

Public Document Pack

Kirklees Council



Tuesday 13 October 2020

Dear Member

A Meeting of Council will take place remotely on Wednesday 21 October 2020 at 5.30 pm.

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

The following matters will be debated:

Pages

1: Announcements by the Mayor and Chief Executive

To receive any announcements from the Mayor and Chief Executive.

2: Apologies for absence

Group Business Managers to submit any apologies for absence.

3: Minutes of Previous Meeting

1 - 8

To agree and authorise the Mayor to sign the Minutes of Council held on 9 September 2020.

4: Declaration of Interests 9 - 10

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

5: Dates of Council Meetings 2020-2021 11 - 14

To determine dates and times for meetings of Council for the remainder of 2020-21 Municipal Year.

Contact: Carol Tague, Democracy Manager

6: Council Budget Strategy Update; 2021/2022 and following years 15 - 80

To consider the report.

Contact: Eamonn Croston, Service Director – Finance

7: Our Council Plan 81 - 132

To consider the report.

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

8: Tackling Inequalities 133 - 144

To consider the report.

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

**9: Key Discussion - Kirklees Council's Use of Technology :
Responding to the Challenges of the Covid-19 Pandemic**

A Key Discussion debate will take place on 'Kirklees Council's Use of Technology : Responding to the Challenges of the Covid-19 Pandemic'.

Contact: Andy Simcox, Service Director – Strategy and Innovation

By Order of the Council

A handwritten signature in cursive script, appearing to read 'J. Geelman'.

Chief Executive

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Contact Officer: Andrea Woodside

COUNCIL

KIRKLEES COUNCIL

**At the Meeting of the Council of the Borough of Kirklees held at
Virtual Meeting - online on Wednesday 9 September 2020**

PRESENT

The Mayor (Councillor Mumtaz Hussain) in the Chair

COUNCILLORS

Councillor Masood Ahmed	Councillor Mahmood Akhtar
Councillor Karen Allison	Councillor Bill Armer
Councillor Gulfam Asif	Councillor Donna Bellamy
Councillor Martyn Bolt	Councillor Cahal Burke
Councillor Aafaq Butt	Councillor Andrew Cooper
Councillor Paola Antonia Davies	Councillor Paul Davies
Councillor Richard Eastwood	Councillor Donald Firth
Councillor Eric Firth	Councillor Charlotte Goodwin
Councillor Michelle Grainger-Mead	Councillor Charles Greaves
Councillor David Hall	Councillor Steve Hall
Councillor Lisa Holmes	Councillor Erin Hill
Councillor James Homewood	Councillor Yusra Hussain
Councillor Christine Iredale	Councillor Manisha Roma Kaushik
Councillor Viv Kendrick	Councillor Musarrat Khan
Councillor John Lawson	Councillor Vivien Lees-Hamilton
Councillor Susan Lee-Richards	Councillor Gwen Lowe
Councillor Aleks Lukic	Councillor Terry Lyons
Councillor Andrew Marchington	Councillor Naheed Mather
Councillor Peter McBride	Councillor Bernard McGuin
Councillor Richard Murgatroyd	Councillor Darren O'Donovan
Councillor Shabir Pandor	Councillor Nigel Patrick
Councillor Carole Pattison	Councillor Mussarat Pervaiz
Councillor Amanda Pinnock	Councillor Andrew Pinnock
Councillor Kath Pinnock	Councillor Mohammad Sarwar
Councillor Cathy Scott	Councillor Will Simpson
Councillor Elizabeth Smaje	Councillor Anthony Smith
Councillor Richard Smith	Councillor Mohan Sokhal
Councillor John Taylor	Councillor Kath Taylor
Councillor Mark Thompson	Councillor Graham Turner
Councillor Sheikh Ullah	Councillor Harpreet Uppal
Councillor Rob Walker	Councillor Lesley Warner
Councillor Michael Watson	Councillor Paul White
Councillor Habiban Zaman	

1 Announcements by the Mayor and Chief Executive

The Mayor conveyed the thanks of Council to all NHS and emergency services workers and volunteers in recognition of Emergency Services Day.

The Mayor advised that the content of the agenda had been agreed by the Chief Executive in consultation with Group Leaders, and that procedures as set out at CPR 13, would not be applied.

2 Apologies for absence

Apologies for absence were received from Councillors Dad, Loonat and Munro.

3 Minutes of Previous Meeting

RESOLVED – That the Minutes of the Meeting held on 8 July 2020 be approved as a correct record.

4 Declaration of Interests

There were no declarations of interest.

5 Members Allowances Independent Review Panel (MAIRP) 2020/2021 (Reference from Corporate Governance and Audit Committee)

It was moved by Councillor Simpson, seconded by Councillor K Pinnock and

RESOLVED - That the recommendations as out in the report of the Members Allowances Independent Review Panel 2020/2021, and the Members Allowances Scheme for 2020/2021, be approved.

6 Pay Policy Statement 2020/2021 (Reference from Personnel Committee)

It was moved by Councillor Pandor, seconded by Councillor Lawson and

RESOLVED - That the Annual Pay Policy Statement, as attached at Appendix Ai of the report, be approved.

7 Financial Outturn and Rollover 2019-2020 incorporating General Fund Revenue , Housing Revenue Account, Capital and Treasury Management Report (Reference from Cabinet)

It was moved by Councillor Pandor, seconded by Councillor McBride and

RESOLVED –

- 1) That, in regards to General Fund; (i) the revenue outturn position 2019-2020 be noted (ii) the year end position on corporate reserves, including financial resilience reserves be noted (iii) the arrangement for regular monitoring and review of corporate reserves in 2020-2021, to be reported to Cabinet within the quarterly financial monitoring cycle, be noted (iv) the use of the Council's flexible receipts strategy for the year end capitalisation of £2.4m transformation related costs in 2019-2020 be noted.

- 2) That the year-end position on the Collection Fund be noted.

Council - 9 September 2020

- 3) That the Housing Revenue Account outturn and reserves position 2019-2020, be noted.
- 4) That, in regards to Capital; (i) the outturn position 2019-2020, be noted (ii) approval be given to the £17.8m capital rollover from 2019-2020 to 2020-2021 (iii) approval be given to the revised capital plan for the period 2020-2025, having taking into account rollover, the re-phasing of schemes and changes to grant assumptions (iv) it be noted that officers will continue to review 2020-2021 in-year budget profiles with a view to transfer budget into future years to ensure a more realistic monitoring profile (v) approval be given to the detailed 2 year Highways capital plan 2020-21 and 2021-22 which incorporates the large scheme road resurfacing programme and (vi) authority be delegated to the Strategic Director for Children in consultation with the Portfolio Member for Children's Services, along with the head of Corporate Landlord and Head of Legal services, to negotiate and to procure identified properties to meet service needs within the £2m programme total. (para 1.10.20)
- 5) That, in regards to treasury management, the review of treasury management activity for 2019-2020 be noted.

8 **Devolution Deal for West Yorkshire - Consultation Outcomes (Reference from Cabinet)**

It was moved by Councillor Pandor, seconded by Councillor McBride and

RESOLVED –

- 1) That the decision of the meeting of Cabinet held on 1 September 2020 to approve the recommendations as set out on pages 136 and 137 be endorsed.
- 2) That the updated timetable, as set out at Appendix 3, and the next steps which are subject to the consent being given by the constituent councils and WYCA to the draft 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 Mind-to Deal, be noted.

9 **Minutes of Cabinet**

Council received the Minutes of the Meetings of Cabinet which had been held on 25 February 2020, 1 May 2020, 21 May 2020, 26 May 2020, 2 June 2020, 16 June 2020, 29 June 2020, 13 July 2020 and 28 July 2020.

10 **Oral Questions to the Leader and Cabinet Members**

Cabinet received the following oral questions;

Question from Councillor R Smith

“Can you clarify please when is the Mayor Making Ceremony going to take place for this municipal year?”

A response was provided by the Leader of the Council

Question from Councillor Burke

“In relation to the fantastic news that there is going to be investment in a new library building for residents of Birkby and Fartown, my question is what investment will we be putting into current libraries whilst not forgetting the well-used libraries that we have, in particular in Lindley and what investment will be made in the much needed refurbishment of Lindley Library?”

A response was provided by the Cabinet Member for Corporate Services (Councillor Turner)

Question from Councillor Watson

“In regards to household refuse sites, the site at Bromley Farm is still causing significant issues for people in Denby Dale ward. Are you aware whether there has been any measureable improvement in the service that is delivered to the residents of the ward over the last few months and going forward, do you think there is anything else that the Council could be doing to improve that service? And secondly, I would anticipate that under the current regime, the volumes of waste at these types of sites is down and therefore is the Council paying anything less for the provision of that service than in normal circumstances?”

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

Question from Councillor Iredale

“What is happening to the bin collections in the Golcar Ward, they really are awful?”

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

Question from Councillor Bolt

“Would you say that decisions made by this Council should have full facts for Members to consider when making those decisions?”

A response was provided by the Leader of the Council

Question from Councillor Lukic

“Over the last two to three weeks many areas of Dewsbury and Batley have experienced a relatively low rate of corona virus cases but are still under additional local restrictions. What is being done to encourage the release of these areas from local restrictions?”

A response was provided by the Leader of the Council

Question from Councillor McGuin

“Why couldn’t Kirklees pay the private financing on Almondbury Community School to allow an academy to take over the site?”

A response was provided by the Cabinet Member for Corporate Services (Councillor Turner)

Question from Councillor Iredale

“What is happening with the town bus?”

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

Question from Councillor D Hall

“Will you accept that although the Leaders agreed not to hold an annual meeting, because of the circumstances, this under our constitution in no way prohibits the holding of a mayor making?”

A response was provided by the Leader of the Council

Question from Councillor R Smith

“As work has started to develop a future vision for Huddersfield and Dewsbury town centres, could you inform Council as to the administrations plans for smaller town centres such as Kirkburton, Holmfirth, Batley etc?”

