agenda. It will also help inform any subsequent budget proposals through the remainder of the current budget round.

The Council Plan will be aligned to the refresh of the People Strategy. Both documents will reflect the values that we have seen at work during the response to the pandemic. These values will act as the basis for further engagement work to build a clear, more formal set of values that we can embed within the organisation.

4. Consultees and their opinions

- The update to the 2018 – 2020 Corporate Plan was agreed by Councillors in 2019. As a precursor to Ward based conversations the Leader and Chief Executive hosted a series of webinars with councillors using the four-hub community response footprint. This is being followed by Ward based conversations with councillors which follows up on the decision at Council on 7 July. This work will feed into both our recovery planning and our approach to delivering the outcomes set out in the Plan.
- In June 2019 we engaged with around 300 staff across a number of teams and services. From this engagement we found that colleagues were happy with the organisational behaviours and the outcomes, but they felt that the values no longer reflected where we were. Our planned engagement around values was halted by Covid-19. We will work further to test, embed and support these values with our staff over the course of the next 12 months.
- The approach to the plan has been to Overview and Scrutiny Management Committee (on the 20 August 2020) and the draft Plan has been to an informal meeting of the Corporate Scrutiny Panel (on the 24 September 2020). Feedback from Scrutiny has been considered and incorporated into the documents.

5. Next steps and timelines

If the Council Plan is approved by Council, it will be produced as a fully accessible micro-site on the council website – allowing for a more visual, modern way of presenting the Plan, its case studies and other related content as they are developed and added to over time.

6. Officer recommendations and reasons

7. The Council Plan requires full Council approval. Cabinet are asked to recommend approval of 'Our Council Plan' to full Council at its meeting on 21 October 2020 (and delegate authority to the Chief Executive to make any subsequent required amendments in consultation with the Leader).

- 7.1. Reasons: 'Our Council Plan' updates and refreshes the Corporate Plan 2018/20 for a further year. The document is an overarching plan forming part of the Council's Policy Framework, which sets out how the Council will deliver against our shared outcomes and identifies how we will shape how the Council works in the coming years.

8. Cabinet Portfolio Holder's recommendations

That 'Our Council Plan' and 'Measuring our impact and progress against the 2018/20 Corporate Plan' both be approved by Cabinet and Council.

9. Contact officer

Kate McNicholas, Head of Policy, Partnerships and Corporate Planning.

10. Background Papers and History of Decisions

The previous 2018-2020 council Corporate Plan was approved by Council on the 17 July 2019.

<https://democracy.kirklees.gov.uk/ieDecisionDetails.aspx?ID=7854>

11. Service Director responsible

Andy Simcox, Service Director for Strategy and Innovation

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Kirklees Council

Our Council Plan

2020/21



We're **Kirklees**



A close-up photograph of a hand holding a coin, with the text 'TACKLING INEQUALITY' written in a circle on the coin's surface. The background is a solid yellow color.

TACKLING INEQUALITY

Our Council Plan

2020/21



Introduction

Cllr Shabir Pandor, Leader of the Council
Jacqui Gedman, Chief Executive

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Introduction



Cllr Shabir Pandor Leader of the Council

The new Council Plan is our roadmap for recovery in Kirklees. At its heart is a determination to build a fairer and more equal borough for people to live, work and grow up in.

The biggest mistake anyone made about coronavirus was to believe that it was a leveller for our society. There was a popular view that the virus was indiscriminate in its effects on people and communities, but as the crisis has unfolded, we now know better. We know that people on the fringes of our economy will be hit hardest in terms of jobs and financial insecurity. That the closure of schools affects children's life chances unequally. And of course, that your age, underlying health and ethnicity will have a profound effect on how the virus impacts you.

COVID-19 has exposed the range of inequalities that affect people in ways that demand a response from this council and its partners.

We can't blame COVID-19 for inequality in Kirklees or pretend that inequalities didn't exist in our communities before the pandemic. But we can try to understand the issues and make them the cornerstone of our recovery as a borough. Our updated Council Plan seeks to do exactly that.

The plan retains its focus on outcomes for people. We will concentrate our energy and resources on the things that make a difference to people's lives. But this year's plan elevates our ambition. At the same time as improving the life chances of children, the health of residents, addressing climate change and building a stronger economy for everyone, we will put an extra focus on breaking down the barriers that have previously prevented people from sharing in the benefits of plans like this. Overseen by a new Inequalities Commission, we will make sure our focus on tackling inequalities delivers for everyone in Kirklees.

Our ambition for Kirklees is well placed. The past six months have seen local people, partner organisations and communities step up to support each other in a way we haven't seen in generations. The spirit and professionalism we have witnessed has undoubtedly saved lives but it has also shown what is possible when we come together. If we can continue to work together in this way, our recovery offers a better future for everyone in Kirklees.

Fairness and opportunity for all is not an ambition owned exclusively by one political party, one public service or one community. It is a thread that can bind us all together. I invite anyone who wants to play their part in building a fairer Kirklees to join us in delivering this plan.



Jacqui Gedman

Chief Executive

As we plan for the future, we can look back with pride on the ways we have confronted the immense challenges we have faced this year. So many people in Kirklees have made sacrifices, supported each other and saved lives. I pay tribute to council staff who have responded, adapted and delivered in a way few would have thought possible just 12 months ago.

We have all seen extraordinary changes in the way we work. But it is testament to the dedication and determination of councillors and our workforce that we have risen to the challenges of supporting residents, communities and businesses across Kirklees. On a daily basis, we have used skill and innovation to overcome problems and situations at an unprecedented pace. But if one quality has shone through, it is the kindness individuals have shown in the service of the people of Kirklees, and the relationships they have built. For that I am both immensely proud and profoundly grateful.

I have always said that Kirklees' recovery will affect more lives and in a more profound way than the crisis itself. This is what is now at stake. We need to sustain the spirit of shared endeavour across services and organisations that have characterised the past few months. If we can learn the lessons of the pandemic and continue to create the conditions for innovation, we can build an inclusive council, economy and society. It is both a challenge and an incredibly exciting opportunity. We have already started along this path. But it is a long-term commitment that we make here – and one we can be confident in achieving. Thank you!

Our Vision



Our Vision:

for Kirklees is to be a district that combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

significant impacts on economic status, education, good quality employment, safe and secure housing, as well as physical and mental health and your ability to feel included and valued.

COVID-19 has bluntly exposed these inequalities. Some people may be more at risk of transmission, at risk of poorer outcomes from infection, and at risk of greater impact from control measures. Health outcomes will be influenced by existing conditions and economic outcomes will disproportionately affect low-skilled workers and low-income households, regardless of whether or not they contract the virus.

That is why tackling the inequalities that exist in Kirklees will be the most important thing we do to help us recover from the pandemic and achieve our long-term ambitions. As part of our approach, we will also focus on delivering inclusive investment, tackling health inequalities, tackling poverty, and ultimately growing an inclusive, resilient economy that can recover from the ongoing impact the crisis is having.

And this is why we are bringing together a member-led Inequalities Commission to develop the actions we will take, make clear commitments to what we will do to help us in our recovery over the next 12 months, and set out a course for a much longer term focus. We will also make progress on some initial actions that will tackle inequalities head on and as a key part of the Inequalities Commission work, establish a set of indicators that will clearly measure our progress towards achieving this ambition.

Alongside our ambition to tackle inequalities, our commitment to developing thriving town centres continues. In the context of the pandemic our town centre blueprints are all the more important in helping our town centres adjust and prosper. The pandemic has highlighted the importance of high-quality local environments, and the possibilities of what we can achieve in improved air quality – our response to the climate emergency will build from this and take forward our significant commitment to make Kirklees completely carbon neutral by 2038.

Tackling inequalities: mission critical

In the immediate response phase to the pandemic we have had a clear shared mission with citizens and partners that has been focused on preventing the loss of life.

That focus on preventing the loss of life and protecting the most vulnerable will continue, but as we look towards recovering from the pandemic, we will also work together with people, partners and in our places to focus on tackling inequalities.

Local and national evidence clearly demonstrates the structural and social inequalities that exist in many communities and populations. Inequalities are felt across the different stages of people's lives.

They may be experienced in different ways, but they all lead to

Our Vision

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our shared outcomes



Best start

Children have the best start in life



Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



Well

People in Kirklees are as well as possible for as long as possible



Safe and cohesive

People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm



Independent

People in Kirklees live independently and have control over their lives



Clean and green

People in Kirklees experience a high quality, clean, sustainable and green environment



Aspire and achieve

People in Kirklees have aspiration to achieve their ambitions through education, training employment and lifelong learning



PLUS

Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.

Kirklees 2030:

People — **Partners** — **Place**

We will work with people and partners using a place-based approach.

What this means for citizens

“I care for the place I live and the people that live there”

How we'll achieve our vision

Our Approach



Working with People, Partners and Place

Our Council Plan describes the ambitions we have for Kirklees and sets out how we work with people, partners, and in places so we can achieve our ambitions.

We use the phrase 'We're Kirklees' to capture our pride in Kirklees and our ambition for the future; we're ambitious for the place and our people and we want to celebrate all that makes Kirklees special.



Recovering from the pandemic

The coronavirus pandemic has clearly brought unprecedented challenges to the way in which we deliver services and the way in which we work, particularly during our response to the initial crisis.

Our **Recovery Framework** provides us with a clear approach to our ongoing response and recovery from COVID-19, at both an organisational level, and in terms of the way we deliver our services. The **Economic Recovery Plan** also sets out how we will respond to the economic impacts the crisis is having and help build resilience in the Kirklees economy.

Although the pandemic is not yet over, we must not lose sight of our ambitions for our longer-term future and the ways in which we work. Building on previous plans, we will continue to maintain our focus on **people, partners and places**, and continue to work in a way that holds true to the **values** we believe are important. We will continue working towards the **outcomes** we share with our partners, and we will work to **tackle inequalities**.

We're Kirklees





People

We work with people, we don't do things to them. Our focus is on engaging people, building relationships based on trust, and working with people and communities to solve problems and make the most of opportunities. We've been developing our skills in restorative practice over the last year, enhancing staff behaviours, interactions and approaches to help build and maintain positive, healthy relationships, resolve difficulties and repair harm where there has been conflict.

Working with people through the crisis...

In the early stages of the coronavirus pandemic we quickly established a community response that brought together the council, councillors, partners, voluntary and community groups and individual volunteers. A total of 130 local mutual aid groups added a huge capacity of neighbourhood level support. Eight voluntary sector anchor organisations coordinated local efforts. We are proud of the flexibility shown by staff redeployed to help people access prescriptions, food, welfare and grant funding, and we are prouder still of our communities who have shown kindness and compassion in the face of common challenges.



Partners

We work proactively with our partners. Our partners in Kirklees and beyond bring a vast amount of positive insight, skills and understanding to the table. Working together with a shared sense of purpose, and using the expertise held across these sectors, makes our work more effective and impactful.

Working with partners through the crisis...

Since the beginning of the COVID-19 pandemic, the Education Learning Partnership Board has brought together schools, Trade Unions, Multi Academy Trusts, elected members and the Department for Education to focus on securing a positive return to school, promoting health, safety and positive outcomes for pupils, their families, staff and wider stakeholders. Putting an equal focus on collaboration and challenge, they have put children at the centre of a response to the pandemic that has built capacity and creativity along the way. The Education Learning Partnership Board quickly pulled together working groups to provide a systems-based approach to the reinstatement of schools. The working groups effectively harnessed the collective capacity of partners to be proactive and supportive, and sufficiently identified and deployed resources, funding and expertise in a local, regional and national context.



Place based working

We know that one size doesn't fit all, and we recognise the diversity and strengths to be found across Kirklees. We are committed to working with people to design, develop and deliver support and services. Place based working taps into the huge pride that the people of Kirklees have for the places in which they live, work and play, and their valuable skills, strengths and local knowledge.

Working in places through the crisis...

The COVID-19 crisis meant that we had to respond as a whole system, and within places, which helped to accelerate our place-based working approach, heightening its importance. It resulted in a situation where working together with communities, the voluntary sector, statutory partners, citizens and regional and national infrastructure was the only way to ensure there was enough capacity in the right places to respond to need. During our response to the pandemic, we have proved that it is possible to have multiple agencies all working to different footprints delivering services in a coordinated way. Based on this understanding, we are working closely with places and with Councillors to better understand the priorities of our communities, and how these might have changed since the impact of the pandemic, building on our previous Place Standard engagement work. We have delivered a series of ward-based workshops to better understand local priorities and will use this learning to develop our future approach to working in a place-based way, and the way in which we recover from the pandemic on local footprints.

Our Values



Just like for individuals, our organisation's values guide the way we think and act. In our response to the pandemic we have seen our values in action, under incredible pressure and in a rapidly changing environment.

In June 2019 we engaged with around 300 staff across a number of teams and services. From this engagement we found that colleagues were happy with the organisational behaviours and the outcomes, but they felt that the values no longer reflected where we were. Our planned engagement around values was halted by COVID-19, but what we have consistently seen during this time, and hugely appreciated, is that our day to day work has been informed by the values of:

- **Inclusion**
- **Kindness**
- **Pride**

Inclusion - We have come together as a community and an organisation to ensure that everyone has been included within our smaller teams, wider organisation and community. We will use our experience to ensure an overarching culture that encompasses diversity and equality in our working lives.

Kindness - We have shown kindness to each other and to our citizens. Colleagues have been friendly, generous and considerate of others, especially through these challenging times. Moving forward we will use our relational approach and emotional intelligence to balance our own needs, our colleagues, the wider organisation and our citizens to foster wellbeing, creativity and productivity.

Pride - We have found a new sense of pride in working for the organisation, our kindness and inclusion of all has led to positive outcomes for citizens and colleagues. We will continue to take satisfaction from the achievements we have made over the past few months, continue to learn from our achievements and take pride in the work we do.

We will work further to test, embed and support these values with our staff. We will challenge ourselves where they do not inform all that we do and support each other to ensure that they do. In doing this we will align our values with our behaviours, which together shape the way that we work and the relationships we build.

Our behaviours are:

- **Honest**
- **Positive**
- **Flexible**
- **Respectful**
- **Communicative**
- **Supportive**

Our Shared Outcomes



We remain committed to the shared outcomes we have already set out in previous plans. These outcomes haven't changed, even in the light of the pandemic, although the steps we will need to take to get us there might be different because of the constantly evolving national and local impacts the pandemic continues to have, and because of our focus on tackling inequalities as part of everything we do.



