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

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Monday 1 August 2022

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **3.00 pm** on **Tuesday 9 August 2022**.

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

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

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

Julie Muscroft

Service Director – Legal, Governance and Commissioning

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

Cabinet Members:-

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

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Cabinet

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

2: Minutes of Previous Meeting

1 - 8

To approve the Minutes of the Meeting of the Cabinet held on 5 July 2022.

3: Declarations of Interest

9 - 10

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

4: Admission of the Public

Most agenda items will be considered in public session, however, it shall be advised whether Cabinet will consider any matters in private, by virtue of the reports containing information which falls within a category of exempt information as contained at Schedule 12A of the Local Government Act 1972.

5: Deputations/Petitions

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

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

6: Questions by Members of the Public

In accordance with Council Procedure Rule 11(5), the period allowed for the asking and answering of public questions shall not exceed 15 minutes.

7: Questions by Elected Members (Oral Questions)

Cabinet will receive any questions from Elected Members.

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

8: Financial Outturn Report for 2021-22 to include the Revenue, Capital and Housing Revenue Account Outturn Position & Annual Report on Treasury Management

11 - 76

To receive the 2021/22 financial outturn position for General Fund Revenue, Housing Revenue Account and Capital Plan and to consider the revenue and capital rollover from 2021/22 to 2022/23.

Wards Affected: All

Contact: James Anderson, Head of Accountancy

9: 2021-22 End-of-Year Corporate Performance and Impact Report

77 - 178

To receive the 2021-22 End of Year Corporate Performance and Impact Report.

Wards Affected: All

Contact: Mike Henry, Head of Data and Insight

- 10: Corporate Financial Monitoring Report; Quarter 1 for 2022-23** 179 - 214
- To receive the Corporate Financial Monitoring Report, Quarter 1 (2022-23)
- Wards Affected: All
- Contact: James Anderson, Head of Accountancy
-
- 11: Kirklees Joint Health and Wellbeing Strategy refresh** 215 - 248
- To consider the Kirklees Joint Health and Wellbeing Strategy refresh.
- Wards Affected: All
- Contact: Phil Longworth, Senior Manager, Integrated Support
-
- 12: Operational Services Asset Management System - Replacement Project** 249 - 258
- To consider expenditure of up to £1.8m for a new asset and data management system.
- Wards Affected: All
- Contact: Chris Firth, Programme Manager, Environment & Climate Change.
-
- 13: Exclusion of the Public**
- To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business, on the grounds that they involve the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.
-
- 14. Operational Services Asset Management System - Replacement Project** 259 - 262

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

To receive exempt information in relation to Agenda Item 12.

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 5th July 2022

Present: Councillor Shabir Pandor (Chair)
Councillor Paul Davies
Councillor Eric Firth
Councillor Viv Kendrick
Councillor Musarrat Khan
Councillor Naheed Mather
Councillor Carole Pattison
Councillor Cathy Scott
Councillor Will Simpson
Councillor Graham Turner

Observers: Councillor Bill Armer
Councillor Charles Greaves
Councillor David Hall
Councillor John Lawson
Councillor Elizabeth Smaje
Councillor Mohan Sokhal
Councillor John Taylor

- 12 Membership of Cabinet**
All Cabinet Members were present.
- 13 Minutes of Previous Meeting**
RESOLVED – That the Minutes of the Meeting held on 14 June 2022 be approved as a correct record.
- 14 Declarations of Interest**
No interests were declared.
- 15 Admission of the Public**
It was noted that all agenda items would be considered in public session.
- 16 Deputations/Petitions**
No deputations or petitions were received.
- 17 Questions by Members of the Public**
No questions were asked.
- 18 Questions by Elected Members (Oral Questions)**
Cabinet received the following questions in accordance with Executive Procedure Rule 2.3;

Question from Councillor J Lawson

“Given the length of time that the Amazon planning application has been in, by its next milestone it will be December which will make it nearly two years, and given the resources dedicated to that application, how long do you think it is reasonable for an application to be in our planning system and how many bites of the apple do you think it should have?”

A response was provided by the Leader of the Council.

Question from Councillor Marchington

“If the Council has sufficient money to fix all of our roads and pavements, what would our plan be?”

A response was provided by the Leader of the Council.

Question from Councillor Greaves

“In Cabinet January 2018 a decision was taken to introduce a new policy for proposals for changes to home to school transport for children attending mainstream schools. Generally speaking we didn’t have a problem with the majority of the decision that was made, but the issue we did have was the change to the universal free bus pass for Meltham children travelling to Honley High School and Holmfirth High School. Those arrangements had been in place long before I went to Honley High School. Meltham is the biggest settlement south of Huddersfield but it doesn’t have a high school, the catchment school is Honley but lots of children attend Holmfirth as well. When this policy was introduced we did say that the savings that were going to come about from it weren’t really going to be delivered, that the policy is almost unworkable and that it really unfair to Meltham children and their parents. We’ve raised the issue a number of times and now four and a half years later the Council has not been able to implement this policy but we’ve got parents who want to know what is happening with the buses. That limbo impacts upon people’s life choices, which schools they send their children to and how they plan and prepare for it. My request is that, the policy was not possible to implement and in so far as it relates to the school buses for Honley High School and Holmfirth High School, please reverse the policy to what it was before, applying the policy to the catchment school and not the nearest geographical school.”

A response was provided by the Cabinet Member for Children’s Services (Councillor Kendrick).

Question from Councillor Armer

“Are you satisfied that sufficient and conveniently sited blue badge parking is provided in Huddersfield Town Centre?”

A response was provided by the Cabinet Member for Health and Social Care (Councillor Khan).

Question from Councillor J Taylor

“In regards to the Huddersfield blueprint, there are plans to demolish shopping areas of the piazza. What discussions have we had, and what money has been put into the plans, to support the businesses in the piazza to locate elsewhere within the town centre?”

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

Question from Councillor D Hall

“You’ll be aware that the Secretary of State for Transport signed the Order last week giving the go ahead to commence the TransPennine upgrades through the borough and this has capacity to drive regeneration and employment throughout the district, can I ask what steps the Cabinet will take to maximise the opportunities that the TransPennine upgrade should afford?”

A response was provided by the Cabinet Member for Town Centres (Councillor E Firth).

Question from Councillor J Taylor

“I understand that we are developing a transport strategy for the district. At some point could the Portfolio Holder share the details or brief me. I’ve spoken about the lack of strategic link south, I want to make sure if a strategy is being developed we are looking at it strategically. Would he share with me the thoughts that have been progresses with Officers on that strategy?”