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

Question from Councillor Bolt

“Further to Councillor Hall’s comments, this is not a question about individuals, it’s about the office, the function, the change over, and as Councillor Hall says it’s not dependent upon an Annual Council Meeting. This Council has made remarkable steps in having virtual meetings. Why can’t we move towards having a virtual mayor making?”

A response was provided by the Leader of the Council

Question from Councillor A Smith

“Is Councillor Walker aware of the persistent fly tipping issues that we’ve had around Grimscar Road despite the road being closed? Myself and ward councillors have asked on several occasions for proactive measures such as signage and CCTV. Is he aware of any progress and can he give an update?”

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

Question from Councillor Cooper

“People park all day in Huddersfield Town Centre. Do you believe it is people that work in the town centre or people who are shopping in Huddersfield Town Centre that are doing on-street parking?”

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

Question from Councillor J Taylor

“Our schools return this week and I thought we ought to perhaps get an update on what the experience has been like across Kirklees, especially for our more vulnerable and looked after children?”

A response was provided by the Cabinet Member for Learning, Aspiration and Communities (Councillor Pattison)

Question from Councillor Patrick

“Historically, ward councillors have been involved in how S106 monies are spent in the ward. I learnt this week that from now on ward councillors will have very little input whatsoever in how public open space S106 money is spent. Staff tell me that they will decide where it is spent and how it is spent. Would you like to comment on that please?”

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

Question from Councillor P A Davies

“It’s not new news that there is an accident black spot on the A629 on Penistone Road/Station Road/Fenay Lane junction. There has been a spate of further accidents over the summer, I think three major accidents within two weeks. The issue has now been taken up by the Examiner who are running a petition about the area. I understand that budgets are tight but there is an opportunity for community infrastructure levy monies from nearby developments that could be used to fund improvements to the junction and also to improve the walking and cycling routes along the Penistone Road/Wakefield Road corridor, developments which are only going to add to and exacerbate traffic along the corridor. I ask the Leader if he can please confirm that the charging schedules recommended by the Planning Inspector in January of this year, which will facilitate the collection of these monies are going to be adopted?”

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

11 Minutes of Other Committees

Council received the following Minutes; (i) Corporate Governance and Audit Committee held on 6 March 2020 (ii) Corporate Parenting Board held on 10 February 2020 and 4 March 2020 (iii) Health and Wellbeing Board held on 4 June 2020 (iv) Overview and Scrutiny Management Committee held on 9 March 2020 and 9 June 2020 and (iv) Strategic Planning Committee held on 27 February 2020, 3 June 2020, 24 June 2020, 15 July 2020 and 29 July 2020.

12 Oral Questions to Chairs of Committees, Sub Committees and Panels, and Spokespersons of Joint Committees/External Bodies

Chairs of Committees, Sub Committees and Panels, and Spokespersons of Joint Committees/External Bodies received the following questions;

Question from Councillor K Pinnock to the Spokesperson for West Yorkshire Fire and Rescue Authority (Councillor O'Donovan)

"The West Yorkshire Fire Service, as Cllr O'Donovan will know, is determined to close Cleckheaton Fire Station and the location in Cleckheaton is vital as it provides speedy back access to the M62 which will be lost if the decision is confirmed. Can Councillor O'Donovan explain why then he is intent on closing the fire station?"

The Spokesperson replied thereto

Question from Councillor J Taylor to the Chair of Strategic Planning Committee (Councillor S Hall)

"When are we going to see the Heavy Woollen Area and Huddersfield Planning Sub Committees reinstated and what's preventing that from happening at the moment?"

The Chair replied thereto

Question from Councillor Bolt to the Spokesperson for West Yorkshire Police and Crime Panel (Councillor Ahmed)

"Having read in the papers that the new location for the Kirklees Divisional Headquarters is Halifax Road, Dewsbury, can I ask what work has gone on to assess if this is the best strategic location for a new police HQ to serve the whole of Kirklees and how do the costs of refurbishing an old building compare to the cost of building a new facility?"

The Spokesperson replied thereto

Question from Councillor A Smith to the Chair of Strategic Planning Committee (Councillor S Hall)

"I don't personally believe that Councils are the problem when it comes to getting new houses built, I think it's a fact that local councils approve an average of 9 out of 10 new build applications. The current white paper in front of us seriously undermines local representation, and will result in significantly less social housing being built. The Government should be committing to a programme of building

social housing for rent and giving local authorities the ability to suspend the right to buy in their own areas so they can finally start tackling the crisis crippling the UK housing market.

Do you think that the Council will be able to ensure that the voice of the residents is maintained and we can move forward with improving accessibility to social housing under the proposals in the Government's planning white paper?"

The Chair replied thereto

Question from Councillor Patrick to the Chair of West Yorkshire Police and Crime Panel (Councillor Ahmed)

"Serious crime is up again in rural south Kirklees with gangs targeting farms. Can you pass a message to the Police and Crime Commissioner asking him to do more to protect our people and property from these gangs?"

The Spokesperson replied thereto

Question from Councillor Warner to the Chair of Health and Wellbeing Board (Councillor Kendrick)

"An issue that we are all involved with is the older people who have been largely housebound over the virus. I wondered if there are any specific policies that the Council are thinking of developing to encourage the people who are still housebound or fearful of going out, through supporting or coordinating any activities?"

The Chair replied thereto

Question from Councillor Thompson to the Spokesperson for Kirklees Neighbourhood Housing (Councillor Mather)

"I wondered if anyone was aware the gas fitters at KNH who had inferior PPE going into between 10 and 12 houses a day separately were one of the few teams that carried on working through the last 5/6 months, roofers, gardeners etc and senior officers were either working from home or not working at all and it seems unfair at best and dangerous at worst that these people were expected to do so many separate houses over such a long period of time without proper equipment?"

The Spokesperson replied thereto

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

Date: 21 October 2020

Title of report: Dates of Council meetings 2020-21

Purpose of report:

To determine dates and times for meetings of Council for the remainder of 2020-21 Municipal Year

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>	No
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, 12.10.20
Is it also signed off by the Service Director for Finance?	Not applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft, 12.10.20
Cabinet member <u>portfolio</u>	Not applicable

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

Has GDPR been considered? Not applicable

1. Context

Council Procedure Rule 2 (1) advises that the dates of ordinary Council Meetings in each Municipal Year will be determined by the Council following recommendations made by the Corporate Governance and Audit Committee.

Due to the Corona Virus global pandemic and subsequent cancellation of local elections, the meeting of Council scheduled for 18 March 2020 was cancelled and the Annual Council meeting scheduled for 20 May 2020 was cancelled.

The Coronavirus (Flexibility of Local Authority and Police and Crime Panel Meetings) Regulations 2020 ('the Regulations') came into force on 4 April 2020. This put in place the ability for Councils to hold meetings virtually, so long as they met certain criteria specified in the regulations. The first virtual meeting of Cabinet was held on 1 May 2020 and since then a full programme of public meetings has resumed virtually.

Since the implementation of the aforementioned Regulations, the following virtual Council meetings have been held or scheduled:-

Date – 1730 start	Council Meeting
Wednesday 8 July 2020	Key Discussion
Wednesday 9 September 2020	Holding Executive to Account
Wednesday 21 October 2020	Key Discussion
Wednesday 11 November 2020	Extraordinary (Devolution)

2. Future meeting schedule

Council Procedure Rule 5(1) states that there shall be two types of Ordinary meeting of the Council, one which focuses on Holding the Executive to Account, and the other for Key Discussions.

The following dates are proposed and meetings will be held either virtually or in Huddersfield Town Hall depending on the situation in relation to the pandemic and any subsequent legislative considerations.

Date – 1730 start	Council Meeting
Wednesday 25 November 2020	Scrutiny Update
Wednesday 13 January 2021	Holding Executive to Account
Wednesday 10 February 2021	Budget Council
Wednesday 17 March 2021	Key Discussion

Wednesday 19 May 2021	Annual Council
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It is proposed that the meeting of Annual Council scheduled for 19 May 2021, will commence with a civic ceremony at 1230 pm.

3. Information required to take a decision

Not applicable

4. Implications for the Council

4.1 Working with People

Not applicable

4.2 Working with Partners

Not applicable

4.3 Place Based Working

Not applicable

4.4 Climate Change and Air Quality

Not applicable

4.5 Improving outcomes for children

Not applicable

4.6 Other (eg Legal/Financial or Human Resources) Consultees and their opinions

- Engagement with Leading Members
- Corporate, Governance and Audit Committee members

5. Next steps and timelines

That subject to approval, the dates be confirmed for the remainder of the 2020-21 municipal year.

6. Officer recommendations and reasons

- 6.1** That the schedule of Council meetings for the remainder of the 2020-21 municipal year be approved;

7. Cabinet Portfolio Holder's recommendations

Not applicable

8. Contact officer

Carol Tague, Democracy Manager, carol.tague@kirklees.gov.uk

9. Background Papers and History of Decisions

Not applicable

10. Service Director responsible

Julie Muscroft, Service Director – Legal, Governance and Commissioning

Name of meeting: Council

Date: 21 October 2020

Title of report: Council budget strategy update; 2021/22 and future years

Purpose of 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?)	Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer Henshall 12 October 2020
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Eamonn Croston 12 October 2020
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft 12 October 2020
Cabinet member portfolio	Councillor Graham Turner

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public report

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

1. **Summary**

The appended report is submitted to the meeting of Cabinet on 20 October 2020 for consideration, and for Cabinet to make a recommendation to Council.