Best start

Children have the best start in life



Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



Well

People in Kirklees are as well as possible for as long as possible



Safe and cohesive

People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm



Independent

People in Kirklees live independently and have control over their lives



Clean and green

People in Kirklees experience a high quality, clean, sustainable and green environment



Aspire and achieve

People in Kirklees aspire to achieve their ambitions through education, training employment and lifelong learning



PLUS

Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.



Best start: Children have the best start in life



The first few years of every child's life help shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed, and to ensure every child in the district starts school healthy, happy and ready to learn.

Children's journeys through school and into adult life shape the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

What we're aiming to achieve:

- Confident children ready to do well at school and in life.
- Better outcomes for vulnerable children.
- Child focused activities that support families.
- As many children as possible staying with their families.

Tackling inequalities...

Education-related inequalities have a defining impact over a person's lifetime, not just in childhood and we recognise that civic appointments are not representative of our society in terms of Black and BAME representation. Permanent school exclusions for Black African/Black Caribbean/Black British children in England are around three times the exclusion rate for all other pupils. The **Breaking Barriers** project will focus on delivering meaningful engagement and positive youth-led activities, to help tackle this – including by working with Black & BAME young adults aged 16–30 to design a leadership programme; delivering a campaign to listen to and involve black young people in social action and opportunities to explore issues of heritage and identity in **Black History Month**. The project will support BAME young people to develop the skills, knowledge, resources and confidence to engage and aspire in education, learning and leadership.

Measuring our impact...

- School readiness: good level of development at the end of reception
- Placement stability for our looked after children



Well: People in Kirklees are as well as possible for as long as possible



No matter where they live, we want people in Kirklees to be able to live their lives confidently, in better health and for longer. Preventing problems and supporting people early will help people choose healthy lifestyles and increase physical and mental health and wellbeing.

What we're aiming to achieve:

- People have access to opportunities to improve their health and wellbeing.
- A joined-up health and care system in Kirklees.
- Support, help and advice for people in the communities where they live.
- Protection of the public's health through education, support and interventions.

Tackling inequalities...

Health inequalities, especially around life expectancy, healthy life expectancy, and long-term conditions such as diabetes, cardiovascular disease, respiratory disease and kidney disease have a significant impact on communities in Kirklees. We will work with our partners in the NHS to reframe **health checks** to directly address inequalities in the prevention and identification of long-term conditions. We are also working to improve access to these checks in communities, delivered via the Kirklees Wellness Service approach of person-centred care through motivational interviewing and coaching models. This will help to reduce inequalities in the prevention, diagnosis and management of long-term conditions.

Measuring our impact...

- Healthy life expectancy



Independent: People in Kirklees live independently and have control over their lives



We want people in Kirklees to live their lives confidently, independently and with dignity. The right advice, help and support at the right time will empower people to take control of their own health and wellbeing, and connect people with caring and supportive communities.

What we're aiming to achieve:

- Joined-up and personalised support that enables independence, helps people to live as close to home as possible, draws on support from their communities and prevents or delays inappropriate admission to hospital or long-term care.
- If people need it, they can choose between a broad range of high-quality options for care and support and are always treated with dignity and respect.
- People can successfully manage the changes in their lives.
- People live in suitable and affordable homes in attractive places within a supportive community.

Tackling inequalities...

People who sleep rough or are at risk of sleeping rough usually have multiple and complex needs, and are extremely vulnerable. To help address the inequalities experienced by rough sleepers, the Housing Solutions Service works proactively and holistically to address not just their housing needs, but all other factors which have led to their vulnerability. During the pandemic, under the Government's 'Everyone In' initiative, all verified rough sleepers were offered accommodation. Our focus going forward is now about providing person-centred wraparound support for these people, including help to access appropriate move-on accommodation, enabling them to leave emergency accommodation and live independently. The support provided by the **Housing Solutions Service** will continue to be wide-ranging, depending on each person's needs including support for mental and physical health, substance misuse, and developing independent living skills. Over the coming months, support will be enhanced by new specialisms within the team, one focusing on drug and alcohol misuse/addiction, and another focusing on adult social care and safeguarding. These specialisms will enable the team to access more timely and bespoke support for vulnerable rough sleepers. Work will also continue to develop our multi-agency approach to identifying and supporting rough sleepers, in recognition of the need to work collaboratively to achieve better outcomes for individuals.

Measuring our impact...

- Percentage of people who need help or support to continue to live in their own home.



Aspire and achieve: People in Kirklees aspire to achieve their ambitions through education, training employment and lifelong learning



We want children to achieve well and leave school ready for life and work. We want people to enjoy and value learning throughout their lives and businesses to support a skilled workforce. The council has a role in making sure that education and learning are accessible and relevant to needs and opportunities, now and in the future.

What we're aiming to achieve:

- People in Kirklees have access to the highest quality, inclusive learning and education provision.
- Learning provision responds to the needs of people throughout their lives.
- Children making good progress and achieving the best outcome, and improved life chances for everyone.
- A highly skilled population able to secure good jobs now and in the future.
- People live in suitable and affordable homes in attractive places within a supportive community.

Tackling inequalities...

The *Kirklees Economic Recovery Plan* recognises how the economic impacts of the pandemic have been most keenly felt by those already disadvantaged. It therefore seeks to build an inclusive economy as a cross-cutting theme. We also know that recessions historically impact young people disproportionately and in this case more so as the sectors that offer starter roles for many – retail and hospitality – have suffered some of the greatest impacts. We are therefore committed to scaling up our *Works Better* programme and to continue supporting adults furthest from the labour market to access sustainable employment and secure progression at work. We will also work to maximise the opportunities for Kirklees' residents offered by government schemes such as *Kickstart*

Measuring our impact...

- Performance at the end of Key Stage 4 (i.e. at end of GCSEs)
- Adults qualified to level 4 or above (i.e. equivalent to a BTEC)



Sustainable economy: Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will generate growth, but the public sector has a role in creating the right conditions for growth, attracting investment, and encouraging businesses to invest in their workforce and communities.

What we're aiming to achieve:

- More and better quality jobs in Kirklees.
- Create the environment to enable major regeneration activity to support economic resilience and greater inward investment into the district.
- People have access to an appealing cultural offer and vibrant town centres.

Tackling inequalities...

We are committed to continuing to invest in making our **towns and places** attractive and enjoyable places to live and work. This includes major investments in both Huddersfield and Dewsbury town centres and housing developments at Dewsbury Riverside and other Council-owned sites, but also in smaller centres such as Batley, Cleckheaton and Holmfirth. As well as these projects attracting further private investment, we will work to maximise the involvement of local businesses in their delivery and the opportunities they create for local residents from deprived areas and those who lack experience or skills.

Measuring our impact...

- Disposable income per household (£)
- Productivity per head (£) – Gross Value Added



A decade of ambition



For a town with distinction



Safe and cohesive: People in Kirklees live in cohesive communities, feel safe and are protected from harm



We want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district.

What we're aiming to achieve:

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

Tackling inequalities...

Community safety issues such as crime, anti-social behaviour and feeling unsafe disproportionately impact on more deprived communities in the district. This can lead to a lack of cohesion and feeling of unfairness between communities, thus exasperating inequalities. Working with communities and partners, our **Partnership Plan** will use an intelligence-led approach to reduce crime, tackle anti-social behaviour and protect people from serious harm with a firm focus on tackling inequalities. Our hate crime strategy recognises that incidents often go unreported and therefore it is vital both to gain the confidence of communities to report incidents through accessible channels and deal effectively with incidents but also through creating an environment where hate crimes are abhorrent to our shared values.

Measuring our impact...

- Proportion of adults who say people get on well together
- Proportion of people who say they feel safe
- Recorded crime



Clean and green: People in Kirklees enjoy a high quality, clean and green environment



Our built and natural environment contributes to people's quality of life and makes the district a more attractive place in which to live and invest. We want to connect people and places, improve air quality and green infrastructure and be resilient in the face of extreme weather events and climate change, as well as helping people reduce waste and recycle more.

What we're aiming to achieve:

- Well planned places and sustainable communities.
- Better infrastructure for our communities.
- People have access to greenspaces including appropriate sports and leisure opportunities.
- Address the Climate Emergency in Kirklees and work towards achieving the 'net-zero' carbon emission target for 2038.

Tackling inequalities...

In January 2019, the council declared a Climate Emergency in Kirklees, and since then, has been developing its approach to tackling this through the delivery of the **Climate Emergency work programme**. Following the adoption of a 'net-zero' carbon emission target for 2038, and commencing in 2020, we will disclose the district's emissions each year to the independent CDP (www.cdp.net) - an international, non-profit disclosure organisation - to demonstrate our commitment to this agenda. We will ensure that we work to minimise inequalities in the impact of the work that we carry out through the programme in seeking to address the Climate Emergency.

Measuring our impact...

- Overall satisfaction with local area (%)
- Waste recycling rate
- Amount of household waste produced
- Air quality



Efficient and Effective: Kirklees Council works smart and delivers efficiently and effectively*



We want to be a transparent, well managed and high performing council. We will focus our resources on doing the right things and doing things right, to make a difference to the outcomes of the people and places of Kirklees.

What we're aiming to achieve:

- Staff that are healthy, motivated and supported by management in order to use the right skills and behaviours to work with people and partners.
- Strong political leadership, intelligence-led decision making, strategies and policies.
- Getting the basics right, with robust systems, processes and governance that make best use of available resources.
- Collaborative partnership working to inform and shape priorities and action across the public, private and voluntary sectors in Kirklees.
- Transforming our organisation so that it is fit for purpose, now and in the future.

Tackling inequalities...

A diverse workforce brings a range of experiences and perspectives, which will strengthen our performance and impact as a council. A workforce upskilled to understand how inequalities can be addressed will develop services that better meet the needs of residents and visitors to the area. That is why we will continue to work to help the council to be an **Inclusive Employer** – using feedback and insight from Kirklees Council colleagues and others to develop our organisation to be a progressive authority and to attract, develop and retain employees. This will include providing appropriate inclusion/inequalities themed learning and development support for different groups and levels of employees.

Measuring our impact...

- Short-term employee sickness
- % of spend with suppliers with a branch in or based within Kirklees

**We are currently reviewing this outcome to better reflect the way in which we work as an organisation. We will be consulting on this alongside the development of our values in 2020/2021.*

TACKLING INEQUALITY

Measuring our impact and progress against the 2018/20 Corporate Plan

This document provides information on the direction of travel for the Plan's longer-term population indicators, as well as a narrative presenting a summary of current progress against each of the outcomes and our key delivery commitments in the previous 2018/20 Plan. This document provides a 'snapshot' of our current position and contains information on the impact the coronavirus pandemic has had on the business of the council over the last eight months, as well as key delivery priorities over the coming 12 month period. We will continue to provide updates on the progress being made against our outcomes over the next 12 months.

Best Start: Children have the best start in life

The first few years of every child's life help shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed and to ensure every child in the district starts school healthy, happy and ready to learn. Children's journeys through school and into adult life shape the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

Our progress...

The ambition for Children's Services is that our children and young people have the *Best Start* in life. We recognise that the development and progress in early years lays the foundation for success and achievement as adults. Our investment in young people is an investment in the future prosperity for all citizens. 2020 has seen the radical challenges arising through the COVID-19 pandemic and our response has demonstrated the strength of our work and relationships with partners across Kirklees. For example, we developed a suite of COVID-19-safe summer activities for families, with funding allocation of 820 community-developed sessions, events and activities with our partners, and with over 11,000 attendees. Going forward, we will continue to invest in community-developed family support activities in future holiday periods, with particular emphasis on the most vulnerable families.

Kirklees has been on an improvement journey for a number of years and Children's Services has been and remains a key priority. Our aspiration, articulated in the light of our progress over the past few years, is to provide 'Outstanding and Excellent Services' for all our young people. Our improvement work has been built upon the continued commitment to investing in Children's Services which has been maintained over the last year. This has included extra resources for high needs education, additional resources for youth services, additional therapies for children in our care system and additional capacity for domestic abuse services.

A major milestone in our journey in 2019 was that Ofsted determined that Kirklees was no longer 'Inadequate' in relation to the services it provides to its most vulnerable children. In July 2020 recognition of the continued improvement in Kirklees was the lifting of the final element of Department for Education supervision, with the removal of the Improvement Notice by the Secretary of State. This has been achieved through a relentless focus on *working with* families to promote resilience and independence. We have achieved better support for families and children by developing a well-trained, stable workforce with low turnover and no agency usage leading the way across the region. The improvements in Kirklees have been recognised by other councils and we are offering support and sharing our experience in the region.

There has been a further strengthening of partnership working with the development of the Children and Young People Plan bringing together different and diverse agencies around a shared agenda to make a difference in Kirklees. The three priorities are:

- To tackle child poverty
- To support inclusion and better outcomes for LGBT+ young people
- To grow our youth offer – places to go, people to see, things to do

Through our Education and Learning Partnership Board, working proactively with schools, colleges and other partners, we have continued to strengthen our relations and work with all Kirklees schools to support them in improving the outcomes for young people at all ages. We've also worked in partnership with Public Health, IPC and the Business and Skills teams to ensure Schools, Early Learning and Childcare providers can access the best available advice and get access to government support schemes.

Protecting and Supporting Vulnerable Children

The response to the pandemic shows the strength of partnership working across Kirklees. Working closely with schools we have ensured that they have remained open throughout the pandemic for our most vulnerable children. Summer holiday programmes were organised through our community hubs with buses provided in North and South Kirklees for outreach summer holiday programmes and also to provide a drop in and advice facility.

To support the return to school in September we ran a campaign called 'Back Together, Better Together'. This recognised that pupils were returning to schools that looked and felt different to normal, which may have caused anxiety and uncertainty for pupils and their families. Our campaign focused on reminding children, young people and families that we have excellent schools in Kirklees and that returning to school was a positive and special experience, especially for those who had not attended since March. Our aims were to support our family of schools in helping pupils and families adapt to the changes, to build their confidence and to promote good levels of attendance.

Children's Social Care ensured that contact and visits with our most vulnerable children and young people were maintained and increased where appropriate. Support in the form of food parcels and additional finance was arranged for our care leavers. Laptops and other electronic devices have been provided to vulnerable children in partnership with schools to ensure that they have access to online learning.

There has been ongoing improvement to our offer and support to children and young people with special educational needs and disabilities (SEND). Working closely with parents of children with additional needs (PCAN) we have reviewed our Local Offer website to ensure it is more accessible and relevant.

Next year things to look out for

Youth Engagement Service

We will be enhancing our early identification and response for those at risk. We are developing a Youth Engagement Service (YES) whose purpose is to provide better coordination of resources with partners to contribute to the earlier identification of those at risk of exploitation. Through better and earlier identification there is an expectation that planning will be timelier and more effective in mitigating those risks. The service will also provide a richer and more accurate picture of where risk is most concerning and what are the most prevalent risk factors associated with the young people.