A response was provided by the Cabinet Member for Town Centres (Councillor E Firth).

19 Proposal by Queensgate Market Traders Association in respect of the Queensgate Market relocation

(Under the provision of Council Procedure Rule 36(1), Cabinet received a representation from Councillor J Lawson).

Cabinet gave consideration to a report which set out a proposal from Queensgate Market Traders in regards to relocation from Queensgate Market due to the need to vacate Queensgate Market by February 2023 to enable works to commence. The report advised that, since the decision of Cabinet in January 2022, Queensgate Market Traders Association had submitted a proposal to surrender their lease agreements, with no obligation upon the Council to provide relocation, in return for compensation. The report sought authority for the proposal to be implemented and advised that, if approved, the traders would be categorised as either (i) traders that will accept compensation and surrender their lease and (ii) traders that would refuse compensation and would seek to be relocated under the terms of their existing lease. Cabinet were advised that there were presently 32 traders and 37 lease agreements in place.

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The report advised that, subject to the approval of the proposal Officers would (i) meet with the Queensgate Market Traders Association to negotiate specific details around the lease surrender and compensation payments (ii) serve the appropriate break notices in line with the timescales set by the Cultural Heart Project (iii) liaise with individual traders in respect of their specific plans and provide initial support/advice for those that want to move to vacant shop premises within the town centre and (iv) determine a reasonable relocation option for any trader who does not want to agree with the Association's proposal to accept compensation.

RESOLVED –

- 1) That approval be given to the proposal of Queensgate Market Traders Association.
- 2) That, pursuant to (i) above, authority be delegated to the Strategic Director (Environment and Climate Change) in consultation with the Service Director (Legal, Governance and Commissioning) and the Strategic Director (Growth and Regeneration) to negotiate, agree terms, enter into and execute any agreements or instruments necessary to implement the proposal.
- 3) That authority be delegated to the Strategic Director (Environment and Climate Change) in consultation with the Service Director (Finance) to re-profile the previously approved capital and revenue budgets as required.

20 Registered Providers Clusters Programme - Update and Land Disposals

(Under the provision of Council Procedure Rule 36(1), Cabinet received a representation from Councillor J Lawson).

Cabinet gave consideration to a report which provided an update on the Registered Providers Clusters Programme – Update and Land Disposals, and sought approval for a proposed approach to dispose of sites to the Council's partner. The report advised that the Council's preferred partner was Thirteen Group, who had been appointed following a competitive land sale exercise. The report identified five sites in the areas of Dewsbury, Hartshead, Huddersfield and Batley, which were set out at Appendix 1 to the report.

Paragraph 2.3 of the report set out options for consideration and recommended that the sites be disposed of at less than best consideration as it would enable the creation of approximately 200 new homes, focussed upon delivering affordable housing across a variety of tenures, assist in meeting housing targets and creating approximately 700 direct jobs.

The report advised that the staged programme of development aimed for the development to be completed on site by 2025, and that each site would be implemented individually with the granting of planning permission.

It was noted that all five sites had been allocated for housing development in the Local Plan, and that approval had been granted by Cabinet in August 2018 for the sites to be included within a programme of development.

RESOLVED –

- 1) That approval be given to dispose of the sites as set out at Appendix 1 of the considered report at less than best consideration to Thirteen Group in accordance with the General Disposal Consent (England) 2003.
- 2) That authority be delegated to the Strategic Director (Growth and Regeneration) to (i) negotiate and agree the terms of disposal with Thirteen Group (ii) determine the appropriate level of discount for each site following a comprehensive assessment of Thirteen Group's development appraisals reflecting the housing mix which receives planning consent (which may be either only affordable housing, or a combination of both affordable and market housing) on each site.
- 3) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to enter into and execute any agreement and other ancillary documents necessary to dispose of the land in the RPCP to Thirteen Group for use as either affordable housing, or affordable and market housing dependent upon the final housing mix for each site.

21 Proposals for Additional Household Support in 2022/23

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

Cabinet received a report which set out proposals to provide support for households in 2022-2023, in accordance with funding and guidance issued by central government. It was noted that the Council had been allocated a share of £500m, from an overall £3.702m allocation, which was to be spent by the end of September 2022.

The report set out details of proposals for the targeted support, that would supplement support already provided, and the impact of these measures to date.

RESOLVED –

- 1) That, in regards to Pensioners, at least one third funding be used to support pensioners, with one third of the available funding used to target pensioners in receipt of a Council Tax Reduction for the whole allocation of £1.23m, equating to approx. 11,350 households.
- 2) That families entitled to free school meals be awarded with a one-off cost of living payment of £70 per child, resulting in a total spend on Households with Children of £1.8m.
- 3) That the remaining balance of £650,000 be utilised by (i) working with relevant partners, stakeholders and third sector organisations and (ii) applications for support via Local Welfare Provision which shall be assessed on a case by case basis to support families and individuals in need.
- 4) That authority be delegated to the Strategic Director (Corporate Strategy, Commissioning and Public Health) and Service Director (Children's Services), in consultation with the Cabinet Member for Corporate Services and Service director (Finance) to determine the mechanism for utilising the remaining £650,000.

22 Holmfirth Town Centre Access Plan

Cabinet gave consideration to a report which sought endorsement to submit the Holmfirth Town Centre Access Plan Scheme full business case to West Yorkshire Combined Authority. The report advised that the proposed plan aimed to support economic growth through investment in the public realm and improvements at key junctions focussed on reducing traffic congestion, and widening sustainable travel opportunities. Subject to the approval of the full business case, the report sought approval to accept further grant funding to allow the delivery of the scheme, which was anticipated to commence in early 2023.

The report set out details of the scheme objectives and details of four initial options that were developed for the outline business case, and were set out at Appendix 1-4 of the report. Paragraph 2.2.12 of the report set out the interventions included in the preferred option (Option 4). It was noted that Option 4 demonstrated high value for money and would deliver significant journey time benefits. Appendix 5 to the report set out the final scheme proposal.

Cabinet noted that, in terms of timelines, the construction contract was expected to be awarded in December 2022, with a view to construction commencing in January 2023 and the scheme being completed in January 2024.