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

(see appended report)

3. **Implications for the Council**

(see appended report)

4. **Consultees and their opinions**

(see appended report)

5. **Next steps**

5.1 Resultant budget proposals will be submitted to Cabinet and full Council. 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. **Recommendations submitted to the Meeting of Cabinet on 20 October 2020**

6.1 note the funding and spend assumptions informing the updated budget forecasts as set out in section 2.3 to 2.15 of the report;

6.2 note current and forecast earmarked reserves and general balances as set out at Appendix B;

6.3 approve the revised Minimum Revenue Provision Policy as set out in Section 2.14 of this report;

6.4 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;

6.5 approve the updated multi-year capital budget plans as set out at Appendix D;

6.6 approve the flexible capital receipts strategy set out in Section 2.17 of the report;

6.7 approve the financial planning framework set out in Section 1.4 of the report;

6.8 note the corporate budget timetable and approach set out at Appendix F; and

6.9 approve the budget consultation approach and timetable set out in Section 3 of the report

7. **Contact officer**

James Anderson, Head of Accountancy

james.anderson@kirklees.gov.uk

Sarah Hill, Finance Manager

sarahm.hill@kirklees.gov.uk

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

Cabinet Report – 20 October 2020 (attached)

9. **Service Director responsible**

Eamonn Croston, Service Director – Finance.

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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...”

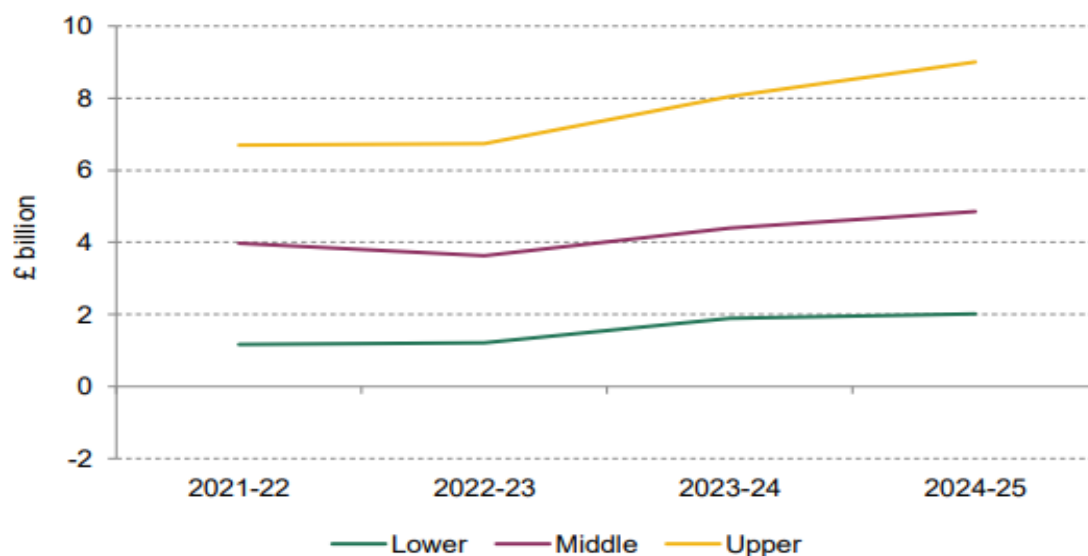
Tranche 2 consultation closing date is 31 October and includes consideration of valuation, administration of Business Rates and alternatives to Business Rates.

- 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 upto 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.

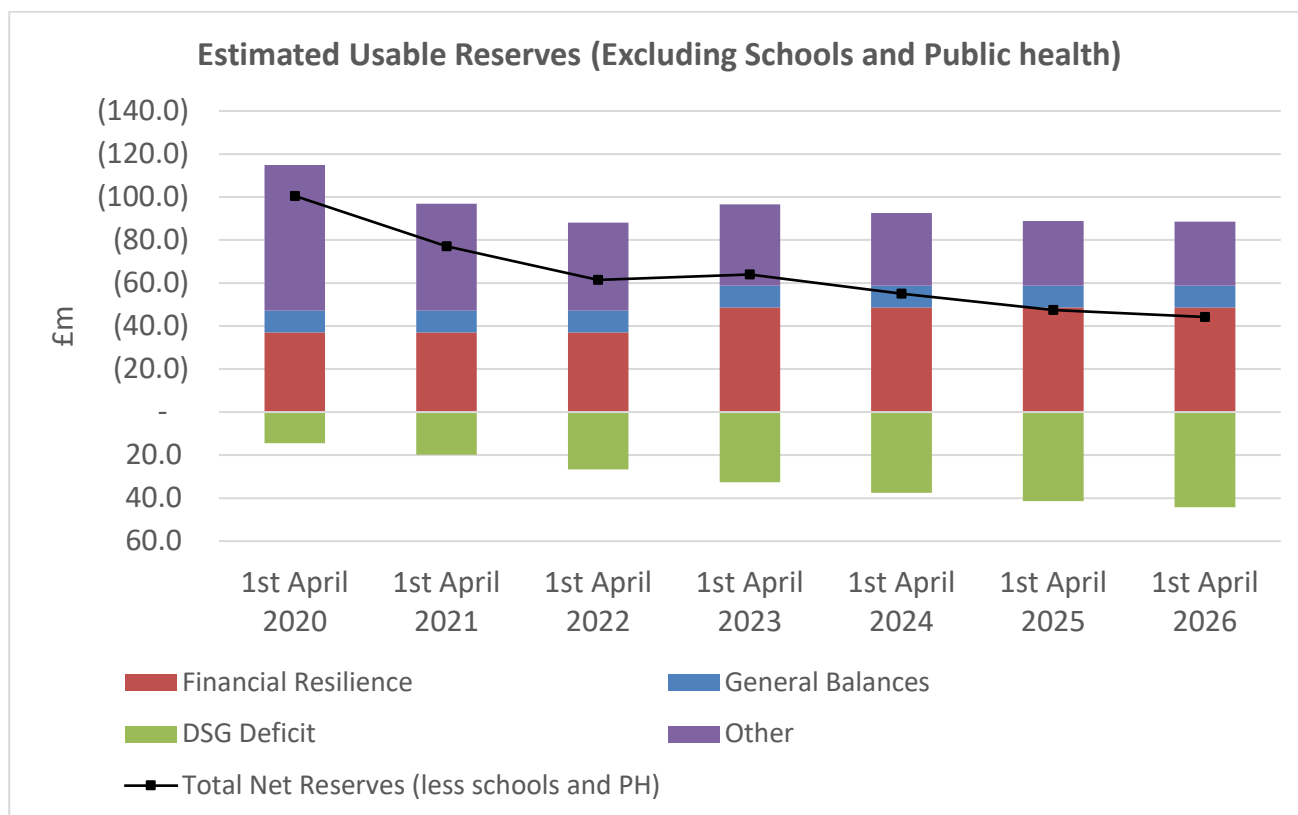
- 2.14.4 Updated budget plans also include an estimated 1% increase in employer contributions, equivalent to £1.6m, to the West Yorkshire Pension Fund for the next tri-ennial review period 2023-2026.
- 2.14.5 Existing Treasury Management budgets include provision for historic and future debt requirements, 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.

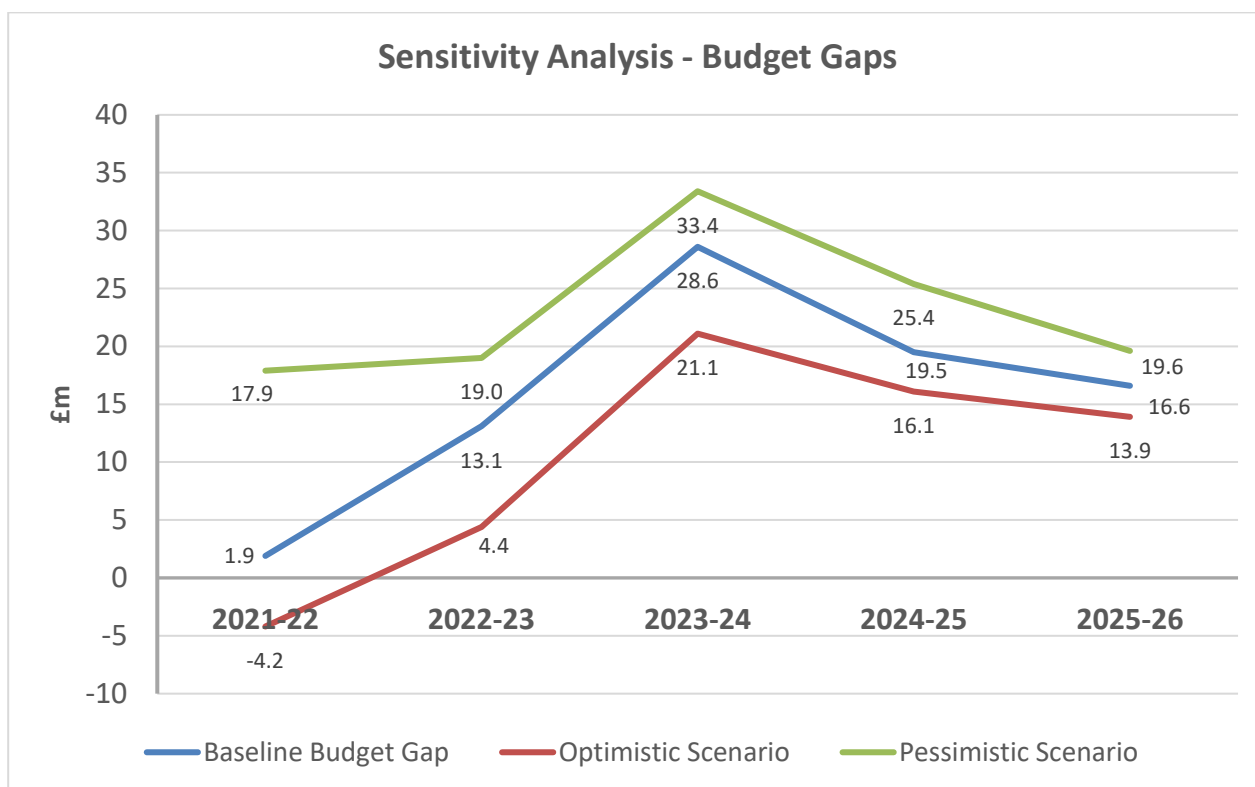
2.15.10 The following section includes some sensitivity analysis regarding updated baseline budget forecasts included in this report. The range of sensitivities reflect marginal changes to a number of key assumptions but show the extent of volatility of budget forecasts due to the potential short, medium 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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Sarah Hill, Finance Manager, Finance