Family Hubs

We are developing proposals for a Family Hubs model within Early Support, with an integrated 0-19/25 system for place-based early support. The proposed Family Hub model aims to build on existing place and community assets and brings individuals, organisations, places and connections together to realise and develop their strengths. The model aims to:

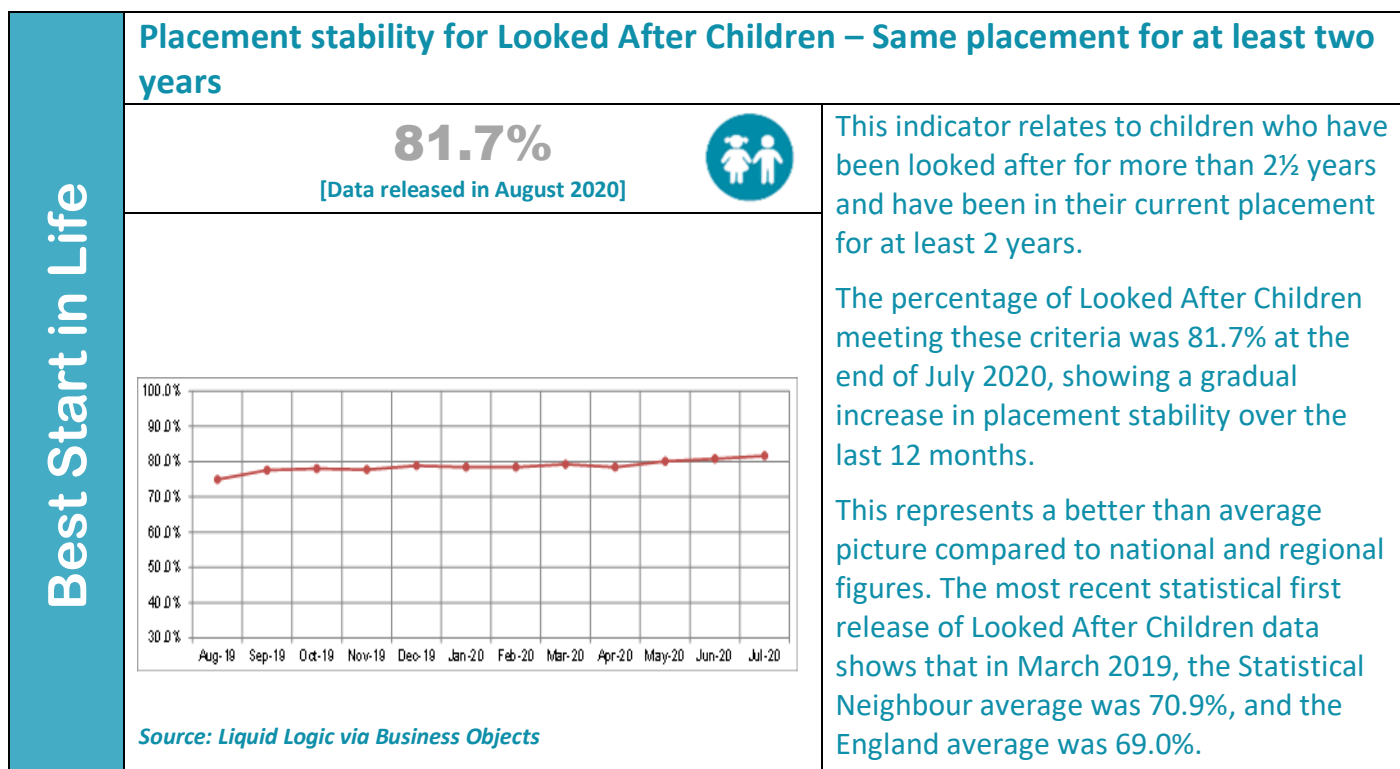
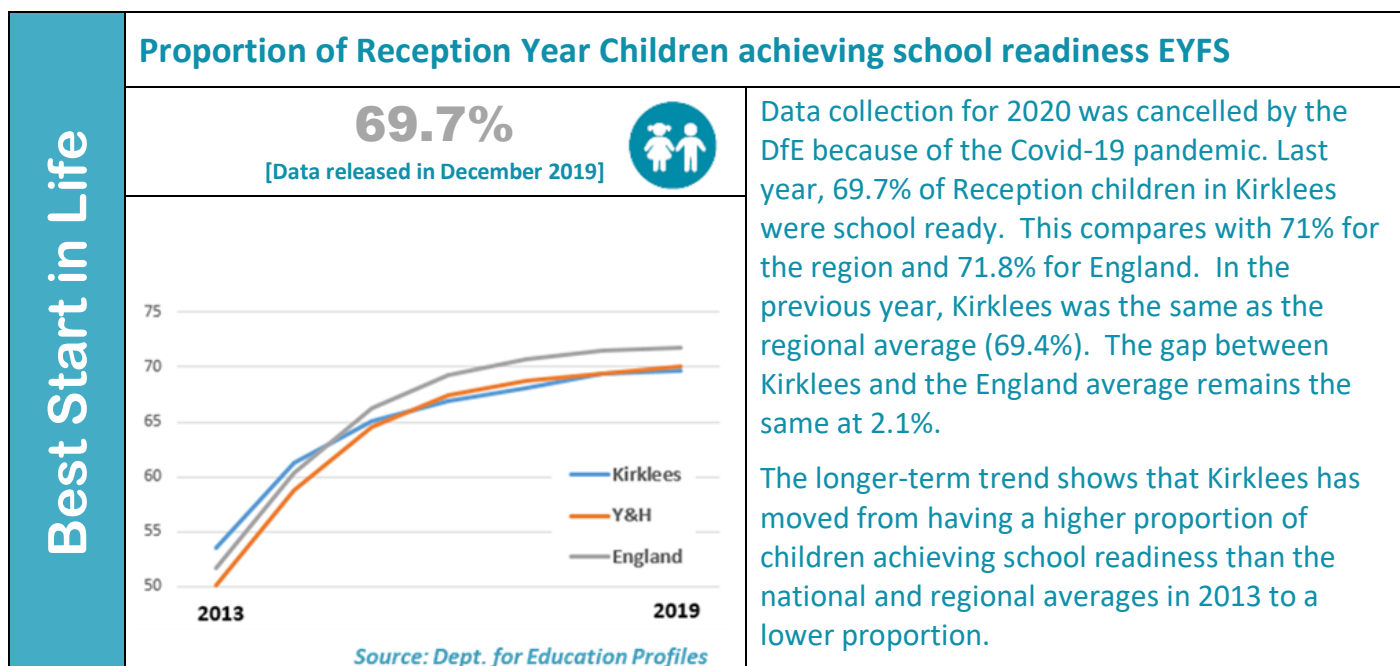
- Build on what is already in the community.
- Focus on local residents and what it is like to live in their area and what is important to the people that live in the area.
- Build on and strengthen relationships in communities and places.

Investing in innovative therapy strategies

In the last three years, Kirklees Council has established itself as a hub of innovative and evidence-based practice to further support children to live well in the community. The introduction of Multisystemic Therapy (MST) in January 2019 was followed by further expansion to include the enhanced MST-E service in April 2020 (as one of the first four sites in the world to evaluate the efficacy of an enhancement to prevent involvement in exploitation). This was as a result of a successful bid in partnership with MST-UK from the youth endowment fund, who remain key partners and evaluators for the development.

The next phase of MST development is the introduction of MST-FIT (Family-Integrated Transitions), a complimentary evidenced-based service that aims to work closely with families, foster carers and children to facilitate and maximise the potential for children to return to a home setting from care. MST-FIT uses a therapeutic, integrated treatment model (ITM) based on dialectical behavioural therapy (DBT), which is implemented in a purpose-developed residential setting. This environment supports and increases the skills and resilience of young people, and simultaneously their care givers in the community, before reunification is supported by a 4–6-month period of MST.

Our impact...



Well: People in Kirklees are as well as possible for as long as possible

No matter where they live, we want people in Kirklees to be able to live their lives confidently, in better health and for longer. Preventing problems and supporting people early will help people choose healthy lifestyles and increase physical and mental health and wellbeing.

Our progress...

Over the last year, we have launched a Health and Wellbeing Plan that brings together partners to focus on the people who live in Kirklees (adults and children) and how, working collectively, we can improve the health and wellbeing of the whole population.

Like council's across the country, Kirklees faces some challenges which means we can't stand still. Continuing to provide support in the way we do now will not meet our ambition to improve the health and wellbeing of our population, tackle some of the underlying inequalities we face, nor maintain and improve the quality of care and support. Increasing demand and changing demographics alongside funding challenges means that trying to provide services in the same way is no longer sustainable.

Through our Health and Wellbeing Plan, we have set out a real commitment to prevention and creating resilient, connected and vibrant communities in which people can start well, live well and age well.

Our key priorities going forward include:

- Creating communities where people can start well, live well and age well – for instance, by developing active community projects in primary care network areas.
- Creating integrated person-centred support for the most complex individuals.
- Developing our people to deliver the priorities and foster resilience –for instance through working with people and partners in improving citizen engagement and personalised care in Kirklees.
- Developing our buildings to deliver high quality services.
- Harnessing digital solutions – including an integrated/shared care record system across health and social care.

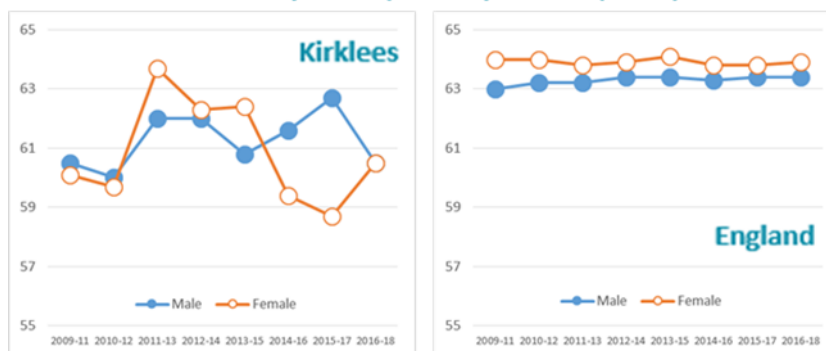
Healthy life expectancy

60.5 years

[Data released in February 2020]

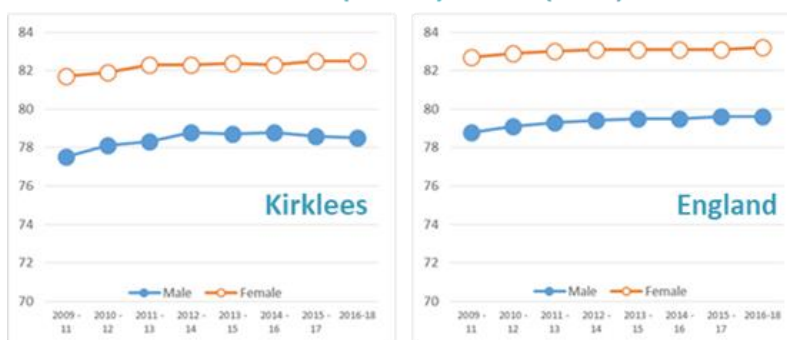


Healthy Life Expectancy at Birth (Years)



Source: Public Health Outcomes Framework

Overall Life Expectancy at Birth (Years)



Source: Public Health Outcomes Framework

Healthy life expectancy (HLE), defined as the number of years people can expect to live in good health. Trend patterns for males and females in Kirklees have been very different to those for England as a whole, with a widening gap in recent years between males and females. However, the latest data for 2016/18, released in February 2020, shows a reversal of these local trends (although it is too early to say whether these changes constitute new trends).

In Kirklees, female HLE increased in 2016/18 after several years of decline (from a peak value of 63.7 years in 2011/13); in contrast, male HLE declined in 2016/18 (from a peak value of 62.7 years in 2015/17). Males and females in Kirklees can now expect to live the same number of years in good health (60.5 years). National figures do not show the same degree of fluctuation, with female HLE consistently slightly higher than male HLE. Kirklees HLE is now 3–3.5 years below the national average.

Comparisons of overall life expectancy at birth show a relatively consistent gap between males and females (in Kirklees and in England), with females expecting to live around four more years than males.

In combination, and despite the recent changes in HLE trends, these indicators still suggest that females in Kirklees are living longer than males, but they are spending more years in poor health (22 years for females, compared to 18 years for males).

Independent: People in Kirklees live independently and have control over their lives

We want people in Kirklees to live their lives confidently, independently and with dignity. The right advice, help and support at the right time will empower people to take control of their own health and wellbeing, and connect people with caring and supportive communities.

Our progress...

Over the last year, we have refreshed our council Vision for Adult Social Care. Every day, people who have care and support needs are being treated with respect and supported to be as independent as possible. However, we also know that society is constantly changing, and in order to keep pace with an evolving local population, both demographically and culturally, we needed to reflect and change the way we do things.

We recognise that we want individuals who have care and support needs, as well as unpaid carers, to enjoy the best quality of life possible, based on choices that are important to them. Our services play a crucial role in supporting people to remain healthy and independent, whether that be through the provision of information and advice, access to prevention services, or more intensive support for those with long-term or complex needs. This means that our working relationships with partners, people who have care and support needs, and unpaid carers, will be based firmly on co-production. This will be championed by social care professionals and colleagues across the council and wider partnership committed to honouring first and foremost the views and wishes of those who access our services

Our Vision for Adult Social Care is fundamentally about people, partners and place. We want a Kirklees that is caring, we want every person in Kirklees who needs social care to be able to live the life that matters to them, with the people they value, in the places and communities they call home, and with an equal voice in coordinating their care and support.

Our key priorities going forward include:

- Ensuring people at risk of harm and abuse are safe.
- Creating resilient caring places and communities that support people to stay well connected.
- Co-producing with individuals the early support they need to maximise their independence.
- Working together to delay or minimise the effects of people's existing needs getting worse.
- Working with people to create greater personal choice and control over how people achieve their long-term care and support outcomes.

Our impact...

Percentage of people who need help or support to continue to live in their own home.