RESOLVED –

- 1) That Option 4, as set out in Appendices 4 and 5, be endorsed.
- 2) That the final business case be submitted to West Yorkshire Combined Authority and that, subject to approval, be progressed to the delivery of the scheme.
- 3) That £5,173,821 grant funding from West Yorkshire Combined Authority be accepted.
- 4) That approval be given to the Council Capital Plan contribution, funded from Council borrowing of £2,300,000.
- 5) That approval be given to a spending tolerance of circa 15% (£1,129,130) of forecast cost (£7,473,821) to be funded through the Council's capital plan.
- 6) That authority be delegated to the Strategic Director (Growth and Regeneration) to make decisions to enable the delivery of the scheme.
- 7) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to enter into any instrument required to be executed to facilitate the delivery of the scheme.

23 Inclusive Communities Framework

(Under the provision of Council Procedure Rule 36(1), Cabinet received representations from Councillor J Taylor and Councillor Smaje).

Cabinet gave consideration to a report which set out the contents of the proposed Inclusive Communities Framework, as recommended by the Communities Board, and asked that a recommendation be presented to the meeting of Council on 13 July 2022 to adopt the framework within Article 4 of the Council's Policy Framework.

The report advised that the framework, which was appended to the considered report, provided a strategic approach to building cohesive communities and aimed

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to act as a guide to all partners who communicate with communities to address challenges and unequal accessibility. Cabinet were advised that the proposed framework would replace the Cohesion Strategy, which was included within Article 4 of the Constitution.

The report informed Cabinet that the framework was guided by the principles of (i) belief that communities hold solutions, with skills and knowledge that is valuable in achieving shared goals (ii) building belonging and trust amongst diverse communities with shared interests and challenges and (iii) caring about what matters to local communities to give a collective purpose. The report also advised that the framework would be instrumental in the development and implementation of the Council Plan (2021/23), Inclusion and Diversion Strategy (2021/23) and Communities Partnership Plan (2023/27).

RESOLVED -

- 1) That the contents of the Inclusive Communities Framework, as recommended by the Communities Board, be noted.
- 2) That the report be referred to the meeting of Council on 13 July 2022 with a recommendation that the Inclusive Communities Framework be adopted and included within Article 4 of the Council's Policy Framework.

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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



Name of meeting: Cabinet

Date: 9 August 2022

Title of report: Council Financial Outturn & Rollover Report 2021/22 incorporating General Fund Revenue, Housing Revenue Account, Capital and Treasury Management

Purpose of the Report

To receive information on the Council's 2021/22 financial outturn position for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, including proposals for revenue and capital rollover from 2021/22 to 2022/23. This report also includes an annual review of Council Treasury Management activity.

Key decision – is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Key decision - is it in the <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 Strategic Director & name	Rachel Spencer Henshall 28/07/22
Is it also signed off by the Service Director for Finance?	Eamonn Croston 09/08/22
Is it also signed off by the Service Director – Legal, Governance & Commissioning?	Julie Muscroft 28/07/22
Cabinet member portfolio - Corporate	Give name of Portfolio Holders Cllr Paul Davies

Electoral wards affected: None
Councillors Consulted: None

Public or private: Public

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

1. Summary

1.1 General Fund

- 1.1.1 The Council's revised General Fund controllable (net) revenue budget for 2021/22 was **£327.2m**. The budget included planned (net) revenue savings in-year of £1.8m.
- 1.1.2 The revised budget is net of a number of planned transfers to and from reserves during the year. These include a net £9.9m drawdown from COVID reserves and a net £0.7m transfer into other reserves.
- 1.1.3 Council spend was £327.2m in 2021/22, which reflects an overall 'break-even' financial performance against budget. In actuality, there was a marginal overspend of £41k against the revised budget.
- 1.1.4 The revenue outturn position is summarised at Appendix 1 and in Table 1 below. Headline variances, including COVID impacts, are described in more detail in sections 1.3 to 1.8.

Table 1 - Overview of 2021/22 General Fund revenue outturn position

	Revised Budget	Outturn	Variance
	£000	£000	£000
Children & Families	79,443	80,797	1,354
Adults & Health	108,680	107,701	(979)
Environment & Climate Change	32,938	41,519	8,581
Growth & Regeneration	13,085	14,066	981
Corporate Services	49,312	55,370	6,058
Central Budgets	31,348	29,044	(2,304)
General Fund Sub Total	314,806	328,497	13,691
Offset of COVID Pressures	12,354	(1,296)	(13,650)
Revised General Fund Total	327,160	327,201	41

1.2 COVID

- 1.2.1 Additional COVID related spend in 2021/22 totalled £37.2m and there were also service income losses of £5.4m. These COVID impacts are detailed at Appendix 2a and summarised in Table 2 below.

Table 2 - Overview of 2021/22 COVID Pressures

	COVID spend	COVID Income Loss	Total COVID Pressures
	£000	£000	£000
Children & Families	2,080	523	2,603
Adults & Health	15,938	241	16,179
Environment & Climate Change	2,092	3,587	5,679
Growth & Regeneration	1,871	639	2,510
Corporate Services	15,213	427	15,640
Central Budgets	54	-	54
General Fund Total	37,248	5,417	42,665

- 1.2.2 Of the £37.2m COVID related additional spend, £29.0m was funded through a combination of specific COVID grant funding from Government in 2021/22, allocated to councils to cover particular aspects of the response to the pandemic, including specific COVID related grant funding received in 2020/21, rolled forward into 2021/22 through reserves. As such, these costs did not affect the overall Directorate variances. The balance of £8.2m COVID not funded by specific COVID grant funding was offset by the drawdown of the COVID Response reserve, as illustrated at Appendix 2b, and described in more detail at paragraph 1.9.5.
- 1.2.3 As confirmed in the Financial Settlement in February 2021, the Sales, Fees and Charges (SFC) income compensation scheme continued to apply for the first 3 months of 2021/22; April to June. The principles remained the same as in 2020/21, whereby Councils absorb losses up to 5% of planned sales, fees and charges against baseline, with Government providing compensation of 75p in every pound thereafter. Officers submitted a claim and received £1.3m compensation for Quarter 1 income losses.
- 1.2.4 An additional base budget provision of £5m was included in the approved 2021/22 budget to reflect the likelihood of continued income loss from sales, fees and charges and commercial rents as a result of COVID, over the medium term. The full £5m base budget provision was released in-year. This covered the £4.1m balance of income losses unfunded by the income compensation scheme, with the £0.9m balance remaining as an underspend within Central budgets.
- 1.2.5 At the end of September 2021, Government launched a £500m fund for councils to support poorer families through the winter amid the energy supply crisis and the withdrawal of other forms of financial assistance; Kirklees allocation £3.7m. This new Hardship Support Fund was intended to support millions nationally, via small grants for food, clothing and utilities, with money being made available for disbursement by local authorities from October 2021.
- 1.2.6 The ongoing financial impact of the pandemic was monitored sector wide on a monthly basis through 2021/22 by DLUHC, the successor Department to MHCLG, as it was through 2020/21. This Council, working with the Local Government Association (LGA), Special Interest Group of Metropolitan Authorities (SIGOMA) and other sectoral and stakeholder lobbying, will continue to work with Government to ensure Kirklees is appropriately compensated for COVID related impacts beyond 2021/22.