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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
Schools Reserves	(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
<u>Repair & Maintenance</u>					
KNH Fee	27,016	26,895	27,170	27,580	24,659
<u>Housing Management</u>					
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
<u>Other Expenditure</u>					
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 Dewes Ring Road Multi node scoot	G	59	0	0	0	0	59
	KC2 A644 Ravens to Dewes Street works	G	84	0	0	0	0	84
	KC3 A652 Dewes 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	0	185
	SAFE AND COHESIVE TOTAL		185	0	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	5,274	50,246
	Baseline							
	Environment & Strategic Waste	B	100	100	100	100	100	500
	Baseline Total		100	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	0	506
	CLEAN AND GREEN TOTAL		3,937	7,520	8,282	26,139	5,374	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>	<p style="text-align: center;"></p> <p style="text-align: right;">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

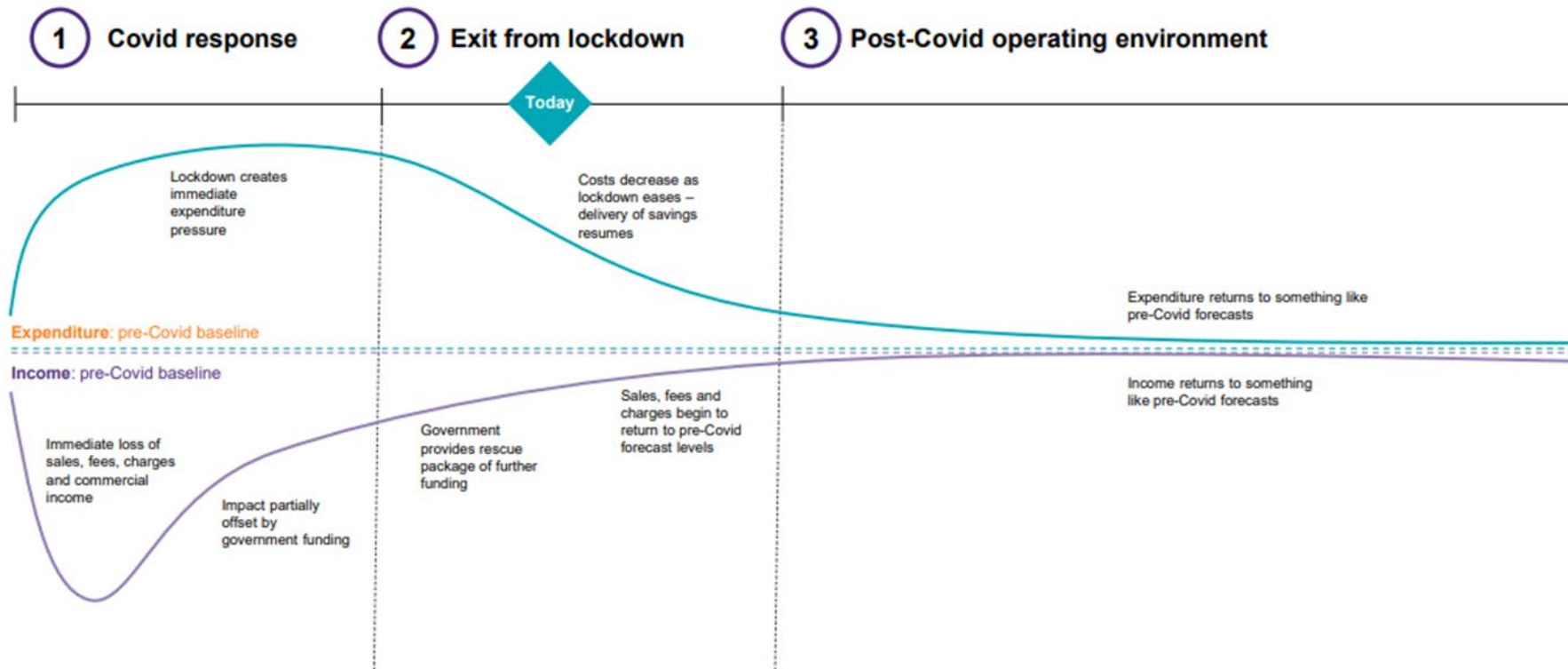
<u>PESSIMISTIC SCENARIO</u>	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Baseline Scenario – Budget Gap	1.9	13.1	28.6	19.5	16.6
<u>Changes from baseline</u>					
Council Tax Housing Growth - 0.5k reduction year 1, 1k growth p.a. re-established by year 3	0.8	0.8	0.8	0.8	0.9
CTR Claimant Numbers - 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.

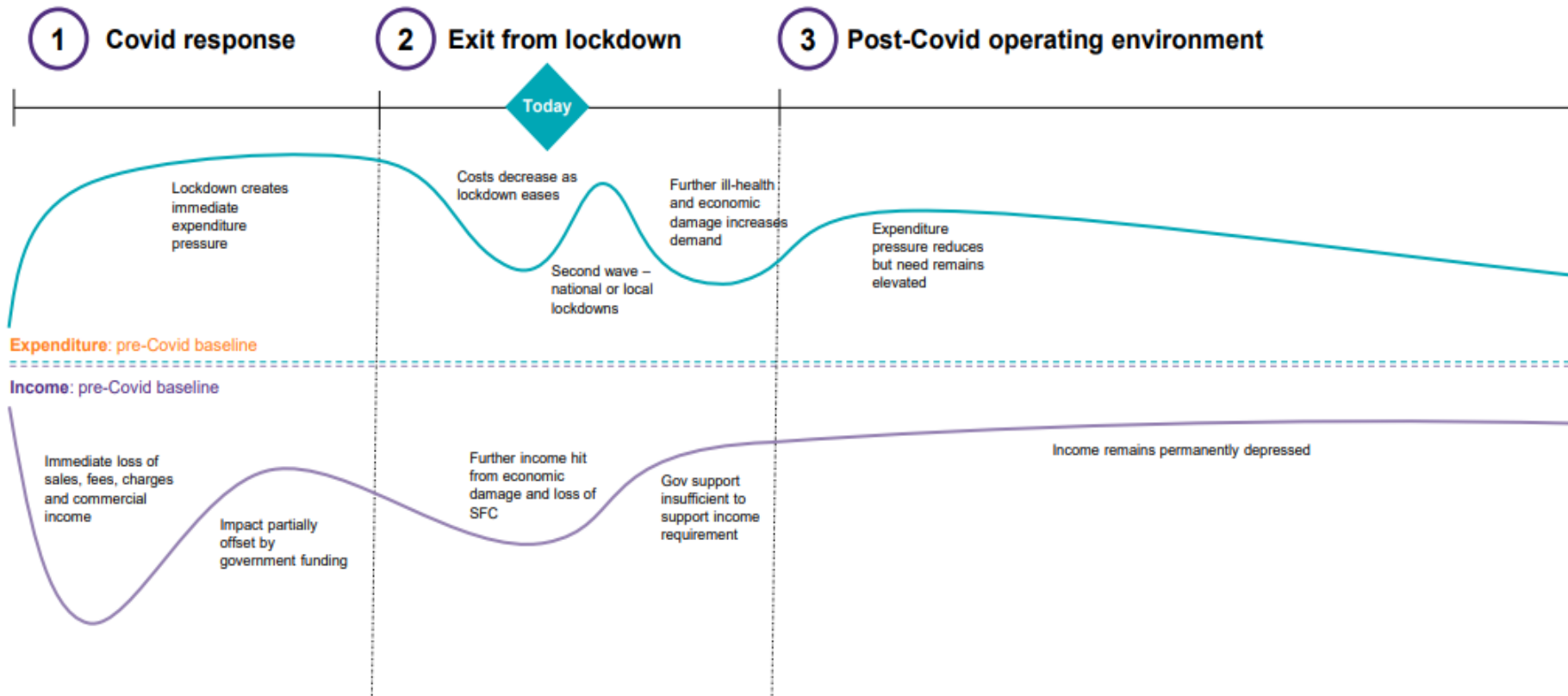
Example scenarios

Scenario 1 – swift return to normality



Example scenarios (Cont'd)

Scenario 2 – second wave and ongoing disruption



Name of meeting: Council
Date: Council – 21 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.

The recommendations made by Cabinet on 20 October will be reported at the Full Council meeting.

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 have been to 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

6.1. For Council to approve the attached 'Our Council Plan' (Appendix 1) and attached document (Appendix 2) 'Measuring our impact and progress against the 2018/20 Corporate Plan'.

6.2. 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.

7. 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 Council.

The recommendations made by Cabinet on 20 October will be reported at the Full Council meeting.

8. Contact officer

Kate McNicholas, Head of Policy, Partnerships and Corporate Planning.