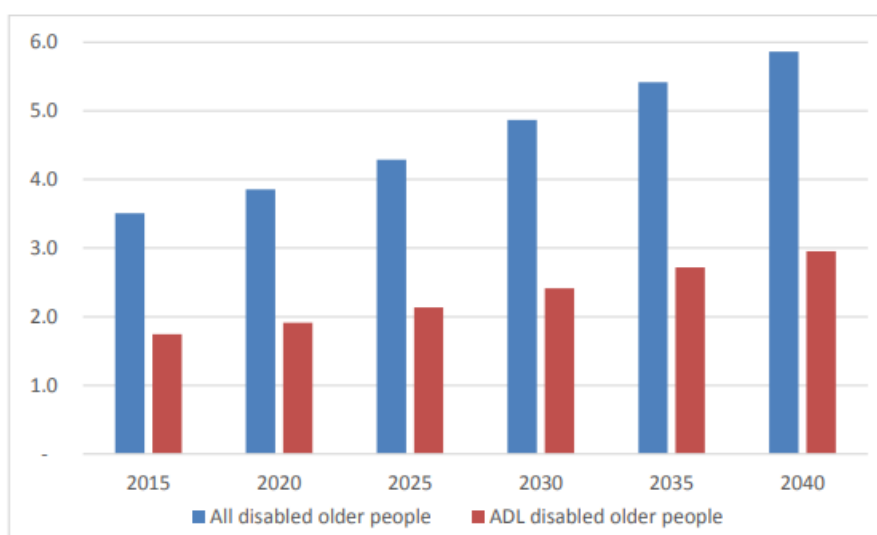
9%

[‘Current Living in Kirklees’ survey, 2016]



Nine per cent of adults need help or support to continue to live at home (Current Living in Kirklees (CLiK) survey 2016). This proportion is highest among those not in work because they are sick or disabled, those aged 75+, social tenants, people with an annual household income below £10,000 and those of a mixed ethnic background. Half of these are dependent on others for daily activities, such as bathing/toilet, dressing and/or eating. In the previous survey, undertaken in 2012, 11% of adults reported the need for help or support to continue to live at home. The next CLiK survey is due to be undertaken in 2021.

Projected number of disabled older people (millions) in England 2015-2040



The above chart shows nationally that the numbers of disabled older people, (defined as those unable to perform at least one instrumental activity of daily living (IADL) or having difficulty with performing or inability to perform without help at least one activity of daily living (ADL)), is predicted to rise by 67% between 2015 and 2040. The number of older people with more severe disability, (that is, unable to perform without help (or at all) one or more ADL tasks), is expected to increase by 69% between 2015 and 2040.

Aspire and achieve: People in Kirklees have aspiration to achieve their ambitions through education, training, employment and lifelong learning

The first few years of every child's life helps shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed and to ensure every child in the district starts school healthy, happy and ready to learn. Children's journeys through school and into adult life shape the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

Our progress...

Maintaining an excellent educational offer and experience during the coronavirus period – especially the initial lockdown – has been one of the most challenging experiences the education sector has ever faced, and all schools, colleges and settings are to be thanked for their extraordinary efforts and principle of partnership working during this time. In Kirklees, we have been able to strengthen and streamline partnership working during this period. Through the Education and Learning Partnership Board, we have developed multi-stakeholder working groups, which has led to swift system-wide responses to attendance, digital exclusion, and emergency planning challenges during the coronavirus pandemic. Alongside this emergency response, we worked tirelessly to transition all secondary school pupils at Almondbury School, meeting all parental preferences for a local school place. We would like to give thanks to all our partners for pulling together and supporting each other through these unprecedented times, including schools, colleges, staff, councillors and our communities. The Education and Learning Partnership Board has been crucial for enabling us to collaborate across the system so effectively.

Over the last 12 months, we have also:

- Worked with parents of children with additional needs and multiple stakeholders to develop a new and comprehensive and co-produced local offer website.
- Developed a comprehensive special educational needs and disabilities (SEND) data dashboard, allowing for much improved baselining, strategic decision making and systems management
- Continued to drive rates of NEET+Not Known post-16s to the lowest ever level, with performance well beyond neighbouring LAs and statistical neighbours
- Continued to drive improvements in Kirklees and Calderdale School Centred Initial Teacher Training, with 93% of trainees achieving QTS at a rating of good or better
- Provided 1253 adults with confidence and skills through high quality adult education provision, developed pathways in response to coronavirus, and achieved a very good Ofsted rating in the most recent inspection.


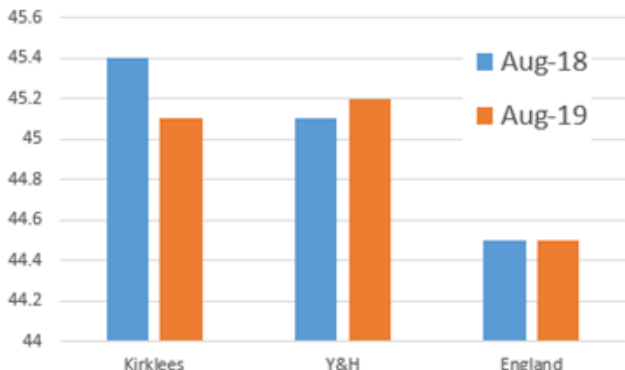
Looking forward, we are hoping to further develop responsive and robust partnerships, placing co-operation and co-production amongst partners at the centre of schools and colleges, and setting out a clear improvement journey. We will put more emphasis on developing evidence-led processes, through the incorporation of health and care data into a single dashboard, leading to a more robust and comprehensive system for young people with special educational needs and disabilities. We will also be developing quality online, blended and hybrid learning models across the lifelong learning journey. As well as responding to

the ongoing pandemic, through the Learning and Education Partnership Board, we are aiming to drive continuous improvements to quality, achievement and a range of outcomes across Early Years, Primary, Secondary, Post-16 and Adult and Community sectors. This will ensure Kirklees is a centre of lifelong learning excellence, despite the challenges the sector continues to face.

Over the next 12 months we will also aim to:

- Progress work to meet sufficiency and capacity challenges through investment in capital projects, for example developing a permanent new school building for Brambles Primary Academy.
- Place improved data analysis and intelligence at the centre of our improvement journey.
- Appoint leading industry experts to develop a special educational needs and disabilities (SEND) sufficiency masterplan covering the next 5 years, leading to the identification of future high quality capital build project options based on the most robust evidence base, and ultimately leading to a more efficient use of resources over the long term.
- Through the Education and Learning Partnership Board, invest in the development of the Kirklees Learning Strategy and develop a plan to drive forward improvements in education for young people, families and communities across Kirklees, to ensure young people are able to succeed both educationally and personally.
- Develop partnership-based voluntary internship, traineeship and pre-apprenticeships routes and creative solutions for workplace training and experience.

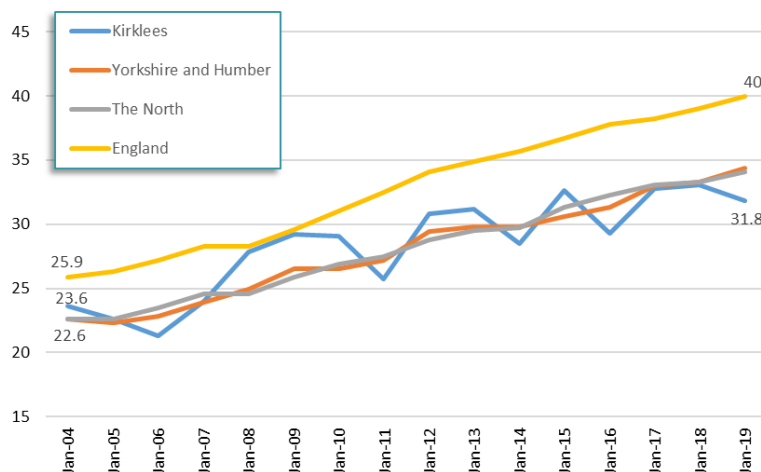
Our impact...

Aspire and Achieve	<p>Overall GCSE pass rate per pupil at the end of Key Stage 4 – Attainment 8 Score</p>
	<p>45.1</p> <p>[Data released 2019]</p> 
	 <p><i>Source: Dept. for Education Profiles</i></p>
	<p>GCSEs are graded 1 through to 9 (with 1 being the lowest, and 9 the highest). The Attainment 8 score is the average score for the combined total of grades per pupil across a set suite of eight GCSE subjects.</p> <p>This is the third year of a phased implementation, in which Key Stage 4 subjects have been graded with the new grading scale of 9 to 1 (instead of A to E as previously). The 2019 revised average Attainment 8 score at Key Stage 4 for all pupils with Grade 5+ is 45.3, a decrease of 0.1 on the previous year. Kirklees is 1.5 below the national average (46.8), with a decline from a 1.2 difference last year and 0.1 lower than the Yorkshire and Humber regional average of 45.4.</p>

Adults qualified to Level 4 or above (ie equivalent to a BTEC)

31.8

[Govt. data release, January 2020]



In 2019 in Kirklees, 86,000 (31.8%) working age adults were qualified to Level 4 or above, a reduction of 3,900 on the previous year.

In January 2004, 58,400 (23.6%) working age adults were qualified to Level 4 or above. Kirklees has increased by 8.2 percentage points between 2004 and 2019, a smaller increase than regionally and nationally.

Kirklees is currently 8.2 percentage points lower than the average for England. The gap between Kirklees and the England average has more than tripled over these 16 years, from a gap of 2.3 percentage points in 2004.

Sustainable Economy: Kirklees has sustainable economic growth and provides good employment for and with communities and businesses

We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will generate growth, but the public sector has a role in creating the right conditions for growth, attracting investment, and encouraging businesses to invest in their workforce and communities.

Our progress...

The coronavirus pandemic has resulted in one of the worst economic shocks in living memory, with the potential to impact particularly on young people, women and BAME communities. To achieve a sustainable recovery, we need to work towards delivering the ambitions set out in this outcome.

Over the last year we have:

- Worked with partners to develop a draft Local Economic Recovery Plan; complementing national and regional initiatives, the plan seeks to mitigate the economic impacts of the virus on those residents most likely to be affected, support business growth/start-up and accelerate key regeneration and infrastructure projects to support the recovery.
- Distributed over £100m of COVID-19 grant support to over 9,000 Kirklees businesses to help mitigate the economic effects of the virus and worked with local businesses to provide advice and support on COVID-secure working.
- Delivered a range of interventions in Huddersfield and Dewsbury town centres to support the economic recovery to improve access for pedestrians and cyclists and support social distancing and provision of free car parking.
- Provided more intensive advice and support to over 250 local businesses to facilitate growth and investment.
- Helped over 400 Kirklees residents, including over 190 young people, into employment, self-employment, apprenticeships or other learning.

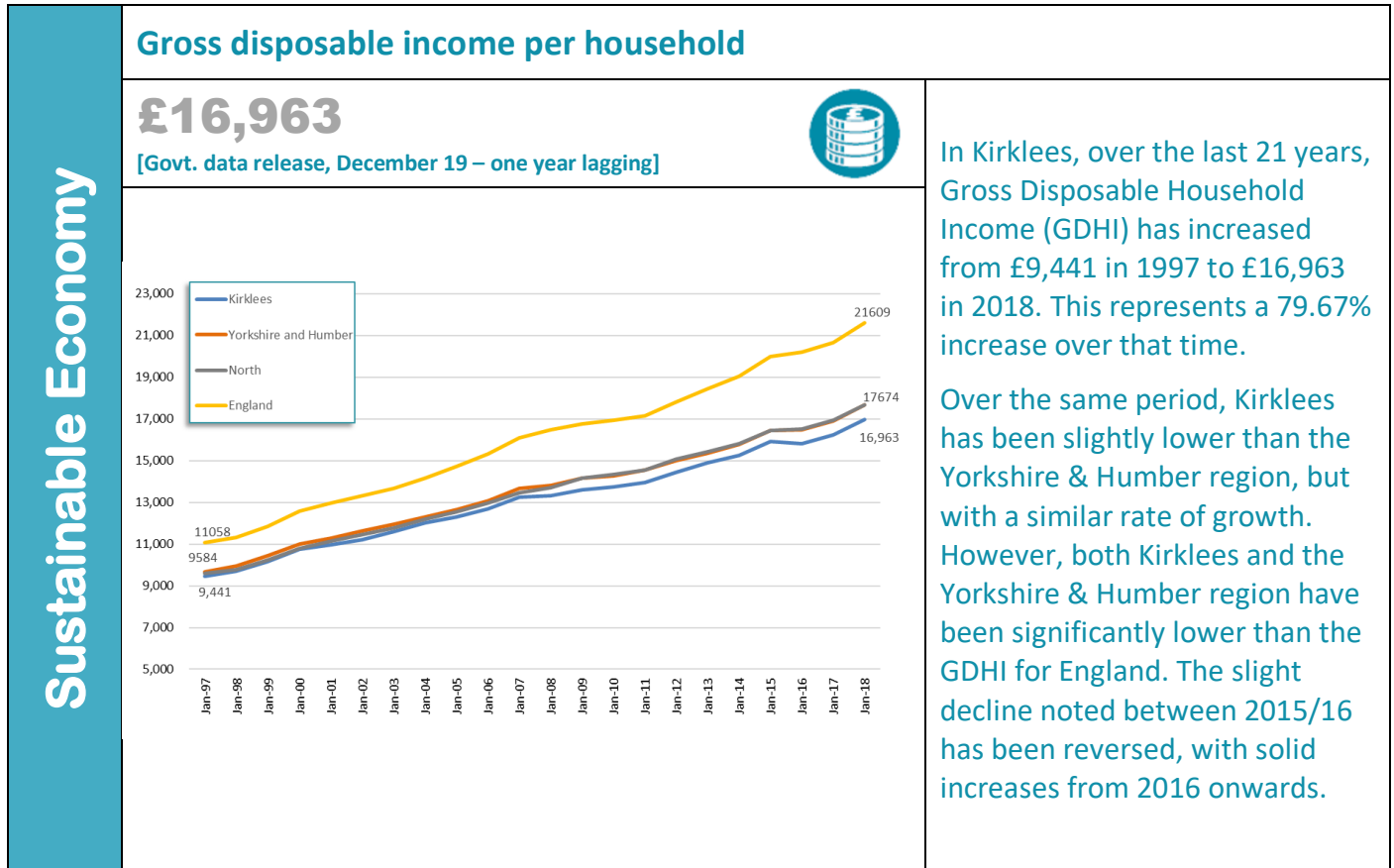
Over the next 12 months we will,

- Develop the support available for Kirklees residents to start up their own business/become self-employed, including one-to-one mentoring and advice.
- Work with partners including the West Yorkshire Combined Authority/LEP, Mid Yorkshire Chamber of Commerce and Industry and Federation of Small Businesses to further extend the reach of our business support offer and strengthen our partnership approach.
- Further progress the development and delivery of key regeneration projects within the framework of the Huddersfield and Dewsbury Blueprints, including public art and other initiatives to animate these spaces; and develop proposals to extend this approach to other town centres across Kirklees.
- Further progress the development and delivery of major infrastructure projects that support our ambitions for economic recovery and growth, including the A62 Smart Corridor, Huddersfield Station Gateway and a new bus interchange for Dewsbury town centre.
- Work with key private sector partners to take forward key housing sites identified in the adopted Kirklees Local Plan to work towards increasing housing supply and the improvement of choice and

affordability, complementing our efforts to regenerate our major centres and wider economic growth ambitions.