1.2.7 The following sections summarise key highlight variances across the Council Directorates.

1.3 Children & Families

Learning – High Needs

1.3.1 In-year spend on High Needs in excess of the Dedicated School Grant (DSG) funding allocation was £12.8m (equivalent in-year deficit in 2020/21 was £10.7m). This was transferred to Kirklees' balance sheet at year end.

1.3.2 The Secretary of State for Education also confirmed, on 24 March 2022, the Council's successful participation in the Round 2 Dedicated Schools Grant (DSG) deficit reduction (Safety Valve) Programme. This included an initial 2021/22 Government funding contribution of £13.5m made on 31 March 2022. As a result of these in-year movements, the DSG deficit at 31 March 2022 was £22.3m (equivalent DSG deficit at 31 March 2021 was £25.1m).

1.3.3 The balance of agreed £20m government funding contribution to the Council's DSG deficit over the next 5 years is dependent on delivery of in-year DSG High Needs savings target. An update report, setting out in more detail the Safety Valve funding agreement and management plan was presented to Cabinet on 26 July 2022.

Learning and Early Support

1.3.4 As at 31 March 2022 there were 214 children with Education Health and Care Plans (EHCP's) using Post-16 Home to School Transport. The additional complexity of need and the increase in placements outside of Kirklees was reflected in an overspend of £0.9m on Post-16 Home to School Transport.

1.3.5 The Council is currently exploring a range of alternate approaches, working with pupils, parents, schools sector and providers, to deliver more innovative and tailored transport options while reducing overall cost pressures. An additional £0.6m was built into Post 16 base budgets going forwards as part of the 2022/23 Annual Budget report to address the residual ongoing pressure in this area. This will be insufficient to cover 2022/23 costs in this area based on the above spend.

1.3.6 The increased number of approved applications for funding support from Special Educational Needs and Disability Inclusion Fund (SENDIF) has resulted in the requirement for additional investment. The fund primarily supports 2-4 year olds with special educational needs who attend a Private Voluntary and Independent (PVI) or mainstream school nursery setting. Numbers of children accessing the fund increased from 471 to 581 during 2021/22 and estimates are that this growth will continue in 2022/23. There is also a growth in complexity of need, with average grant awards rising from £3.6k to £3.8k per placement during 2021/22.

1.3.7 The service has strengthened the resources in the Early Years SEN Inclusion Team and are providing training to nursery settings to upskill their workforce so that they can meet the needs of the children rather than having to access SENDIF. This is intended to help mitigate pressures on this budget going forward. The 2021/22 annual budget report factored this ongoing investment need into approved budget plans, however there was still an in-year overspend of £0.9m. This was offset in part by the drawdown of £0.5m Stronger Families Reserve.

1.3.8 There was also an overspend in the SENDACT Team of £1.3m as a result of a high volume of Agency staff being employed to cover vacancies, sickness and maternity.

leave. Approximately £0.5m of the pressure relates to a temporary team employed (through agency) to address the backlog of assessments that had built up.

COVID Impacts – Children and Families

- 1.3.9 Within Children and Families there was additional spend of £2.1m due to COVID. The spend included a £1.5m pressure within External Residential Placements and Independent Fostering Placement budgets related to the deferred placement target for Looked After Children (LAC) resulting from a number of COVID impacted issues affecting the timing of targeted savings. Work is ongoing within the service to address these pressures by looking to safely move children to less costly placements and also to increase local fostering capacity and reduce the reliance of more expensive external provision whilst continuing to maintain successful outcomes.
- 1.3.10 There were full year income losses of £0.5m within Learning and Early Support, reflecting the continued impact of school closures on budgeted Attendance Penalty Notice income and reduced income from the Duke of Edinburgh scheme.

1.4 Adults and Health

- 1.4.1 The overall position for Adults was an underspend of £1.0m. Within this, there was some COVID impacted volatility across key demand-led headings, with some elements offsetting others.
- 1.4.2 Within Independent Sector Home Care there was £1.3m additional spend; due primarily to continuing increased delivery of home care to the public, a pre-pandemic trend that accelerated because of a shift in market patterns as a result of COVID and an intention to support people to remain in their own homes in line with the Vision for ASC. Also linked to shifting patterns in the market was an overspend on Emergency Support of £0.4m.
- 1.4.3 There was an underspend on Independent Sector Residential & Nursing placements of £2.2m. This was due to shifting patterns in the market, and the evolving impact of the pandemic. Measures were taken to assist providers through the year. Similarly, there was an underspend on Self Directed Support of £2.9m, predominantly on Direct Payments.
- 1.4.4 Other headline variances were around employees (with an overspend of £0.5m). Pressures were seen in relation to recruitment and retention in the workforce, resulting in the use of agency staff where necessary.
- 1.4.5 There was also a variance of £2.0m driven by underlying pressures resulting from national funding allocation levels.

COVID Impacts – Adults and Health

- 1.4.6 The pandemic has had a significant impact on the Social Care market. Adult social care providers have seen significant operational and financial pressures, including additional vacancies arising in care homes, additional costs of providing services in the context of COVID impacts on cash flow, and uncertainty within the market. Such challenges have been well documented locally, regionally and nationally.
- 1.4.7 Officers have been working closely with partners to ensure there is stability and consistency of approach in the market. Work is also ongoing as to the consideration of key pressures being seen by providers and where support may be required. A programme was also undertaken with the Clinical Commissioning Group (CCG) to

support hospital discharge in line with Discharge to Assess guidance. This continues into the new financial year, working collaboratively to benefit the system.