9. 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>

10. Service Director responsible

Andy Simcox, Service Director for Strategy and Innovation

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Kirklees Council

Our Council Plan

2020/21



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

Our Vision

Tackling Inequalities: mission critical

Working with People, Partners and Place

Recovering from the pandemic

People

Partners

Place

Our Values

Our shared outcomes

Best start

Well

Independent

Aspire and achieve

Sustainable economy

Safe and cohesive

Clean and green

Efficient and effective

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

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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:

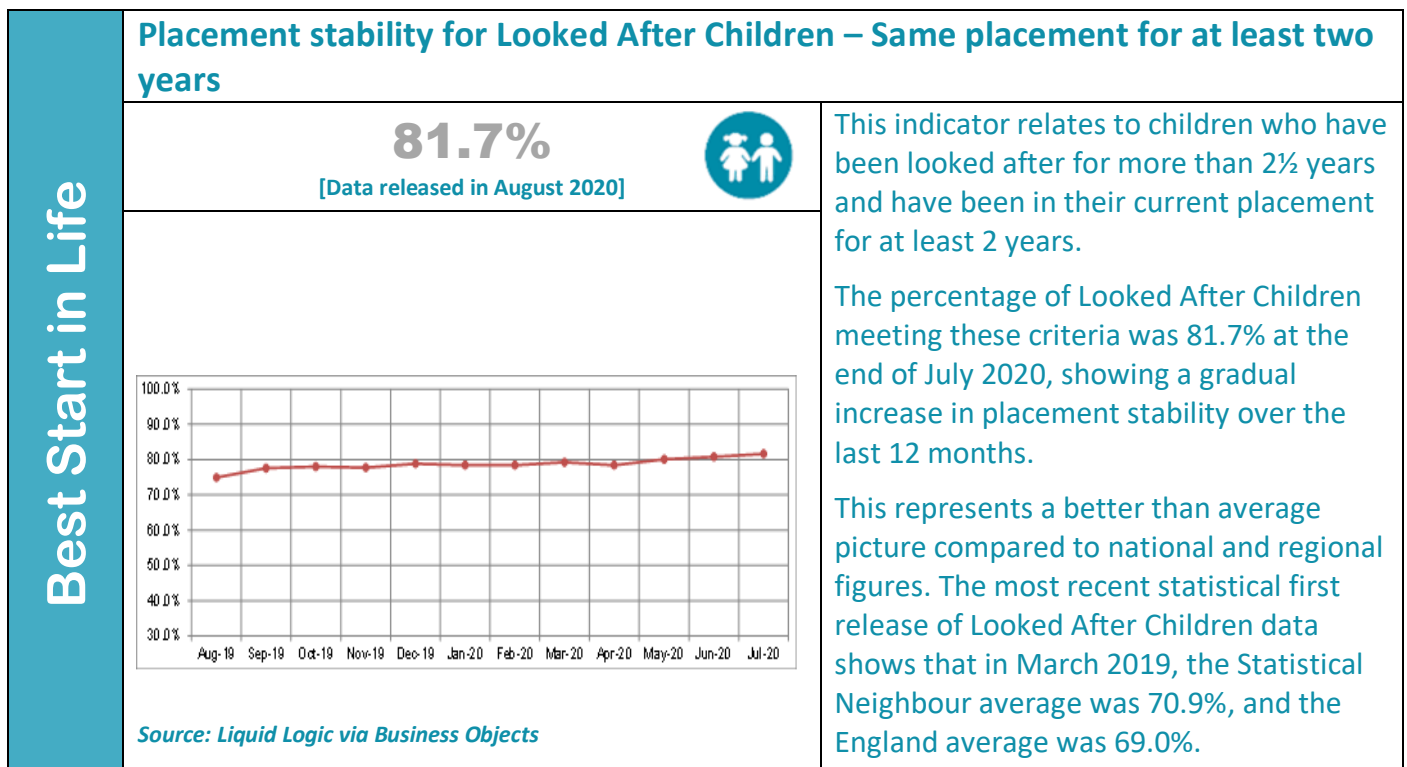
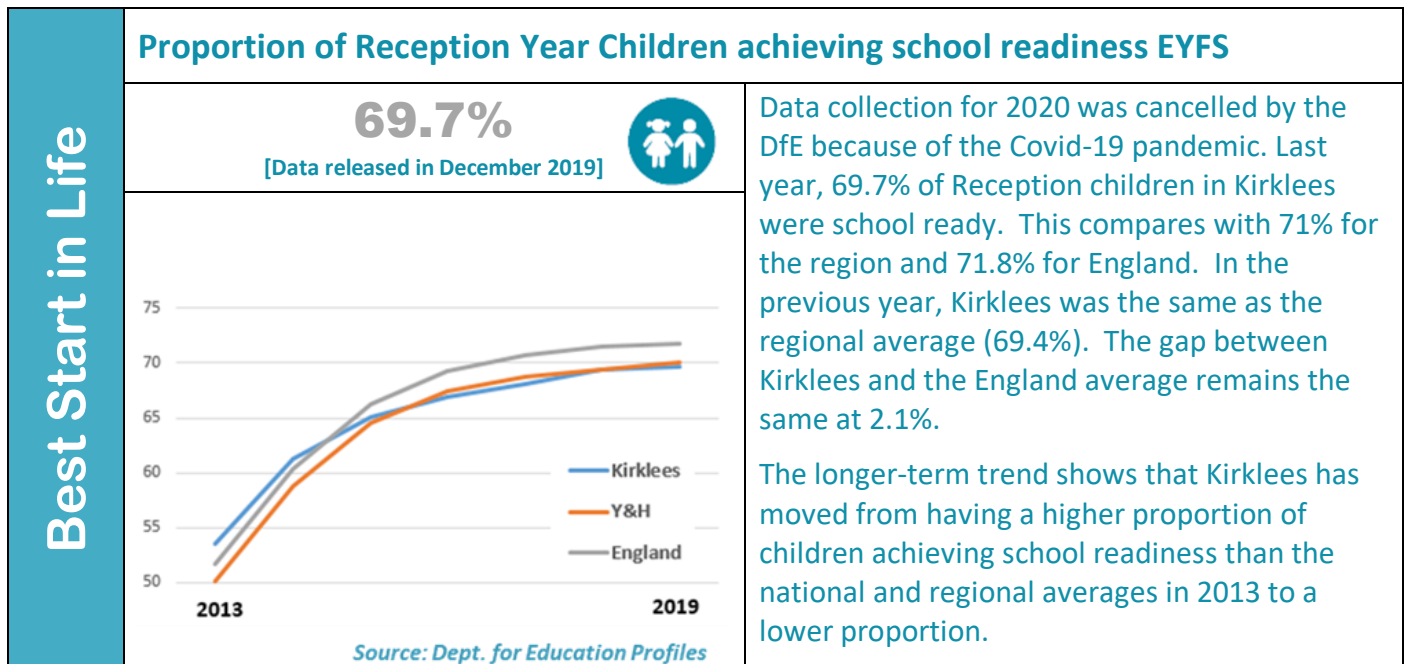
- Build on what is already in the community.
- Focus on local residents and what it is like to live in their area and what is important to the people that live in the area.
- Build on and strengthen relationships in communities and places.

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.

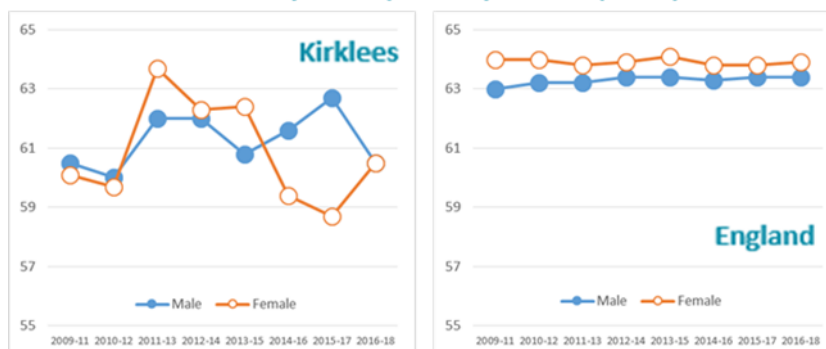
Healthy life expectancy

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.

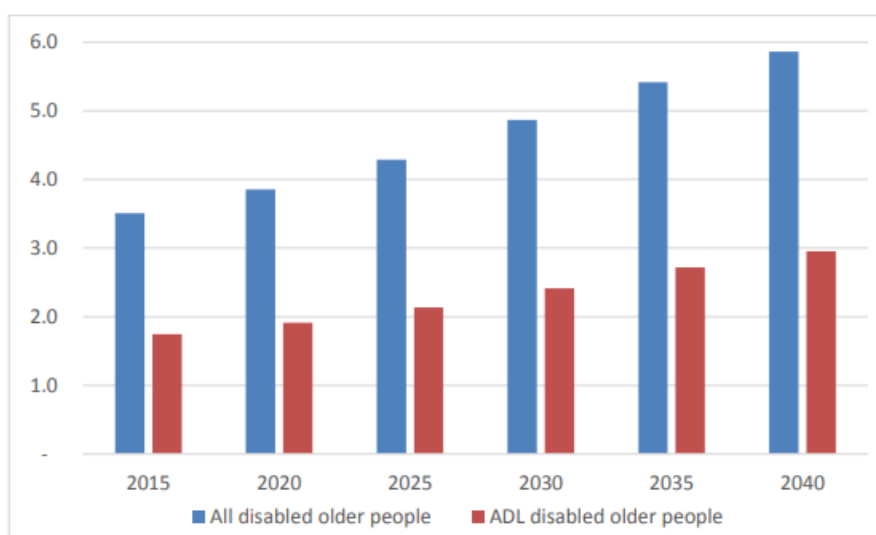
9%

['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...

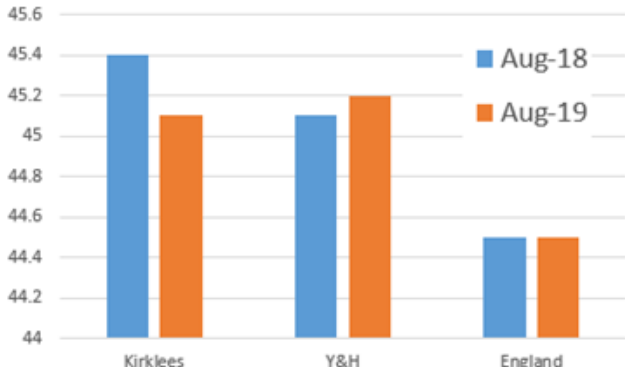
Aspire and Achieve

Overall GCSE pass rate per pupil at the end of Key Stage 4 – Attainment 8 Score

45.1



[Data released 2019]



Region	Aug-18	Aug-19
Kirklees	45.4	45.1
Y&H	45.1	45.2
England	44.5	44.5

Source: Dept. for Education Profiles

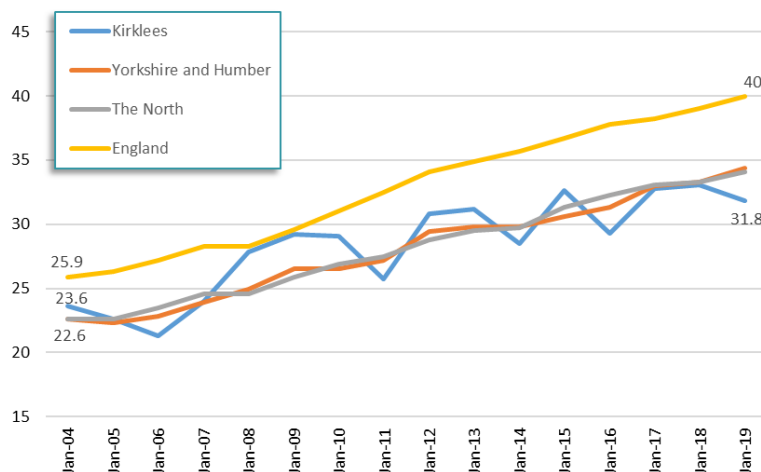
GCSEs are graded 1 through to 9 (with 1 being the lowest, and 9 the highest). The Attainment 8 score is the average score for the combined total of grades per pupil across a set suite of eight GCSE subjects.