- Embed social value outcomes in our major capital projects to create opportunities for local jobs, apprenticeships and businesses through our procurement activity.
- Develop and implement a Kirklees ‘Good Work’ charter in partnership with key public, private and voluntary sector partners to support our equalities and inclusive growth objectives.

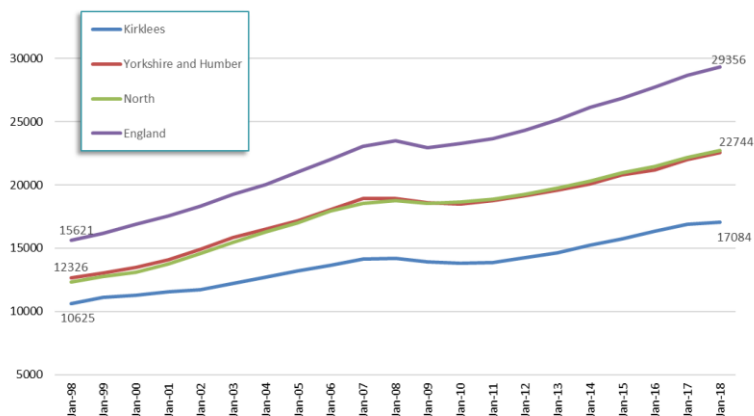
Our impact...



Productivity per head – Gross Value Added

£17,084

[Govt. data release, December 19 – one year lagging]



In Kirklees, the gap between Kirklees and both Yorkshire & Humber and England has widened year-on-year for the last 19 years.

In 1998 the gap between Kirklees and England was £4,996 per head (a 32% gap). In 2018 the gap between Kirklees and England was £12,272 per head, (a 41.8% gap).

Between 1998 and 2018 the GVA per head in Kirklees increased by 60.79% whereas the GVA per head for England increased by 87.93%.

[Note that GVA per head does not account for the impacts of commuting in/out of an area and is based on the whole population, not just those in employment]

Safe and cohesive: People in Kirklees live in cohesive communities, feel safe and are protected from harm

We want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district.

Our progress...

Kirklees Council supports everyone's right to live in safety, free from abuse and neglect. Safeguarding Children and Adults is a statutory duty for the council and to support this work the council launched in 2019 a programme of work corporately to promote safeguarding as 'everybody's business' – promoting the expectation that all staff who have direct or indirect contact with children, young people and adults, or who have access to information about them, have a responsibility to safeguard and promote their welfare.

Domestic abuse is one of the more complex issues affecting people in Kirklees and in 2019, through partnership working, the Domestic Abuse Strategic Partnership engaged a wide range of agencies through the development of a new Domestic Abuse Vision and three year strategy for tackling domestic abuse in Kirklees. The strategy adopts an innovative model used by the national charity, Safe Lives and sets out a partnership vision and key priority areas which are being progressed through a robust action plan.

During 2019/20, over 250 young people at risk of involvement in criminal gangs have been supported by the Youth Intervention Team to divert them from harm. Using Kirklees Early Intervention Youth Fund monies, community mentors have been deployed to provide intensive support and an anti-knife crime awareness play was performed to over 5,000 children and young people.

Kirklees received national recognition from the Local Government Association (LGA), which highlighted the 'effective internal structures and work with external partners to tackle modern day slavery'. This award acknowledged the significant work undertaken to increase awareness of the issues with partners and communities and the procedures in place to identify and support victims of human trafficking and modern slavery at the earliest opportunity.

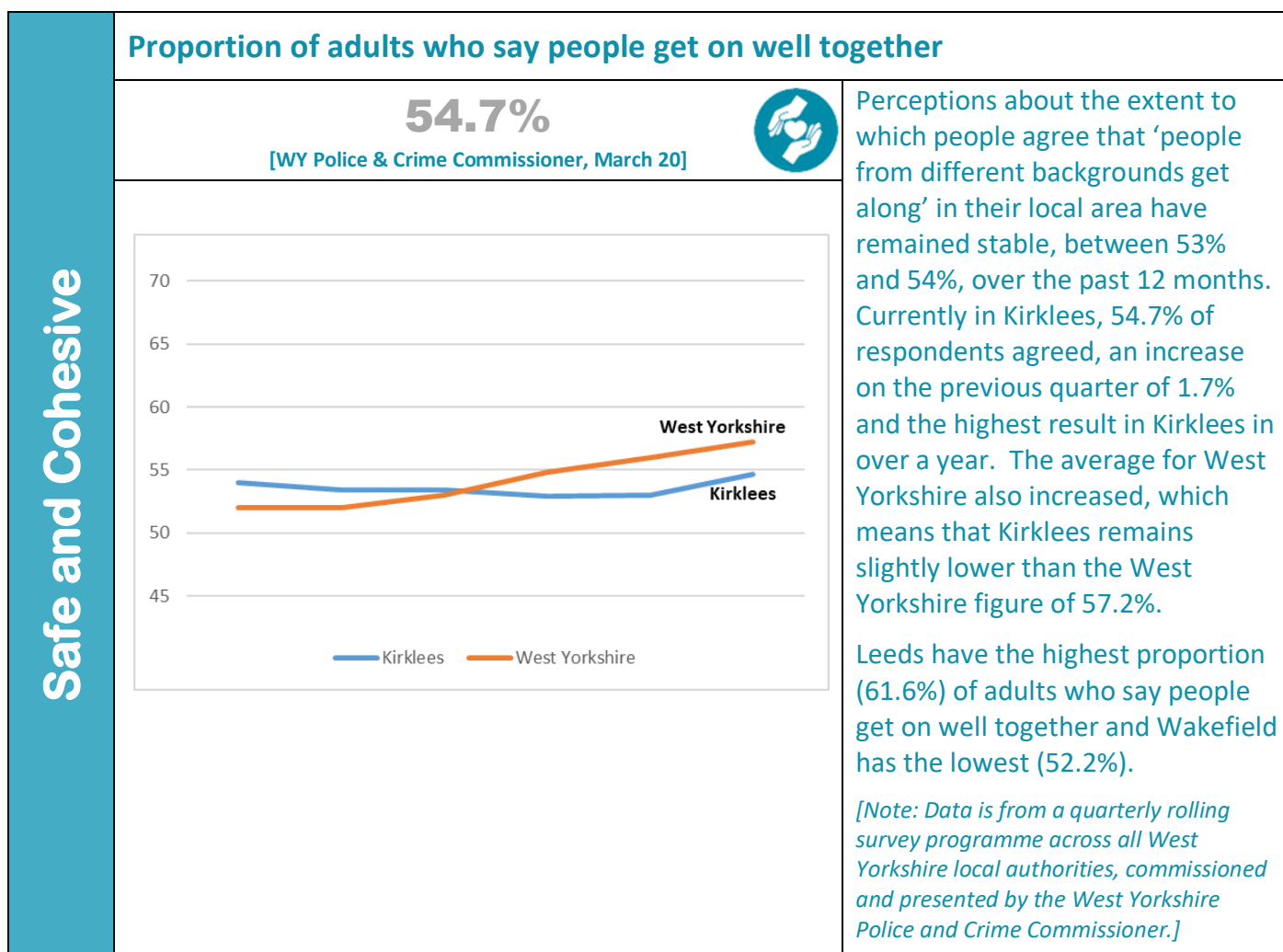
Carry My Story is a cohesion project working within schools and their neighbourhoods, with the aim of linking schools, parents and asylum seekers/refugees through the exchange of personal and community stories. In 2019/20, 54 classes from 35 schools were involved and over 1,500 children including involving 35 asylum seekers and refugees living in Kirklees. There is a real buzz around this programme, linking members of the community of all ages from across the area. The approach creates sharing opportunities between pupils and asylum seekers/refugees with the aim of strengthening communication, challenging pre-conceptions and inspiring empathy for others.

The Welcome Mentor programme provides a volunteer support/befriending service that has supported over 285 asylum seekers, refugees and migrants to access support services and alleviate feelings of isolation. Mentors have supported over 200 people in accessing services such as health, accommodation, finance and language skills to enable them to settle in Kirklees. Some of the people who have received this service have become mentors themselves as they wish to pass on the kindness and support they received.

During 2019/20, the 'This way for English' programme engaged with 469 individuals from migrant communities to support them to access courses and progress their learning of speaking English to speak to neighbours, make friends, develop local networks, progress their learning and move towards employment or further towards a career of their choice.

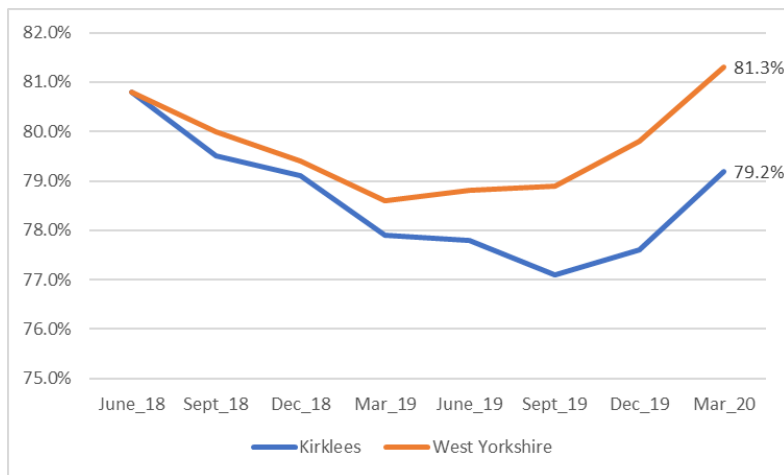
The council continues to work jointly and effectively with the Kirklees Safeguarding Adults Board and the Kirklees Safeguarding Children's Partnership to safeguard and promote the health and wellbeing of children, young people and adults in the communities in which they live in Kirklees.

Our impact...



Proportion of people who say they feel safe in their local neighbourhood

79.2%
[WY Police & Crime Commissioner, March 20]

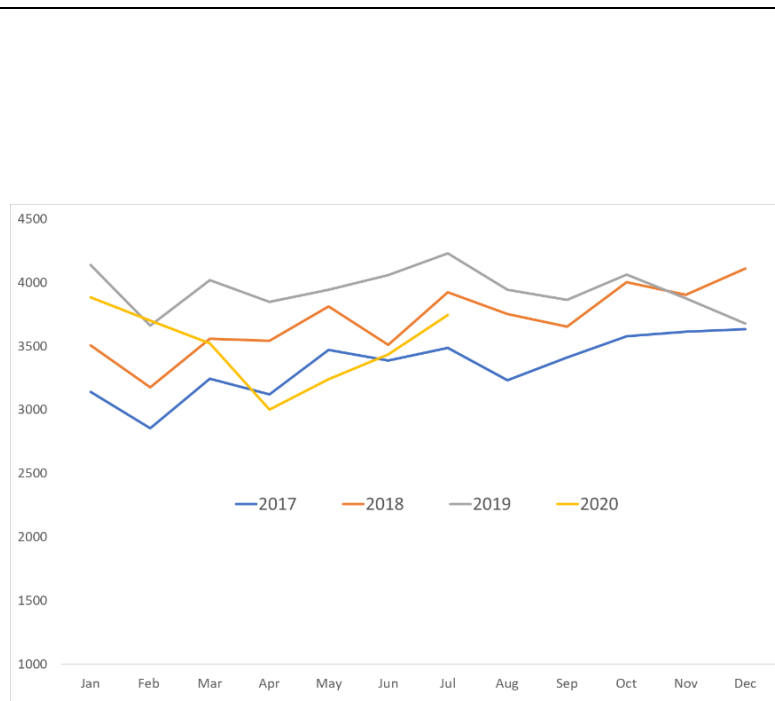


The proportion of people who say they feel safe in their area is 79.2%, a slight increase on the previous quarter and similar to West Yorkshire overall (81.3%).

[Note: Data is from a quarterly rolling survey programme across all West Yorkshire local authorities, commissioned and presented by the West Yorkshire Police and Crime Commissioner.]

Total volume of recorded crime

47,348 Offences
[WY Police]



In comparison to the two previous years, there has been an increase in the overall volume of recorded crime – 40,743 in 2017, 44,658 in 2018 and 47,348 in 2019. *[Note: the recording period is calendar year].* However, this masks nuances in data.

Total recorded crime for the first quarter of 2020 is 12% lower than the previous quarter and 18% below the level recorded for the same period last year. Violence against the person is unchanged from the previous quarter (3% below the same period last year) and burglary offences have reduced by 35% compared with the previous quarter (53% below the same period last year). This goes some way to offsetting the higher volumes of recorded crime in the first half of 2019 in comparison to the previous two years.

Clean and green: People in Kirklees experience a high quality, clean and green environment

Our built and natural environment contributes to people's quality of life and makes the district a more attractive place in which to live and invest. We want to connect people and places, improve air quality and green infrastructure and be resilient in the face of extreme weather events and climate change, as well as helping people reduce waste and recycle more.

Our progress...

Following the valuable work of the councillor-led working party, the council has set an ambitious 'net zero' carbon emissions target for 2038, accompanied by a carbon budget and have committed to develop a comprehensive climate emergency programme to meet this target. In 2020, the council also disclosed the district's annual emissions to the independent CDP for the first time (www.cdp.net), a key part of our commitment to address the climate emergency in an ambitious and transparent way. Going forward, we will be developing our climate emergency programme further to ensure we have an ambitious, comprehensive approach to help us achieve our 'net zero' target.

We have built on our commitments to improve our waste and recycling performance, not only halting the recent decline in the recycling rate but reversing the trend. This has included working with our communities on our Save Food, Save Money campaign that has brought together the benefits of healthy eating, reduced food waste and saving money for people at the same time. We will continue to expand this throughout the borough. We have continued to promote and grow our Garden Waste service to support over 24,500 residents in composting their garden waste, whilst at the same time we rolled out a home composting trial that has seen thousands of residents use different approaches to reducing garden and food waste at home. We have over the past year undertaken a Strategic Environmental Assessment to see how we can best manage our waste in the future. This is all vital work along the path to our emerging Waste and Resource Strategy that will see significant commitments and improvements made.