- 1.4.8 Through the year the Council utilised additional COVID led funding allocated for Social Care. This included continuing phases of the Infection Control Funding and Rapid Testing Funding, plus funding in relation to Omicron, and Workforce Recruitment and retention. At year end, COVID spend for Adults was £15.9m. This related to additional costs identified within the service, and for those supporting the provider market, utilising available and prescribed funding streams.
- 1.4.9 Work is also being undertaken with providers in the Care home market to review recent falls in demand, how much of this has been caused by the pandemic, and how much is due to changes in longer term shifts. There is the question of what the new 'normal' will be both in the short and long term, and in terms of the type of support required (with the possibility of it being driven more by people with complex needs). Continued working with partners is key, as is the utilisation of market research.
- 1.4.10 Challenges remain, and there is a significant scale of change within Adult Social Care, notably around the Market Sustainability & Fair Cost of Care national programme, and also the lead up to the national Charging Policy Reform in 2023. These are alongside the increased cost of living impacts on providers (with recent work undertaken to assist with fuel inflation). All will require continued impetus in working collaboratively in a strategic manner, ensuring that we continue to address the issues in the market, whilst bringing the best outcomes for the residents of Kirklees.

1.5 Environment and Climate Change

Environmental Strategy and Climate Change

- 1.5.1 Within Environmental Strategy and Climate Change there was an overspend of £1.3m on Schools Transport; in the main linked to an increase in the number of routes to out of area schools. An additional £0.3m was built into the School Transport base budget as part of the 2022/23 Annual Budget report to address some of the ongoing pressures in this area. This was in addition to the £1.2m uplift previously included in the 2021/22 budget round.

Highways and Streetscene

- 1.5.2 There was a pressure of £1.4m within parking; largely due to multi storey and other site closures and lower than budgeted parking fees income. There was also a £0.7m overspend on Transport services as a result of increased maintenance costs on an ageing fleet and rising fuel prices.

Culture and Visitor Economy

- 1.5.3 There was an income shortfall of £0.6m in Bereavement Services linked to the Cremator Replacement project and resultant short-term capacity reduction. In addition, there was a pressure of £0.3m relating to Cliffe House, due to the closure of the main house.

COVID Impacts – Environment and Climate Change

- 1.5.4 There was a total in-year pressure of £5.7m across both spend and income budgets within Environment and Climate Change in relation to COVID.

- 1.5.5 Spend pressures equated to £2.1m across the directorate, with £0.8m of this offset in full by a range of specific COVID funding streams. The pressures included costs of £0.5m for COVID Community Support Officers and £0.5m additional spend on Waste Services; largely associated with additional vehicles and hired staff required during COVID.
- 1.5.6 There was also £0.6m spend relating to a range of backlog and recovery issues, funded from the COVID Response Recovery Fund. This included £0.3m for Parks for works and £0.3m for Waste street cleaning works. Overall, within Environment and Climate Change, there are estimated spend pressures of £1.5m for this backlog and recovery work. In the region of £0.9m of this spend will occur in 2022/23.
- 1.5.7 There were income losses of £3.6m across the directorate; the most significant being £1.7m on Catering due to under recovery of income from school meals as a result of reduced pupil numbers. Other losses included £0.8m on Markets, £0.4m on Licensing and £0.3m on Parking Fees; the latter due to increased home working and local measures to encourage high street footfall through free parking for key workers in the borough's major towns.

1.6 Growth and Regeneration

COVID Impacts – Growth and Regeneration

- 1.6.1 Across Growth and Regeneration there were £1.9m additional costs with respect to COVID; £1.2m of which were offset by specific COVID funding streams. Funding included £0.3m drawn down from the Welcome Back Fund (formerly the Re-opening High Streets Safely Fund); covering costs related to safe recovery of our high streets and town centres, £0.3m funding for PPE from the Department of Health and Social Care, and £0.1m from COMF.
- 1.6.2 There were also income losses of £0.6m within Growth and Regeneration in relation to COVID. These included £0.5m on Commercial Properties and £0.1m on Building Control fees.

1.7 Corporate Strategy, Commissioning and Public Health

- 1.7.1 Within Legal Services there was an in-year pressure of £1.2m. The service is currently reviewing all aspects of service delivery taking into account pre-existing savings targets and the increased demands on Legal Services as the requirement for legal intervention rises; in particular relating to childcare. This was offset in part by the re-direct of £0.5m Social Care grant funding. An additional £1.5m has been included in the Legal services base budget from 2022/23 onwards, as per the 2022/23 Annual Budget report, to address both the increasing caseload and inflationary pressures that the profession now faces.
- 1.7.2 There was also an overspend of £1.0m on Benefit Payments, due to Homelessness costs in excess of Homelessness Support grant, plus the cost of non-HRA claims administered under historic rules which are not fully eligible for Housing Subsidy grant.

COVID Impacts – Corporate Strategy, Commissioning & Public Health

- 1.7.3 There was additional spend of £15.2m within Corporate Strategy, Commissioning and Public Health relating to COVID. This included £7.2m within Finance that was offset

in full by a range of specific COVID grant streams. Funding utilised included Household Support Funding at £3.7m and Local Support Grant at £1.9m; both covering welfare provision costs supporting vulnerable households with the cost of essentials.

- 1.7.4 Within Public Health and People there was additional COVID spend of £7.6m. This included £1.8m of testing mobilisation costs; offset in part by COMF, and £1.3m of test and trace programme costs; offset by the Test and Trace Service Support Grant. A further £0.4m of COMF was applied across the directorate, largely funding costs of £0.2m for relevant Ward Activity spend and £0.2m IT and remote working costs.
- 1.7.5 There was further COVID spend of £3.5m within Public Health and People reflecting the continued Council 'underwrite' to Kirklees Active Leisure (KAL) to address net revenue losses resulting from enforced closure of leisure centres during the pandemic, and gradual recovery of the leisure industry both nationally and locally. This underwrite was part of the Council and KAL Partnership Framework report approved by Cabinet on 27 July 2021. The payments to KAL were funded through drawdown of the COVID Response reserve. See also paragraph 1.9.5.
- 1.7.6 The income compensation scheme outlined in paragraph 1.2.3 compensates for COVID related losses from Council owned leisure services, or through a planned management fee, where there is an arms-length relationship. However, the income compensation scheme does not cover other 3rd party provider arrangements such as Kirklees Active Leisure (KAL) Trust.

1.8 Central Budgets

- 1.8.1 The 2021/22 Annual Budget Report included provision within central budgets to reflect the likelihood of continued income loss from sales, fees and charges and commercial rents as a result of COVID, over the medium term. There was a £5.0m service income loss provision in 2021/22, reducing by £1.0m per annum, through to 2025/26, in anticipation of the recovery of the local economy. The full £5.0m contingency was released in-year to offset the £4.1m income losses unfunded by the Sales Fees and Charges compensation scheme; with the £0.9m balance remaining as an underspend within Central budgets.
- 1.8.2 In line with last year's closedown process, an exercise was conducted to capitalise £3.2m of costs previously allocated to revenue in-year, within allowable accounting rules and existing Council policies. This released £1.7m revenue within Central Budgets alongside £1.5m in Environment, thereby helping to offset in-year pressures and maximise the roll forward earmarked reserves for use in 2022/23 and beyond. (see also paragraph 1.12.8).