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.

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.

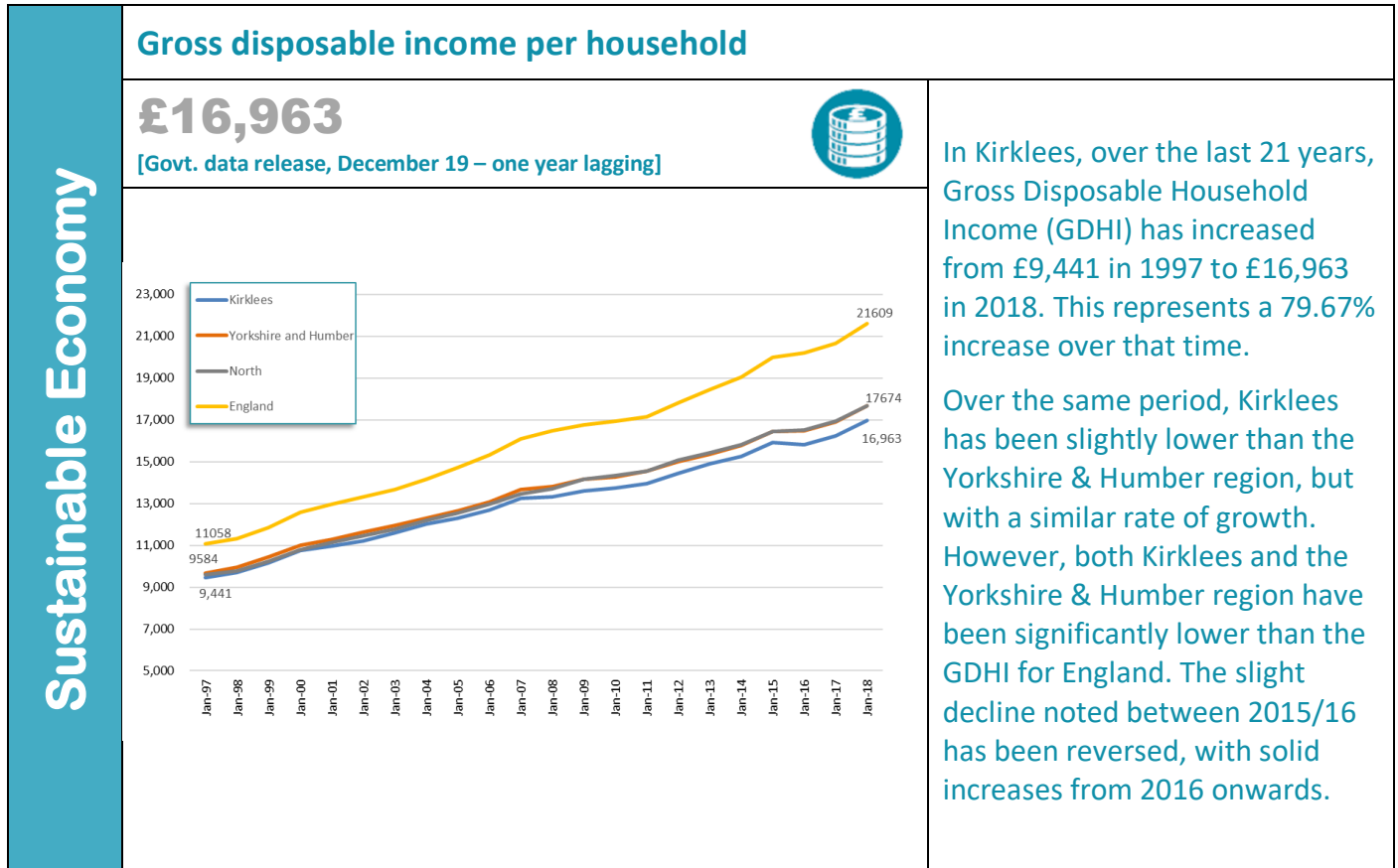
Over the next 12 months we will,

- 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.

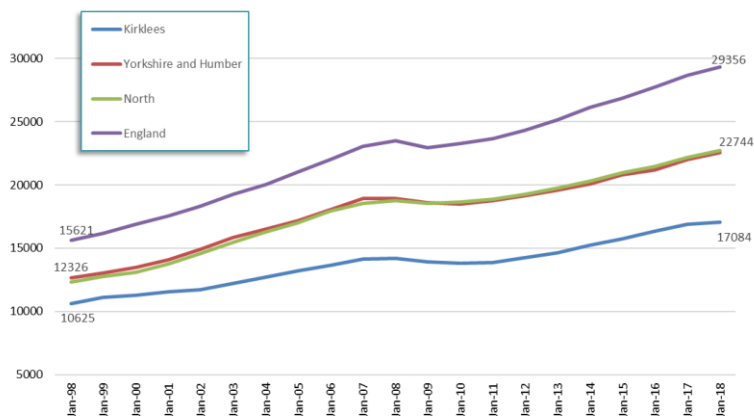
Our impact...



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.

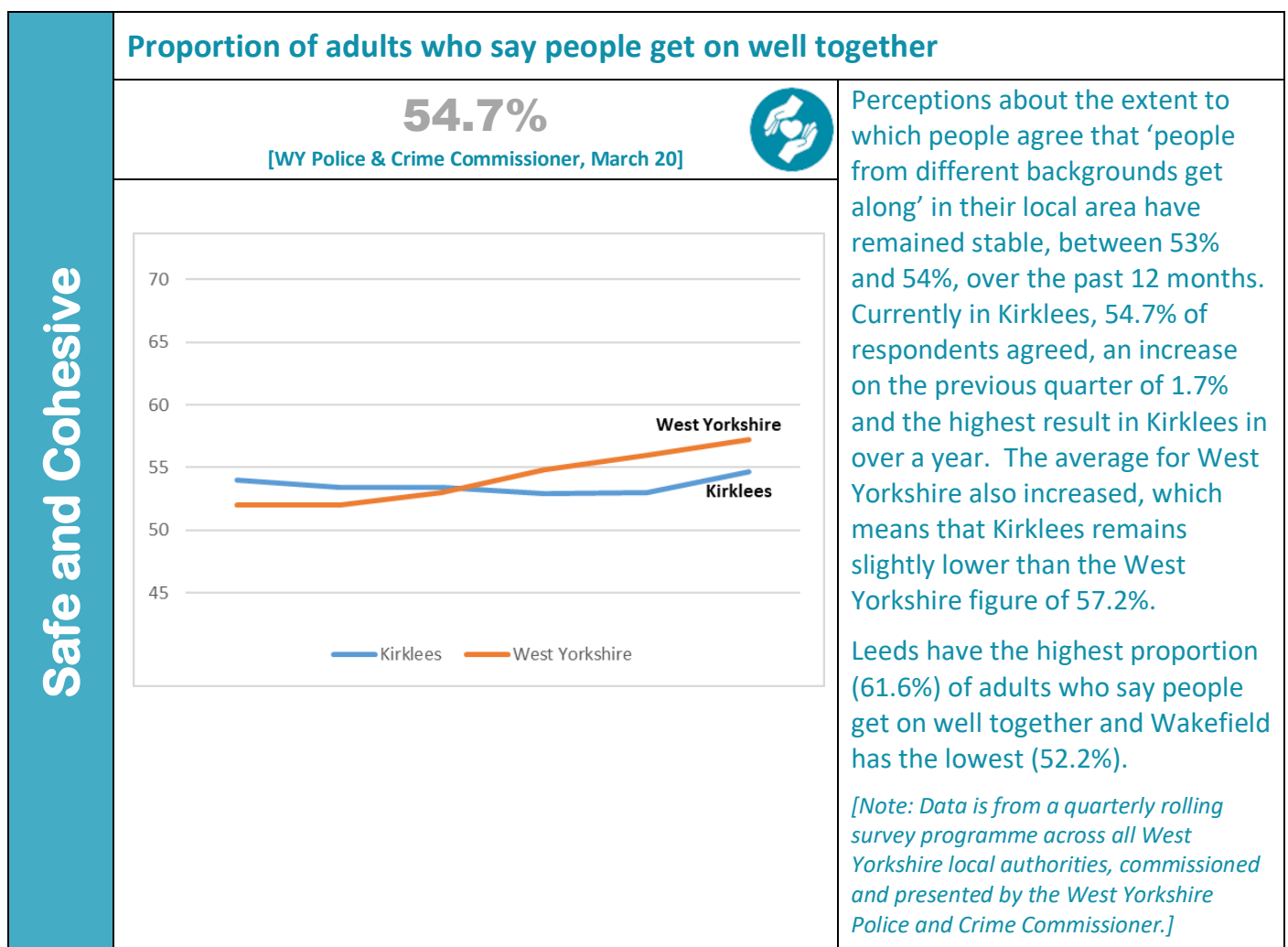
Carry My Story is a cohesion project working within schools and their neighbourhoods, with the aim of linking schools, parents and asylum seekers/refugees through the exchange of personal and community stories. In 2019/20, 54 classes from 35 schools were involved and over 1,500 children including involving 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.