We live in an area that is blessed with greenspaces and we not only want to protect them but expand them as well, increasing biodiversity, creating pathways for flora and fauna and developing a green Kirklees for future generations. To support this, we have created a partnership with the Yorkshire Wildlife Trust to increase joint working and management of our landscapes. This will see rewilding of key areas and the creation of a new wood around Castle Hill. We have also worked closely as part of the White Rose Forest to identify 27ha of council land for tree planting, which we will undertake over the coming months. We have continued to work with many community groups, which has been crucial in attaining multiple green flag awards for our parks but also the accolade of Best Park in Yorkshire and Humber for Beaumont Park, which is run in true partnership with the community. It is important that as these areas expand, we ensure we are as effective and efficient as possible and develop new ways of working. For example, we are using robot technology to mark out sports pitches.

We have ensured that as we grow, our communities are given the best opportunity to experience a high quality, clean and green environment. To achieve this, we have created and adopted a Huddersfield Town Centre Design Framework, a Highway Design Supplementary Planning Document and are currently

updating our waste management guidance for developers. These initiatives are vital in ensuring our core principles are translated into practice in the real world. Going forward, we will also be developing the business case for the Huddersfield Heat Network to provide a resilient, low carbon energy offer for the town centre.

We recognise that how our communities and businesses move around is vital in promoting sustainable growth and improving air quality. We have approached this in a number of ways including expanding our Green Permit (free parking) for electric vehicles and hybrids to include all on and off-street bays in the district and installed six electric vehicle chargers in car parks with a further nine sites identified. As we develop our new car parks this will be at the heart of our approach.

Our highways are vital to not only our economy but in keeping people and communities connected. Whilst we have successfully delivered millions of pounds of road improvements, public realm works and supported our utility partners in expanding important services such as fibre, we are also focused on how we can improve what we do. Working with the Future Highways Research Group, Kirklees is leading a national review into the environmental and carbon impact of how we maintain highways and how can improve this going forward. We are also working with Huddersfield University on a world leading trial in the use of artificial intelligence for traffic signals to improve congestion and air quality across our network.

Whilst we have expanded our existing electric fleet, replacing 20 diesel pool cars with fully electric pool cars for example, we want to go further and have identified services that can switch quickly, with the aim of procuring a new electric vehicle fleet this year in areas such as KNH. We are also working in partnership with the Energy Saving Trust to baseline our whole fleet which will then allow us to profile our electric vehicle (EV) transformation over the coming years. This will not only allow us to live up to our own commitments as part of the Climate Emergency, but ultimately improve the environment and air quality for our communities. We want our staff to be ambassadors for these changes too and have over the last year successfully trained over 300 employees on the new electric pool cars as well as promoting the use of this environmentally-friendly mode of travel and how to drive more efficiently.

We recognise the impact that fly tipping has on our neighbourhood and landscapes and we have not been idle in moving to tackle this. Whilst we have been successful in prosecuting offenders, we have also redesigned how we deal with fly tipping by using one team with a new online reporting tool, to improve evidence gathering, accurately locating waste, and improving our response time. We are also rolling out the use of CCTV to target hot spots so we can hold people to account for their actions.

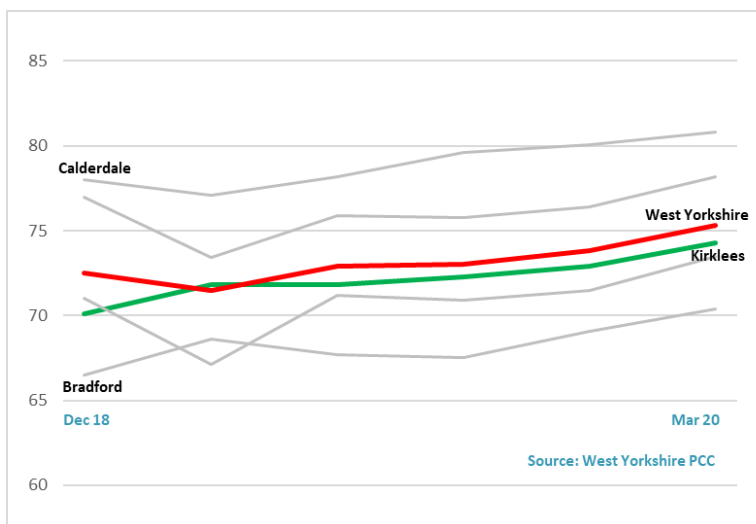
Our impact...

Clean and Green

Proportion of people who are satisfied with their local area as a place to live

74.3%

[WY Police & Crime Commissioner, March 20]



Source: West Yorkshire PCC

The proportion of people who say they are satisfied with their local area is 74.3%, a slight increase of 1.4% on the previous quarter and slightly below the figure for West Yorkshire as a whole (75.3%).

Calderdale has the highest proportion (80.8%) of adults who are satisfied with their local area as a place to live and Bradford has the lowest (73.5%).

In general terms, all five local authority areas have seen a gradual increase over time in the proportion of residents who are satisfied with their local area. Kirklees is close to the average for West Yorkshire as a whole.

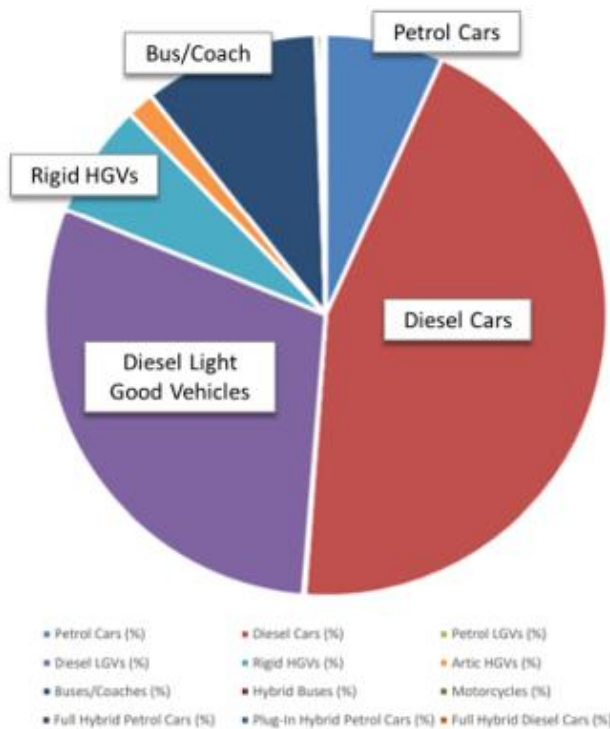
[Note: Data is from a quarterly rolling survey programme across all West Yorkshire local authorities, commissioned and presented by the West Yorkshire Police and Crime Commissioner.]



Air Quality in Kirklees

Air quality issues within Kirklees are focused around the road network connecting the towns, and traffic passing between the West Yorkshire conurbation along the M62 and Greater Manchester. The two primary pollutants of concern are Nitrogen Dioxide (NO₂) and Particulate Matter (PM). Kirklees has 9 Air Quality Management Areas (AQMAs) where pollutant levels are above target emission levels and require improvements to be made.

Between 2012 and 2013 concentrations within the Air Quality Management Areas (AQMAs) and overall for Kirklees fell significantly. However, since that time trends across our AQMAs at other non-AQMA monitoring locations have seen slight increases. This indicates that further measures are needed to return to a downward trend.



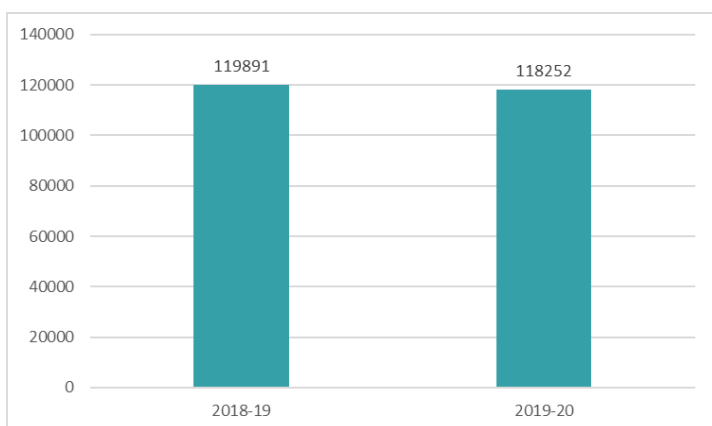
Analysis undertaken across our AQMAs show that overall NO₂ emissions from vehicles in AQMAs are heavily contributed to by Light Duty Vehicles, with an average of 80% emissions compared with 20% from Heavy Goods Vehicles.

The adjacent diagram shows that the most significant sources of NO₂ emissions come from diesel cars and light goods vehicles. Both buses/coaches and rigid heavy goods vehicles contribute significant proportions. Petrol cars contribute a far smaller proportion of emissions and articulated lorries even less.

Total yearly household waste managed

118,215 tonnes

[Council waste management statistics, Apr. 20]



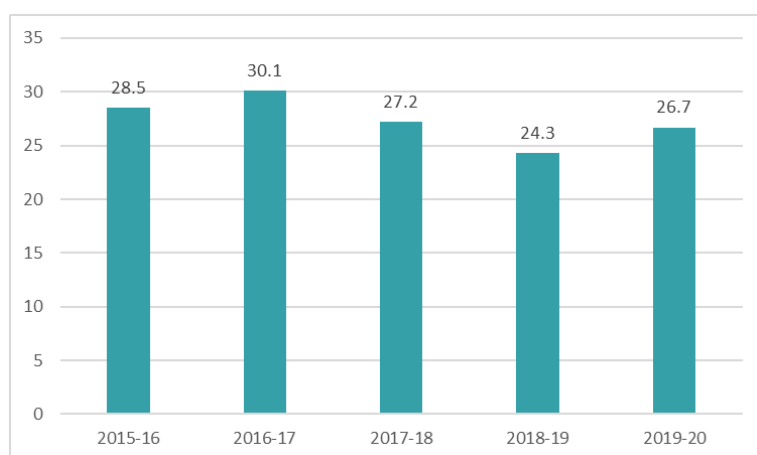
With increases in population and the number of households across the district it is expected that household waste tonnage should increase by between 1% and 2%. After some years of growth in and around that expected tolerance, in 2019-20 there was a fall in tonnage in comparison to the previous year of 1.37%. This has taken place at the same time as both the introduction of brown bins to households and, also, a targeted green bin monitoring project.

However, of note, early indication shows that during the pandemic (and specifically the period of lockdown) grey bin tonnage has increased. Though, in overall terms, this may be offset by time in which waste recycling centres were closed.

Annual recycling rate for council-managed waste

26.7%

[Council waste management statistics, Apr 20]



In context, the European Union target for England is a recycling rate of 55% by 2025. The rate for England currently stands at 44%.

The previous year saw a drop in the rate of re-cycling, but which has been clawed back in 2019/20 with an increase in the recycling rate of 2.4 percentage points. In part this has been due to the introduction of recycling project aimed at increasing the use of and compliance with green bin collections.

The council awaits direction from national government on forthcoming regulation changes and potential funding availability.

Efficient and Effective: Kirklees Council works smart and delivers efficiently and effectively

We want to be a transparent, well managed and high performing council. We will focus our resources on doing the right things and doing things right, to make a difference to the outcomes of the people and places of Kirklees.

Our progress...

Over the last year, we have moved positively towards becoming a more transparent, well managed and high performing council. In this very different year, staff wellbeing has been front and centre in our approach. Through the recent Pulse Surveys, we have gained greater insight into the wellbeing of our workforce – we have had over 3,700 responses across the two surveys and have used this intelligence to support the wellbeing of the workforce using different platforms and interventions.

Our People Strategy vision is to have great people with the right skills, mindsets, values and behaviours, working well together to achieve our shared outcomes for Kirklees. The COVID-19 crisis has demonstrated how flexible our workforce has been and the importance of being flexible when we need to respond to the needs of the most vulnerable. Building on this work, we are undertaking a pilot project which will form the early foundations of a strength-based approach to talent management to support development across the workforce.

Tackling inequality within our organisation is a priority and we have progressed work towards achieving a fair and equitable recruitment approach. Our new recruitment system supports 'blind recruitment' and unconscious bias training will be undertaken, starting with managers engaged in the recruiting process. Working with BAME colleagues we have accelerated our plans to launch a cohort of BAME apprentices to undertake an ILM Level 3 in Leadership and Development. This is alongside on-going work to look at the corporate induction and internal leadership programme for Kirklees Council. Following the implementation of the new recruitment system in May, recruitment has continued at pace during the pandemic with a quick shift to conducting online interviews. This has been embraced and we have seen success across all areas, including schools, with 96% of applicants rating their application experience as good to excellent. We have also continued to offer 32 apprenticeship roles, supporting managers to flexibly adapt recruitment and induction processes.

We have adjusted to a completely new way of working with incredible tech support. We delivered a new Technology Strategy following engagement with the council and its partners that set out a clear vision for the future. The onset of the global pandemic accelerated the need to deliver some of our outcomes as we supported 4,500 people to work at home, a rapid deployment of internet services to support our response, 1000s of devices supporting digital inclusion for our residents and voluntary sector and supporting 69 councillors to meet on line and live stream those meetings to YouTube.

We have worked closely and at pace with colleagues across the council and wider partnership to develop systems and processes to provide intelligence to drive our decision making and on the ground response to the pandemic. We have developed a large number of highly valued intelligence products providing near real-time insight into areas such as demand for community support, school attendance, staff wellbeing, business continuity and the impact of coronavirus on the residents of Kirklees. Embedding the learning from these and other approaches to data collection, analysis and presentation will enable improved approaches to place-based working and tackling inequalities longer term.

Engagement with councillors and the insight they bring has been critical to inform our actions – ward-based conversations around recovery from the pandemic are ongoing and we have been keeping councillors regularly informed and updated through our Councillor COVID-19 Update. We have now moved all our public decision-making forums online and have provided training to councillors to help them participate effectively.

Clear communication has been critical – both internally and externally in a rapidly moving environment. Our Covid-19 Communications Strategy has been central to strong public health messaging and we have worked closely with partners to ensure the join up of messaging from agencies across the district.