Flexible Capital Receipts

- 1.8.3 The Council's flexible capital receipts strategy was applied in relation to £3.1m transformation related spend 2021/22 (see also paragraph 1.12.8). These costs met the criteria for qualifying expenditure of *funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation*, set out at paragraph 3i) of the Flexible Capital Receipts strategy which can be found at Appendix 9.

Revenue Rollover

1.8.4 Council Financial Procedure Rules allows for consideration of revenue rollover, but only if the overall General Fund is in an underspend position at year end. The overspend of £41k against a revised revenue budget of £327m resulted in a marginal reduction in general balances at year end.

1.9 General Fund Reserves

1.9.1 General Fund reserves and balances have decreased through 2021/22 by £30.6m; from £197.4m at the start of the year to £166.8m as at 31 March 2022. This compares to a projected year end figure of £157.9m assumed in the 2022/23 Annual Budget report; equating to a difference of £8.9m.

1.9.2 The main change from the Budget Report projections relates to the Revenue Grants reserve. Estimates in the budget report assumed a drawdown of £0.6m during 2021/22, compared to an actual net transfer into the reserve of £6.1m in-year. The budget report also assumed that the COVID Grants reserve would be fully spent by year end, however a balance of £2.1m remained at 31 March 2022, reflecting spend commitments washing through to 2022/23.

1.9.3 Approximately £12.1m of the in-year reduction in reserves relates to technical net transfers from the Expanded Business Rates Relief reserve to offset the carried forward Collection Fund deficit. This reflects the release of £23.5m grant received from Government in 2020/21 for Kirklees' share of expanded business rate reliefs passed onto businesses by the Council, offset in part by the transfer into reserves of £11.4m equivalent grant received in 2021/22. Due to current accounting rules, this funding cannot be discharged against the collection fund deficit until the following financial year and thus the movement to/from earmarked reserves reflects this timing difference.

1.9.4 In addition, £2.2m was transferred into reserves at the start of the year for Local Welfare Provision initiatives; approved as part of the 2021/22 Annual Budget Report.

1.9.5 The remaining £20.7m balance of movement on reserves is broken down as follows:

i) Net drawdowns of £21.4m from COVID related reserves. This comprised:

- £8.3m from the COVID Response reserve to offset projected COVID related costs unfunded by specific funding streams. This included the £3.5m for payments to Kirklees Active Leisure (KAL) (paragraph 1.7.5) and £0.6m for backlog and recovery spend (paragraph 1.5.6) mentioned earlier in the report.
- £11.2m drawdown from the COVID Grants and Business Grants reserves to fund specific eligible COVID related spend.
- £1.9m drawdown from the Tax Income Loss Compensation reserve to support the Council's bottom line as per the 2021-26 Annual Budget report.

ii) Other net planned contributions to reserves of £0.7m during the year, with the most significant being £6.1m transfer to the Revenue Grants reserve, £1.9m drawdown from the Demand reserve, £1.7m drawdown from the Waste Management reserve and £1.3m drawdown from the School PFI Reserve.

1.9.6 Total usable reserves (excluding Schools and Public Health reserves) as at 31 March 2022 were £149.8m; or 47% of the 2021/22 £317.9m (net) revenue budget.

equivalent indicator for 2020/21, published as part of the CIPFA Financial Resilience Index was 58%, where the Council was ranked 23rd highest out of 36 metropolitan authorities.

- 1.9.7 The 2021/22 year-end reserves position is set out in Appendix 3a in more detail, incorporating the transfers and drawdowns as approved in the 2022/23 Annual Budget report.

1.10 Collection Fund

- 1.10.1 The Collection Fund accounts separately for council tax and business rates income and payments. There was a 2021/22 in-year surplus of £1.7m for Council Tax and an in-year deficit of £7.1m with respect to Business Rates. Table 3 below summarises the financial performance of the collection fund in 2021/22.

Table 3 – Collection Fund Summary

Collection Fund (Council Share)	Council Tax	Business Rates	Total
	£000	£000	£000
(Surplus)/Deficit at 1 April 2021	4,554	30,933	35,487
Re-payments to/(from) General Fund 21/22	(2,117)	(24,613)	(26,730)
In year Financial Performance	(1,693)	7,078	5,385
(Surplus)/Deficit at 31 March 2022	744	13,398	14,142

- 1.10.2 The 2021/22 Council Tax Base (CTB), approved as part of the 2021-26 Annual Budget Report, incorporated a series of negative adjustments reflecting the forecast wider economic impact of COVID on Council Tax income, as described further in paragraphs 1.10.3 to 1.10.6 below. In total, the adjustments amounted to a £4.4m reduction in budgeted Council Tax income compared to previous forecasts included in the 2020-23 MTFP. The outturn position reflected an in-year surplus of £1.7m against the approved 2021/22 budget for Council Tax.
- 1.10.3 The £4.4m adjustment noted above included an increase in the number of working age Council Tax Reduction claimants in 2021/22; reflecting a rise to approximately 27,000 claimants, from a pre-COVID level of 23,000.
- 1.10.4 The local Council Tax Reduction (CTR) scheme supports some of the borough's households on low incomes, is means tested and eligible claimants receive up to 80% discount from their full council tax liability. The local scheme only applies to those of working age. The national pension age scheme means there is no such minimum payment and eligible pensioners can receive up to 100% discount.
- 1.10.5 At 31 March 2022 the working age CTR claimant numbers were 24,500; a reduction of 1,500 over the last 12 months. This resulted in lower than budgeted spend through the Council Tax Reduction scheme in the region of £0.5m, thereby contributing to the overall in year surplus position for council tax.
- 1.10.6 A further £0.9m adjustment was made to reflect the scaling back of housing growth projections from previous assumptions which had largely mirrored the Local Plan over recent years. In addition, the collection rate was projected to decrease, resulting in a £1.4m uplift in the bad debt provision requirement. The actual in-year collection rate was slightly above target and the bad debt provision requirement was lower than budgeted, making up the remaining balance of the in-year surplus.