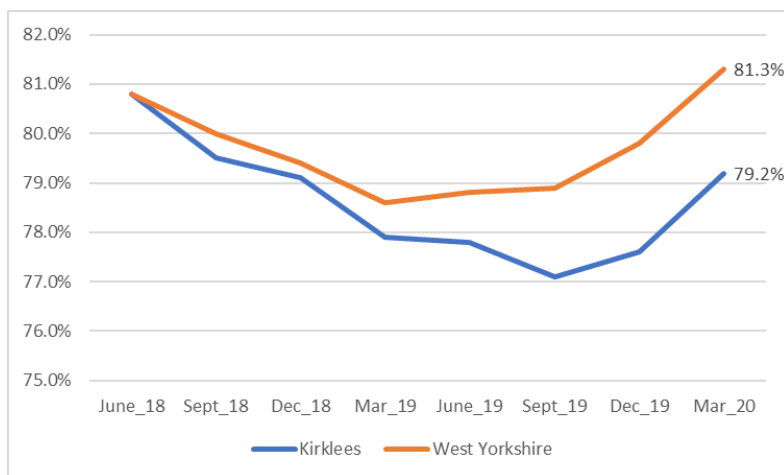
The council continues to work jointly and effectively with the Kirklees Safeguarding Adults Board and the Kirklees Safeguarding Children's Partnership to safeguard and promote the health and wellbeing of children, young people and adults in the communities in which they live in Kirklees.

Our impact...



Proportion of people who say they feel safe in their local neighbourhood

79.2%
[WY Police & Crime Commissioner, March 20]

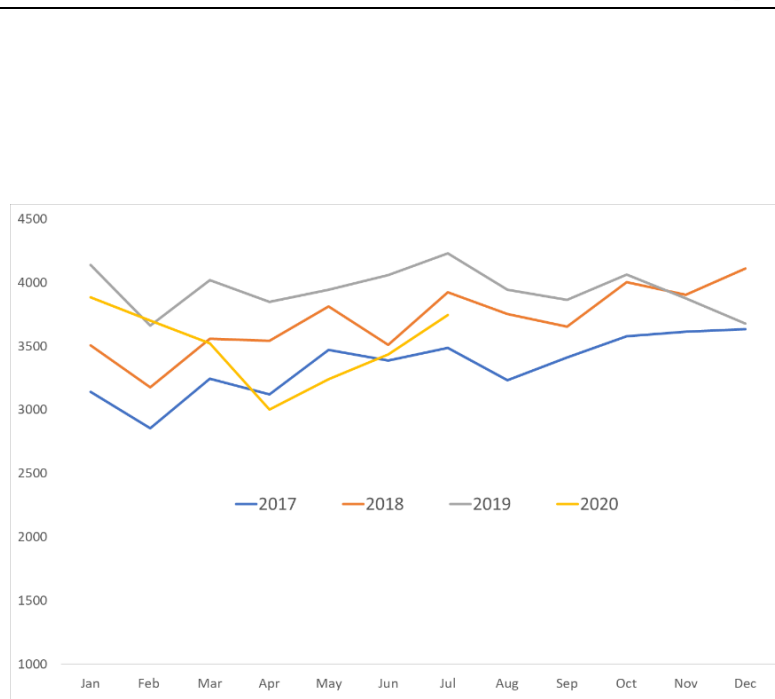


The proportion of people who say they feel safe in their area is 79.2%, a slight increase on the previous quarter and similar to West Yorkshire overall (81.3%).

[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.

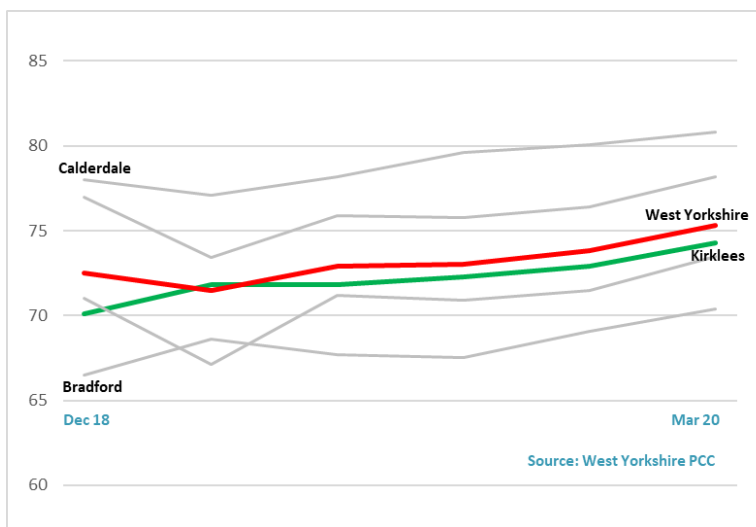
Our impact...

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.

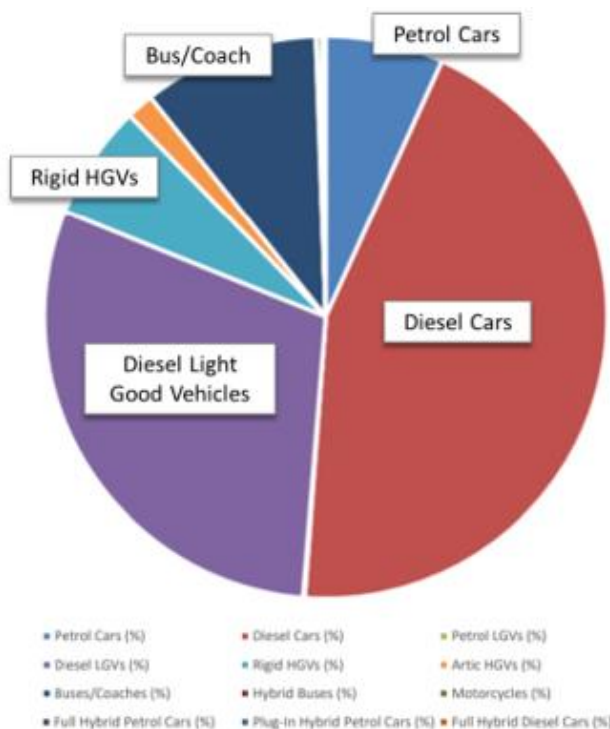
[Note: Data is from a quarterly rolling survey programme across all West Yorkshire local authorities, commissioned and presented by the West Yorkshire Police and Crime Commissioner.]

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.



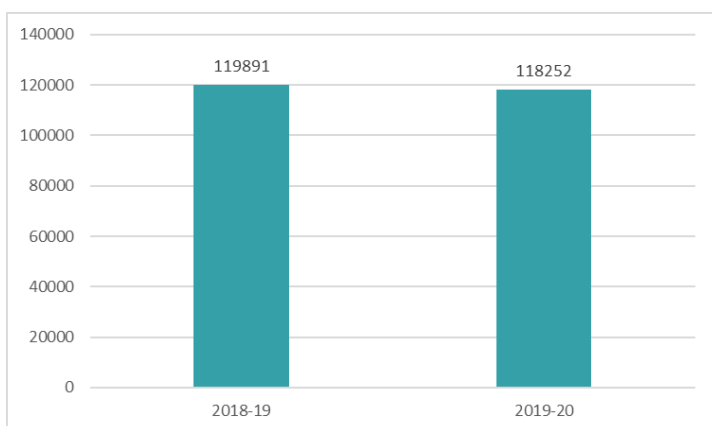
Analysis undertaken across our AQMAs show that overall NO₂ emissions from vehicles in AQMAs are heavily contributed to by Light Duty Vehicles, with an average of 80% emissions compared with 20% from Heavy Goods Vehicles.

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]



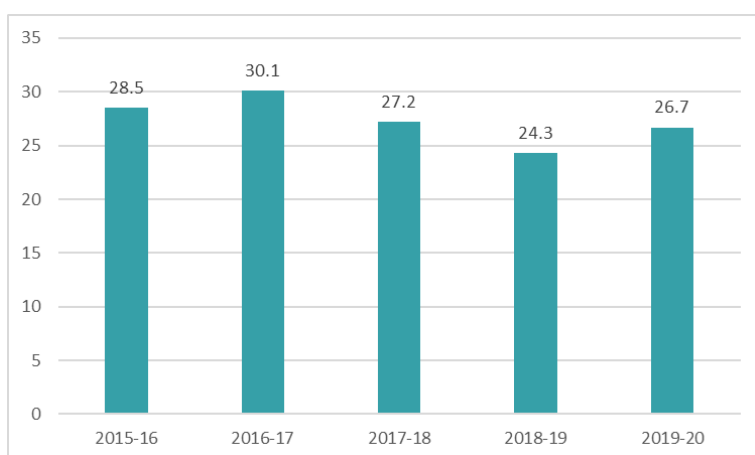
With increases in population and the number of households across the district it is expected that household waste tonnage should increase by between 1% and 2%. After some years of growth in and around that expected tolerance, in 2019-20 there was a fall in tonnage in comparison to the previous year of 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.