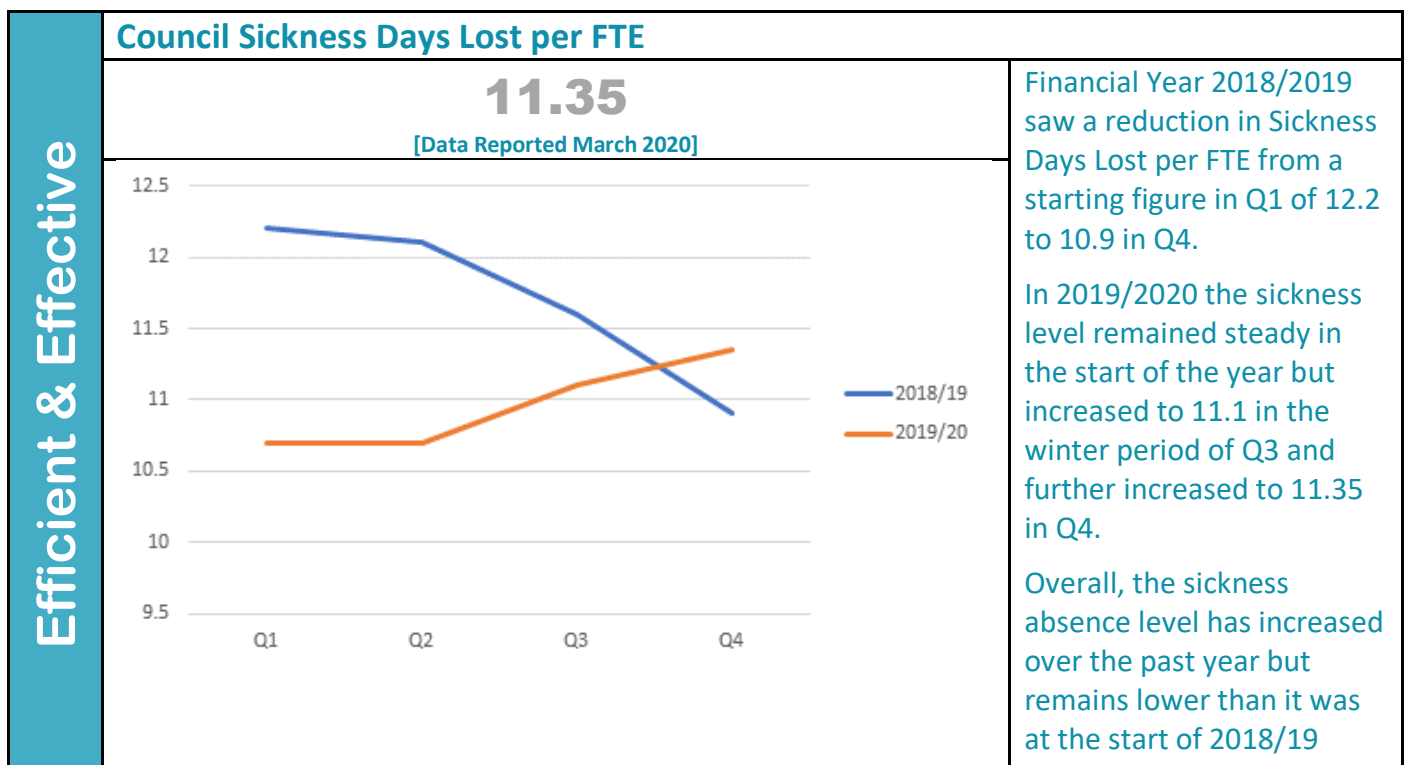
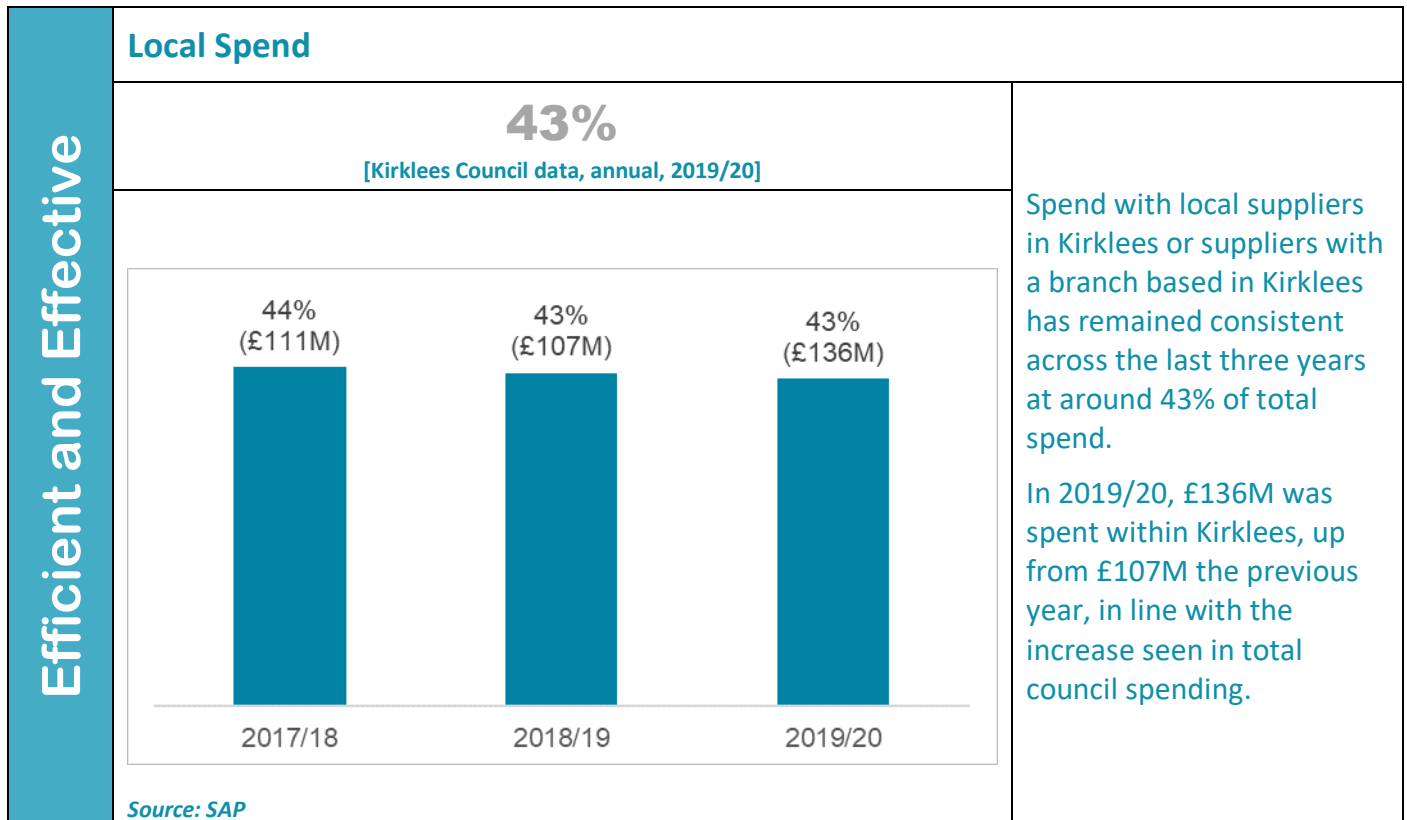
Our response to the COVID-19 pandemic has drawn on existing partnership arrangements, deepened those relationships and built new ones. Working closely with partners across the sub region, across Kirklees and within communities has been critical to the resilience and reach of our response and will be central to our work going forwards.

Working in a rapidly changing policy landscape has meant that the focus of our activity has been on developing responses that have transformed the way that we work while continuing to focus on our shared outcomes. We continue to utilise the results of our 2019 LGA Peer Challenge to inform our strategic approach.

We have now implemented a new contract management system, which focuses our procurement on achieving maximum social value. It is helping us to maximise the impact of our supply chain locally and deliver better outcomes for people, creating more jobs and putting more money into local communities and businesses. In addition, the council joined the national ‘Keep it Local Network’ in March 2020, which meets regularly to share learning to better support local community organisations through the pandemic and beyond.

Increasingly and inevitably the economic and financial implications of the pandemic are becoming clearer. Like every council in the country, we are facing the twin pressures of increased demand against a drop in income. But, through a combination of sound financial management over many years and government support, we are well placed to weather the storm over the coming months. This means we are recruiting rather than talking about redundancy. It also means we remain committed to the investment programme we announced in February to improve the infrastructure that will transform places and life chances. And it means the journey of improvement we embarked upon across services can continue to change lives in every part of Kirklees.

Our impact...



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Name of meeting: Cabinet
Date: 20 October 2020
Title of report: Tackling Inequalities

Purpose of report:

To put forward the proposals for Kirklees Council’s initial actions to tackle the inequalities that the coronavirus pandemic has cast a significant light upon. The proposals include establishing a member-led Inequalities Commission supported by initial actions to address immediate priorities.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Spending likely to exceed £250k
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	Key Decision – Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health: 12 October 2020
Is it also signed off by the Service Director for Finance?	Eamonn Croston, Service Director – Finance: 7 October 2020
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft, Service Director – Legal, Governance and Commissioning: 8 October 2020
Cabinet member portfolio	Leader of the Council

Electoral wards affected: All.

Ward councillors consulted: Members have been consulted on the creation of a member-led Inequalities Commission via the Chief Executive’s meeting with political Group Leaders (Leading Members).

Public or private: Public

Tackling Inequalities

1. Summary

Inequalities have always existed in Kirklees. COVID-19 has highlighted these anew in many cases and demonstrated the imperative for action.

This report puts forwards proposals for an Inequalities Commission that will work closely with partners and communities to direct and instigate action, focus on better understanding of the issues faced, and take forward clear actions to advance equality in Kirklees.

This work will build on recent activity to tackle immediate inequalities that people have faced as a direct impact of the coronavirus pandemic and will also include initial actions to address immediate priorities.

2. Information required to take a decision

Kirklees is a diverse place with 440,000 different people. The people of Kirklees should be able to freely define themselves by characteristics and communities that are important to them, rather than the labels others put on them. However, we know that the definitions people chose for themselves, and the definitions others impose on them, affect how they are able to live their lives.

Pro-active and proportionate action is required to enable everyone in Kirklees to live healthy lives, achieve their aspirations, and live independently, whatever characteristics they may have, and however they might have been treated in generations gone by. In Kirklees we have consistently gone beyond minimum legal compliance on equality and in the work of the Inequalities Commission we will be actively addressing issues relating to economic status and class alongside protected characteristic groups.

Local and national evidence clearly demonstrates the various structural and social inequalities that exist in many communities and populations. Inequalities are felt across people's full life course. They may be experienced in different ways, but they all lead to significant impacts on economic status, education, good quality employment and safe and secure housing, as well as physical and mental health and people's ability to feel included and valued. These inequalities also place costs across the system, and thus reducing inequalities should result in reduced costs, as well as improving outcomes and the lived experience of people.

Those living with lower socio-economic status/class are less likely to attain positive educational outcomes. In Kirklees pupils who have free school meals have significantly lower school readiness at age 5, and educational attainment at age 11. Other consequences of socioeconomic status/class such as fuel poverty can have further indirect negative impacts on educational attainment, compounding these issues.

Recent events such as COVID-19 have bluntly exposed these pre-existing inequalities. Nationally, we know that some people may be more at risk of transmission of COVID-19, at risk of poorer outcomes from infection, and at risk of greater impact from control measures. Public Health England (PHE) have found older people, males, those living in deprived areas, and those from Black, Asian and Minority Ethnicities (BAME) are at increased risk of poor outcomes. For example:

- Intensive Care Unit admission rates and death rates are higher in males.
- People from different BAME groups are more likely to die from COVID-19 than White people.
- People working in jobs such as security, healthcare, retail, hospitality, transport and social care are more likely to die from COVID-19.
- Those in deprived areas are twice as likely to die from COVID-19 once they have been diagnosed.
- Mortality is higher for people born outside UK/Ireland, especially people from Central and Western Africa
- Age is one of the strongest predictors of a poor outcome from COVID-19, further to this, there have been 2.3 times more deaths in care homes than expected (at the time of the PHE report).

People who belong to more than one of these groups are at greater risk still, a significant problem given the fact that characteristics such as age, ethnicity, employment, health status, place of birth, institutionalisation and gender are often linked.

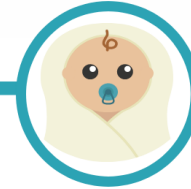
It is important to note that inequalities are also experienced and exacerbated in how people are treated – in the assumptions that are made; the language that is used; the way we communicate; and how services are designed and accessed. This is not always something that can be ‘seen’ but is something which is felt. The graphic below provides an example of how inequalities impact people across the life-course in Kirklees.

INEQUALITIES Through a Life-course Lens



Maternity

Infant mortality is three times higher in Dewsbury and Mirfield than in Kirklees Rural



First Years

Birth Weight - an important predictor of future health outcomes - is significantly lower for BAME groups



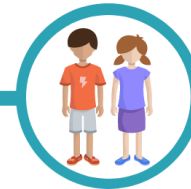
Employment

People who are young, disabled, or have a long term condition are less likely to find employment



Education

Free School Meal pupils have significantly lowered educational achievement (aged 11) than other pupils



Childhood

18% of children live in poverty
LGBT+, mixed ethnicities, and girls have significantly lower well-being at 14



Representation

The proportion of disabled, BAME, and young (16-35) people within the Council's managerial workforce is significantly lower than in the wider Kirklees population



Enjoying Life

BAME and Disabled people have significantly lower life satisfaction



Home

84.6% of disabled people have suitable housing, compared to 91.8% of non-disabled people



End of Life

Certain faith groups, gypsies and travellers, people identifying as LGBT, prisoners, and people who are homeless or vulnerably housed experience poorer quality care at the end of life.



Healthy Aging

Those living in Kirkburton can expect to live around 13 healthy years more than those living in West Dewsbury.



Living Well

People of South Asian ethnicity are up to 6 times more likely to develop Type 2 Diabetes than White people

Existing Work

Throughout the pandemic, Council staff and councillors, community organisations and wider partners have been working together to ensure that communities and individuals at greater risk are supported:

- Working closely with the three main foodbanks to support their continuity of service. This has included the critical work of many councillors in their own communities and beyond.
- Mapping and facilitating access to food provision for vulnerable groups.
- Working with voluntary and community sector (VCS) organisations and local mutual aid groups to support a place-based community response to need – including access to food, medication, social isolation, financial hardship and mental health support.
- Facilitation of a Food Network for organisations providing food to vulnerable people.
- Working closely with the Local Welfare Provision team who have been helping services and partners to understand the changing financial support needs of our residents.
- Working to ensure families who are eligible have been able to access free school meals (FSMs) and are supported with broader financial assessment and assistance.
- The Kirklees Community Protection Plan has driven engagement with, and support for, communities on COVID-19 at a local level, with a focus on at risk communities.
- Tailored health messaging for BAME communities has been produced, recognising the higher risk in terms of exposure and outcomes faced.