- 1.10.7 There was a £7.1m deficit within Business Rates. This included £10.5m that is 'technical' in nature, as it relates to a downward income adjustment as a result of the continuation of the expanded retail discount scheme, announced by Government after the 2021/22 budgets had already been set. The additional reliefs awarded to businesses are funded in full by Central Government through section 31 grant payments. The payments were transferred into earmarked reserves at year-end and will be drawn down in 2022/23 against the carried forward Collection Fund deficit.
- 1.10.8 The approved 2021/22 budget for Business Rates income included an estimated reduction in local share of 5%, equating to a £3m loss in income. There was also a further assumed bad debt provision increase of £1.5m. Work was undertaken by the service in-year with regards to recovery action on outstanding arrears and this resulted in a significant reduction in arrears and a lower than budgeted bad debt requirement. This makes up the majority of the £3.4m in-year surplus for business rates (excluding the technical adjustment described at paragraph 1.10.7 above), compared to the approved budget for 2021/22.
- 1.10.9 Charges to the General Fund each year from the Council (the billing authority) for Council Tax and Business Rates, and to the major precepting authorities (Fire & Rescue Authority, West Yorkshire Mayor Police and Crime Commissioner) are based on estimates. Actual income collected year on year will vary. These timing differences result in actual surpluses or deficits which are rolled forward year on year through the Collection Fund, and 'settled' over following years, through relevant payment adjustments to the General Fund/major precepting authorities.
- 1.10.10 The net effect of the above adjustments leaves a Collection Fund deficit of £14.1m at year end (including the technical impact of the expanded business rate reliefs at £10.5m). The Council's 2022/23 budget and future years budget estimates include provision to repay this deficit over the 2022-24 period.

1.11 Housing Revenue Account

- 1.11.1 The Council's Housing Revenue Account (HRA) accounts for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account. The revenue outturn position was a £3.5m deficit against an annual turnover budget of £92.1m in 2021/22.
- 1.11.2 The main variance was £2.2m on repairs and maintenance relating to forward programmed investment for revenue compliance due to additional costs associated with compressing the 4 year asbestos programme into 2 years, and also for the additional costs for the patrolling watch for the high rise blocks. Inflationary cost increases and the demand for labour and materials also factored into the outturn deficit position.
- 1.11.3 HRA reserves at 31 March 2022, including set asides for business risks and investment needs is £53.4m. A summary of the HRA outturn and reserves position can be found at Appendix 4.

1.12 Capital

- 1.12.1 The Council's revised capital budget programme for 2021/22 totalled **£157.4m** across a range of schemes and programmes.

- 1.12.2 The nature of capital programmes and funding means that with some schemes, there is greater potential for variations in-year; for example timing of external funding being secured, or the size and complexity of specific schemes meaning longer lead in times than originally profiled in capital budget plans. In recognition of this, Council Financial Procedure Rules (FPR's) allows greater in-year flexibility for Cabinet to amend existing Programme and scheme allocations between years.
- 1.12.3 A revised budget of £158.5m was reported as part of the Quarter 3 Corporate Financial Monitoring Report on 8 March 2022. Subsequent application of the FPR flexibility in-year through quarterly financial monitoring reporting largely contributed to a revised capital budget of £157.4m. The budget has decreased by £1.1m since Quarter 3 due to budget being re-profiled into latter years of the plan (-£9.3m) offset by increased grants and contributions (+£8.2m). A breakdown of the budget changes including the re-profiling requests since Quarter 3 can be found in Appendix 6.
- 1.12.4 The 2021/22 capital outturn was £128.2m, which is about £34.6m higher than equivalent capital outturn spend in 2020/21 of £93.6m. The variance at year end is £29.2m.
- 1.12.5 The capital outturn position is summarised in Table 4 below and Appendix 5. Of the total £128.2m actual spend, £64.4m relates to strategic priorities, £57.3m relates to baseline capital spend, the balance of £6.5m to projects of a one-off nature.

Table 4 – Capital Outturn 2021/22

By Category	Revised Capital Budget £000	Outturn £000	Variance £000
Aspire & Achieve	19,671	15,393	(4,278)
Best Start	639	393	(246)
Independent	3,134	2,166	(968)
Sustainable Economy	85,699	64,746	(20,953)
Well	13,461	12,164	(1,297)
Safe & Cohesive	0	(3)	(3)
Clean & Green	6,169	5,579	(590)
Efficient & Effective	3,728	5,567	1,839
General Fund	132,501	106,005	(26,496)
Strategic Priorities	6,082	4,973	(1,109)
Operational	18,851	17,244	(1,607)
Housing Revenue Account	24,933	22,217	(2,716)
Total Capital Budget	157,434	128,222	(29,212)

- 1.12.6 Capital expenditure at year end was funded by the following sources of finance; borrowing £57.3m (45%), grants and contributions £40.8m (32%), capital receipts at £9.7m (7%), General Fund Reserves at £0.5m, Major Repairs Reserve (HRA) at £15.3m (12%) and HRA reserves/revenue contributions at £4.6m (4%). This is shown in more detail at Appendix 8 (a).
- 1.12.7 Actual borrowing costs incurred in 2021/22 are largely consistent with treasury management budget assumptions. Treasury management budgetary assumptions are reviewed annually as part of the annual budget refresh and take account any changes

in the profiling and quantum of capital spend to be funded from borrowing over the periodically refreshed multi-year capital plans.