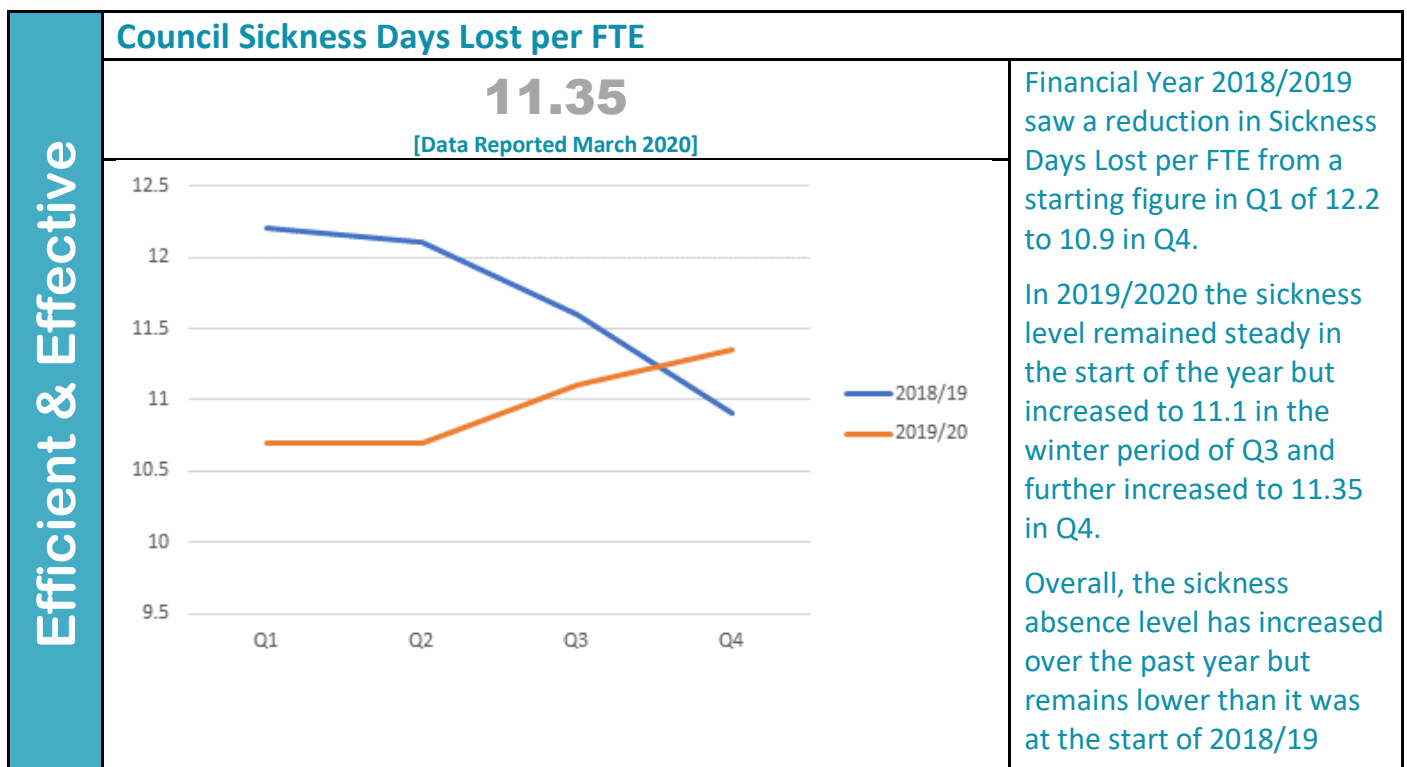
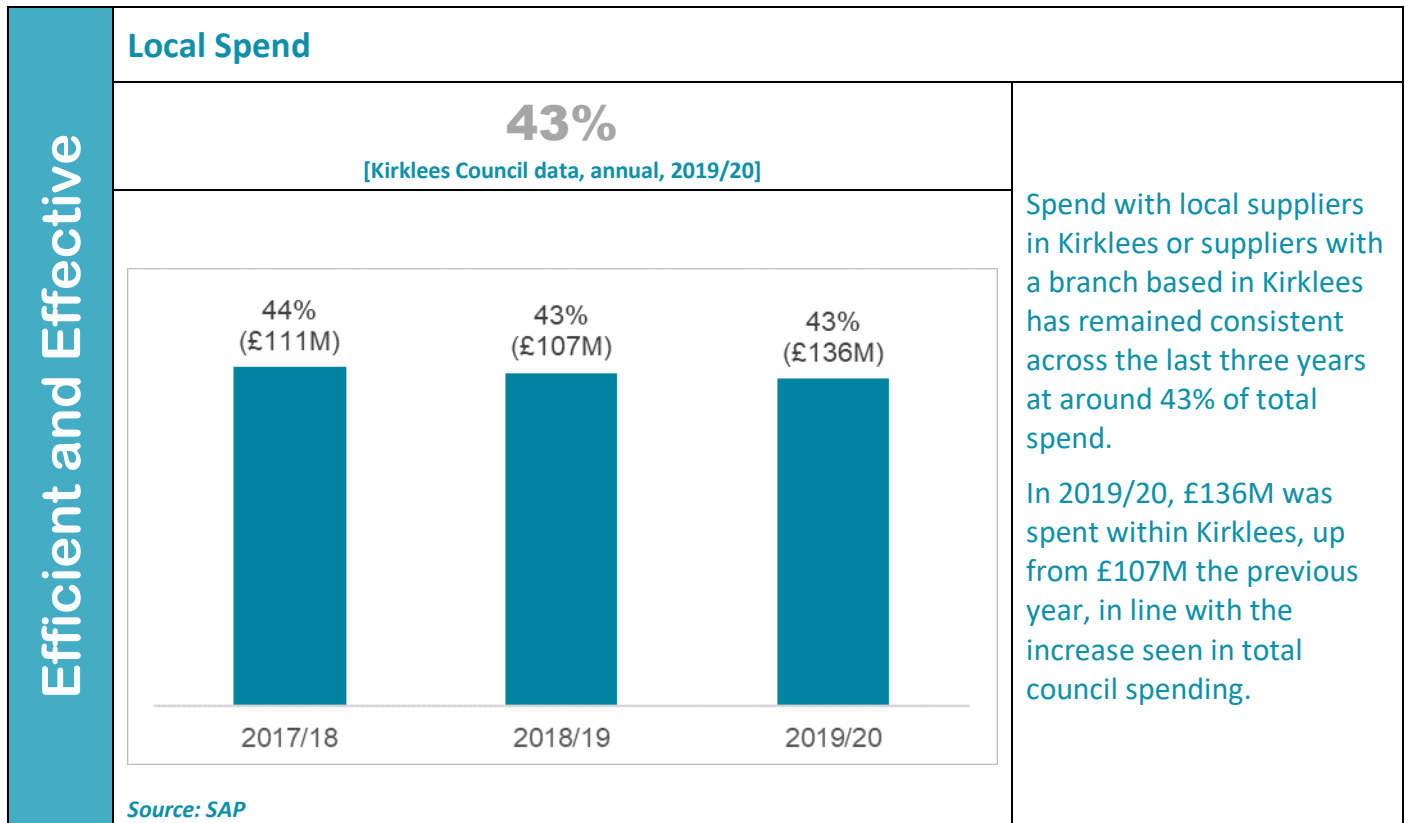
Our response to the COVID-19 pandemic has drawn on existing partnership arrangements, deepened those relationships and built new ones. Working closely with partners across the sub region, across Kirklees and within communities has been critical to the resilience and reach of our response and will be 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: Council
Date: 21 October 2020
Title of report: Tackling Inequalities

Purpose of report:

To share the proposals for the ways in which Kirklees Council will tackle the inequalities that the coronavirus pandemic has cast a significant light upon. A member-led Inequalities Commission is proposed for Council endorsement, following consideration at Cabinet on 20 October. Initial priority actions that Cabinet will have considered are also shared for information.

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 Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health: 12 October 2020 Eamonn Croston, Service Director – Finance: 7 October 2020 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. Background information and proposed actions

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



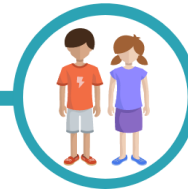
Employment

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 elected members 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.

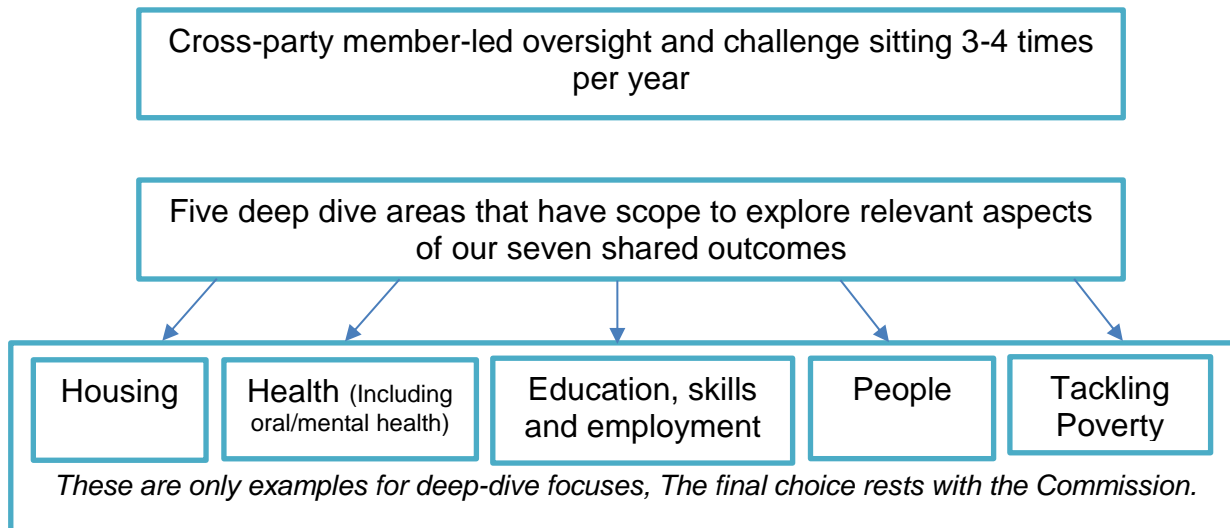
The Commission will:

- 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 Inequalities Commission and proposed priority actions have 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 and endorsement at Council on 21 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 Council notes the report and endorses the establishment of the Inequalities Commission.

7. Cabinet Portfolio Holder's recommendations

That Council notes the report and endorses the establishment of the Inequalities Commission.

The Cabinet portfolio holder's recommendation to Cabinet on 20 October 2020 is to approve the three priority actions and for Cabinet to recommend that Council notes the report and endorses the establishment of the Inequalities Commission. The decision from Cabinet on 20 October will be reported at full Council.

8. Contact officer

Kate McNicholas (Kate.McNicholas@kirklees.gov.uk), Head of Policy, Partnerships and Corporate Planning

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