Alongside this ongoing activity to support people affected by the immediate impacts of the pandemic, there is a clear commitment from the Council to ensure that tackling inequalities is central to all that we do moving forwards. Although inequalities are complex, and we do not yet fully comprehend how some characteristics translate into inequalities, gathering further quantitative and qualitative intelligence to drive our approaches needs to occur in combination with more immediate and iterative action.

In recognising the multiple factors that contribute to systemic inequalities, we are clear that this piece of work will have a very broad span and require long-term commitment across the organisation.

The Inequalities Commission

In order to gain insight and understanding, bring together buy in and support, and drive action, the proposal is to establish an Inequalities Commission.

This will draw on national good practice, particularly in the field of Fairness Commissions, for example in Sheffield and Haringey, as well as Kirklees's own Democracy Commission, which gained interest across and beyond the borough. Cross-party leadership enabled the Democracy Commission to draw on the widest range of views and beliefs as well as the credibility of its recommendations. Cross-party leadership for our inequalities work will help to maximise its sustainability, efficiency and impact.

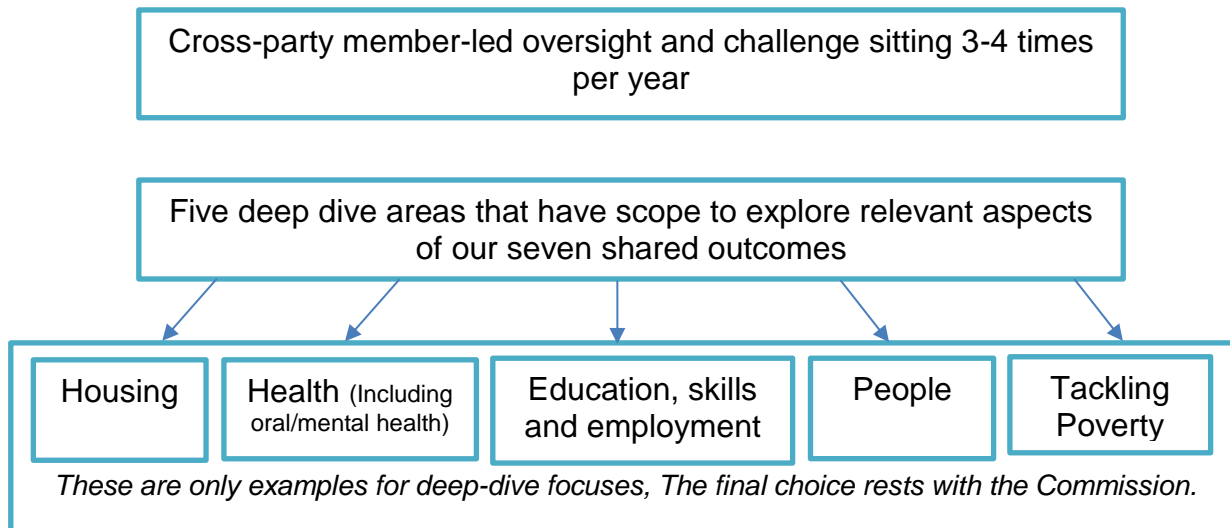
The Commission will:

- Hear the voices of those with lived experience of inequalities and those in positions of power locally
- Hear progress reports at the quarterly meetings and make recommendations for action
- Hold the system to account
- Influence at a local, regional and national level to address issues outside of the Local Authority's direct control.

The proposed model will be cross-party and member-led, with members meeting 3-4 times per year to provide oversight and challenge to findings and actions produced by the various strands of enquiry across the Commission.

This model would allow cross-party members to enrich the understanding and learning brought by the various strands of the Commission (see below) with their place-based experience as elected representatives. The democratic position held by members will allow them to act as a conduit for communication and change-making in council procedure, policy and strategy, while recognising that there will be actions and recommendations spanning the partnership across Kirklees.

Proposed Model:



It is proposed that the Commission be action-oriented from start to end. The Commission would call for the views of subject matter experts, people in power, and people with lived experience of inequalities to identify risks, issues and opportunities. This process would identify actions on inequalities.

Some potential areas for a deep-dive focus are included in the proposed model (housing, health, education, skills and employment, people, and tackling poverty). Under each of these themes, the Commission would consider the impact of the following characteristics:

- Age
- Disability
- Gender reassignment
- Health
- Race including colour, nationality, ethnic or national origin
- Religion or belief
- Sex
- Sexual orientation
- Socio-economic status and/or class

How the Commission works is fundamentally important. We suggest adapting the principles from the Poverty and Inequality Commission of Scotland. This would give us the following seven principles:

- Courageous and honest
- Evidence-based
- Restorative
- Promoting dignity and respect
- Vocal
- Person-centred
- Intersectional

The Commission will operate against a number of timeframes, recognising the need for urgent action, the opportunity for long-term systemic change, and the sensitivity of the subject-matter and so the importance of listening and relationship building.

Subject to approval, it is proposed that work to form the Commission commences at the end of October 2020, with a view to a first meeting in January 2021; work is now progressing to gather the evidence needed to inform the Commission's deep dives. We would align this with the proposed timescales for the priority actions described below, which would allow time for engagement with local stakeholders. While there are enduring

issues to address, it is recommended that the initial timeframe for the Inequalities Commission is 12 months, with an evaluation of progress against identified actions after 18 months.

Priority actions

In parallel to the Inequalities Commission, three priority actions have been identified based on intelligence and aligned to our seven shared outcomes. The rationale for selecting these areas can be seen in part on the previous life-course infographic, and in part from existing knowledge and work that has gone on around inequalities in Kirklees (e.g. the Kirklees Joint Strategic Assessment overview).

These actions are aimed at groups we know are affected by inequalities, but this is not a conclusive list. Through intelligence, consultation and engagement it is planned that the Commission will complement these initial key actions with a greater breadth of work tackling inequality in Kirklees.

Specific metrics have been suggested for each action, however further work is planned to establish how action on inequalities can be best measured at a more overarching level and help shape how ongoing action around inequalities should look.

Kirklees Shared Outcomes:



Children have the **best start** in life



People in Kirklees are as **well** as possible for as long as possible



People in Kirklees **live independently** and have control over their lives



People in Kirklees live in **safe, cohesive communities** and are protected from harm



People in Kirklees have aspiration and **achieve their ambitions** through education, training, employment and lifelong learning



Kirklees has **sustainable economic growth** and provides good employment for and with communities and businesses



People in Kirklees experience a high quality, **clean, and green environment**

Action Key as used for Priority Actions:

Direct Contribution:



Indirect Contribution:



1: Inequalities and Health Checks



*Health inequalities, especially around life expectancy, healthy life expectancy, oral health, and long-term conditions such as diabetes, cardiovascular disease, respiratory disease, and kidney disease have a significant impact on communities in Kirklees. We will work with our partners in the NHS to reframe **health-checks** to more directly address inequalities in the prevention and identification of long-term conditions. We will also work to improve access to checks in communities, delivered via the Kirklees Wellness Service approach of person-centred care delivered through motivational interviewing and coaching models. This will help reduce inequalities in the prevention, diagnosis and management of long-term conditions. We will work with delivery partners to make sure that there is dual emphasis within the health checks – on the identification of and response to health issues.*

Intended Outcome: Improved overall prevention, identification and management of long-term conditions covered by NHS health-checks, and specifically, a reduction in inequalities in the prevention, diagnosis and management of long-term conditions. Further to this, the pilot and subsequent work should develop a partnership approach to tackling priorities with PCNs, GPs, the University, Wellness, and other partners.

Timescale: Aim for pilot roll out Quarter 4 2020/21

Measuring Outcome: Dedicated work needed to assess the effectiveness of models in engaging groups experiencing inequalities with health-checks, and with subsequent wellness/community services.

2: The Council as an Inclusive Employer



*A diverse workforce brings a range of experiences and perspectives that will strengthen our performance and impact as a Council. A workforce upskilled to understand how inequalities can be addressed will develop services that better meet the needs of residents and visitors to the area. That is why we will continue to work to help the Council to be an **Inclusive Employer** – using feedback and insight from Council colleagues and others to develop our organisation to be a progressive organisation and to attract, develop and retain employees. This will include providing appropriate inclusion/inequalities themed learning and development support for different groups and levels of employees.*

Intended Outcome: A diverse workforce brings a range of experiences and perspectives that will strengthen our performance and impact as a Council. A workforce upskilled to understand how inequalities can be addressed will develop services that better meet the needs of residents and visitors to the area.

Timescale: Aim for programme of actions to commence Autumn 2020

Measuring Outcome: Pay gap reporting (potential to include ethnicity and disability), Council employee makeup, disciplinary/grievance monitoring, recruitment journey monitoring and employee pulse surveys.

3: Breaking Barriers project



*Education-related inequalities have a defining impact over a person's lifetime, not just in childhood. And we recognise that civic appointments are not representative of our society in terms of Black and BAME representation. Permanent school exclusion for Black African/Black Caribbean/Black British children in England is around three times the exclusion rate for all pupils. The **Breaking Barriers project** will focus on delivering meaningful engagement and positive youth-led activities, to help tackle this – including by working with Black and BAME young adults aged 16-30 to design a leadership programme; delivering a campaign to listen to and involve Black young people in social action and opportunities to explore issues of heritage and identity in Black History Month. The project will support BAME young people to develop the skills, knowledge, resources and confidence to engage and aspire in education, learning and leadership.*

Intended Outcomes: Young people of Kirklees feel they have power equality.

Timescale: Commence Autumn 2020

Measuring Outcomes: Year 9 youth survey, Number of civic appointment applications from Black and BAME young people. Reduction in schools exclusions.

3. Implications for the Council

Working with People

The Inequalities Commission will establish a high challenge, high support approach. The Council is clear that in order to instigate change we need to 'work with not do to' people. The Inequalities Commission will work with our communities to co-produce plans, policies and interventions, not make decisions for or about them without including them.

Specific evidence-based actions have been identified to engage with groups who experience inequalities. Further engagement with communities will be critical to both these priority actions and the ongoing work of the Inequalities Commission.

Working with Partners

Covid-19 has highlighted the strength and capacity held in our communities and voluntary and community sector organisations and the importance of their relationships with citizens. Due to the deep and systemic root causes of inequality, making meaningful progress will be contingent on a strong, open and trusting partnership approach. The Council is collaborating with partners on the priority actions, will work closely with partners via the Inequalities Commission deep dives and is also working with partners to identify actions that can be best delivered when collaborating across the entire system.

Place Based Working

Place-based working is an essential element of this work. People's experiences of inequalities will vary depending on their local places and it is important that this work reflects the diversity and identity of distinct communities across Kirklees. Integrating approaches that address inequalities into any place-based engagement will help us to ensure flow through the system. We will also work with elected members who are valued for the insight and intelligence they hold about the strengths, aspirations and challenges of the towns, villages and communities within their wards in order to better understand inequality related local issues.

Climate Change and Air Quality

We know that climate change and poor air quality is more likely to be experienced by people who are living in deprived areas. This demonstrates the cross over between inequalities and other environmental factors and the wider determinants of health. The focus the seven shared outcomes give to sustainability will be reflected in the future identification of actions; these two issues are best tackled together.

Improving outcomes for children

A life-course approach to tackling inequalities highlights the fact that what happens at the start of life has a great impact on what happens later in life. The importance of improving outcomes for children is reflected in the priority actions identified.

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

It is intended to set aside resources from existing earmarked reserves to support the Inequalities Commission and the priority actions set out in this report for the remainder of this financial year, as well as re-orientating existing funding. Consideration of future year resource requirements will be factored into the 2021/22 budget process.

Inequalities are being fully embedded in the People Strategy refresh. Plus, the new Council Plan will set out a clear organisational commitment to tackling inequalities. A communications campaign approach to our inequalities work is being developed around the life course aspect and a communications plan will need to be constructed for the Inequalities Commission.

Administrative and project management support will be delivered by an internal officer working group, ensuring the Commission is resourced with the right skills and expertise to deliver progress at pace and build meaningful relationships and engagement.

4. Consultees and their opinions

The proposal around the Inequalities Commission has been discussed and supported at the Chief Executive's meeting with political Group Leaders (Leading Members). The proposal around the Inequalities Commission and Priority Actions has been discussed at Informal Corporate Scrutiny, with the following points of feedback received and noted for further action within the work that will arise from this report:

- Definitions – A shared understanding and use of language is important to this work, for example what do we mean by poverty, inequality and deprivation? We will identify the common definitions for all relevant terms and ensure these are clear and accepted as a part of the work of the Commission.
- Emphasising the full range of 'characteristics'. In identifying and prioritising areas for action, Members expressed the importance of considering the full range of characteristics and where multiple characteristics may combine to have a further effect. For example, the need to consider the experiences of white, working class boys within the 'Socio-economic status and/or class' characteristic, and to consider the impact of 'community' as a whole/the place in which people live.
- Data – clear data and evidence relating to inequalities is acknowledged as critically important to the work of the Inequalities Commission and will be prioritised. This includes considering sources of quantitative data as well as accounts of 'lived experiences'.

5. Next steps and timelines

Subject to decisions at Cabinet on 20 October 2020 the following timescales will apply.

Inequalities Commission

Establishing the commission (now–January)

- Pre-engagement (now–January)
- Intelligence and evidence gathering (now–January)
- Commission established (January)

Operation of the Commission (January onwards)

- Evidence heard on inequalities locally (ongoing from January)
- Actions identified to address risks, issues and opportunities
- Create task and finish groups to complete actions
- Meet quarterly to hear progress on these actions
- Influence at a local, regional and national level to address issues outside of the Local Authority's direct control

Evaluation of progress and operation of the commission (June 2022)

- After 18 months, an evaluation of progress against identified risks, issues and opportunities

The timescales for each individual action have been included in the aforementioned descriptions. Further engagement and development of actions would begin immediately following confirmation of the three priority actions in October, guided by the Inequalities Commission.

6. Officer recommendations and reasons

That Cabinet approve the three priority actions and that Cabinet recommends that Council notes the report and endorses the establishment of the Inequalities Commission.

7. Cabinet Portfolio Holder's recommendations

That Cabinet approve the three priority actions and that Cabinet recommends that Council notes the report and endorses the establishment of the Inequalities Commission.

8. Contact officer

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9. Background Papers and History of Decisions

None

10. Service Director responsible

Naz Parkar, Service Director for Growth and Housing
Andy Simcox, Service Director for Strategy and Innovation