- 1.12.8 In line with last year's closedown process, an exercise was conducted to capitalise £3.2m of costs previously allocated to revenue in-year, within allowable accounting rules and existing Council policies. The funding released revenue resources, thereby helping to offset in-year pressures and maximise the roll forward earmarked reserves for use in 2022/23 and beyond (see paragraph 1.8.2). Funding of this additional capitalisation year end spend was met via un-ringfenced capital receipts. Under the flexible capital receipts policy, £2m Transformation Capitalisation was set aside in the budget for transformation costs. At year end £3.1m revenue transformation costs were also capitalised, an overspend of £1.1m. These were funded from in-year capital receipts (see also paragraph 1.8.3).
- 1.12.9 Capital rollover proposals total £33.7m. The £4.5m difference between the £33.7m capital rollover requested and the overall outturn variance of £29.2m relates to the in-year revenue capitalisation exercise (£3.2m) and the overspend on the Capitalisation Transformation line (£1.1m). Since these were met via uncommitted capital receipts corporately, they do not affect original service rollover proposals.
- 1.12.10 Headline rollover proposals relate to underspends mainly within Sustainable Economy that were in Capital Plans funded by the West Yorkshire Combined Authority (WYCA) i.e., West Yorkshire plus Transport Schemes (-£5.2m), Transforming Cities Fund (-£3.2m) and Emergency Active Travel (-£1.7m). Much of the capital expenditure is tied in with external highways design consultancy via WYCA, for which the procurement process and design work has limited capacity in the external marketplace to deliver, as well as limited staff resources across various Council services. Similarly, Highways (-£3.1m) rollover was due to a combination of reduced staffing levels across the service, the unavailability of external construction teams and the reduced availability of materials especially for road construction and resurfacing. Other significant rollover relating to slippage in projects were in Huddersfield (-£2.3m) and Dewsbury (-£1.2m) Town Centre Action Plans.
- 1.12.11 Underspends within Aspire and Achieve relate to New Pupils Places in Primary/Secondary Schools (-£1.9m) linked to delays in completion of some elements of works on both Brambles Primary and King James's Academy Schools. Also increased material costs for schemes within Capital Maintenance (-£1.4m) and lack of resources both internally and in the external market have led to the deferral of schemes from the 21/22 programme.
- 1.12.12 Current Financial Procedure Rules (FPR's) relating to 'Capital Investment Preparation and Management' state Cabinet can transfer between projects or programme areas (FPR 3.11). The Chief Finance Officer is also permitted to make variations to capital funding as necessary in order to ensure that the Council funding is optimised, subject to reporting such actions to Cabinet and Council (FPR 3.23).
- 1.12.13 The practical completion of the Spen Valley Leisure Centre was achieved on 31 January 2022. Due to a number of factors, final project construction costs increased by £1.2m with contractually bound payments needing to be made to the contractor within agreed timescales. This shortfall was managed within overall capital plan resources by utilising existing resources from the Dewsbury Sports Centre Priorities programme. It is widely acknowledged that a Dewsbury sports centre rebuild is a few years down the line, with a likelihood of bidding into a future round of the Levelling Up Fund. Cabinet are requested to retrospectively endorse the transfer of £1.2m between programme lines.

Capital Rollover Proposals

- 1.12.14 When the Council approved the Capital Investment Plan on 16 February 2022 for the 5 year period from 2021/22 to 2025/26, it made provision for a level of investment of £1.259bn within the Annual Budget Report (£964m General Fund, £295m HRA).
- 1.12.15 The proposal is to effectively re-profile planned spend totalling £33.7m from 2021/22 to 2022/23; £31m General Fund and £2.7m HRA. This largely reflects deferred spend against existing schemes rolled forward into future years.
- 1.12.16 The capital plan has now been updated to take account of the capital rollover totalling £33.7m from 2021/22 and changes in the estimated levels of resources available. The revised capital plan for 2022-23 set out in this report, including re-profiled planned spend, stands at £273.8m.
- 1.12.17 The draft capital plan 2022/23 including slippage, rephasing and any new planned investment highlighted above, is shown at Appendix 8(a) and 8(b) and summarised in Table 5 below:

Table 5 – Updated Capital Plan 2022-23

Capital Plan – Primary Outcomes	22/23 £m
Aspire & Achieve	20.0
Best Start	3.8
Independent	8.7
Sustainable Economy	179.7
Well	8.0
Safe & Cohesive	0.2
Clean & Green	9.4
Efficient & Effective	2.8
General Fund	232.6
HRA - Independent	41.2
Council Total	273.8

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

- 1.12.18 Updated baseline Capital budget plans for 2022/23 include significant investment within Sustainable Economy outcome. This incorporates schemes totalling funded via the West Yorkshire plus Transport Fund (WY+TF) alongside Council underwrite of existing and forthcoming schemes such as the A62 Smart Corridor, Huddersfield Southern Corridor and Holmfirth Town Centre Access Corridor Improvement Programme.
- 1.12.19 In March 2022 the Department for Education (DfE) announced 2 years of high needs provision capital allocations (HNPCA) funding covering financial years 2022 to 2023 and 2023 to 2024 and amounting to over £1.4 billion of new investment. HNPCA is paid to local authorities to support the provision of places for children and young people with special educational needs and disabilities (SEND) and those pupils requiring alternative provision (AP). A provision of £8m grant was assumed in the Budget capital plan SEND allocation. Kirklees have now been awarded £9.6m; £5m 2022/23 and £4.6m 2023/24, £1.6m over and above the £8m allocation. The 2022/23 Capital Plan has been updated to reflect the additional grant allocation.

- 1.12.20 A report to Cabinet (26/07/22) recommended virement of approved funding within the HAZ programme, from the George Hotel to the Estate Buildings, to enable completion of essential remedial works initially for the Estate buildings. A further £350k has been identified in order to successfully get the George Hotel to the end of Phase one works to deliver essential repairs and restoration of heritage features to make the buildings safe, watertight, and investment ready. Cabinet are requested to endorse the additional borrowing which is reflected in Appendix 8b).
- 1.12.21 The Housing Revenue Account (HRA) 2022/23 capital plan stands at £41.2m. An additional £2.3m has been built into the Ashbrow extra care scheme for future years; £1.3m external contributions, £1.0m section 106 contributions. Ongoing challenges surrounding this project include rising costs linked to wider construction related inflation and supply chain difficulties. Work is ongoing with the developer and contractor to explore options for delivery.
- 1.12.22 Officers will continue to review capital budget profiles in year, and any further re-profiling movements between years will be reported to Cabinet as part of the quarterly financial monitoring arrangements through 2022/23, in accordance with Financial Procedure Rules 3.10-3.15. This approach acknowledges the growing complexities and challenges over the upcoming years in delivering to this scale of ambition.
- 1.12.23 Future multi-year capital plan updates will also be presented periodically to Council as part of the annual budget strategy update and annual budget approval reports to Cabinet and Council as a matter of course as part of the annual planning cycle. All schemes will be reviewed in respect of deliverability, priorities, financial risk and other risks and opportunities as appropriate.
- 1.12.24 While provision has been made in the Revenue Budget to cover the expected costs of borrowing, as with other aspects of the Council's Strategy, this will continue to be reviewed as revenue resources are themselves under considerable pressure, and close scrutiny will be essential to ensure borrowing fulfils the criteria of being affordable, prudent and sustainable.

Prudential Indicators (PI's)

- 1.12.25 Appendix 7 provides a schedule of the prudential indicators applicable to affordability and prudence which have been reported as part of capital monitoring in 2021/22. Indicators applicable to treasury management are reported in the Review of Treasury Management activity for 2021/22 which can be found at Appendix 10. The Council has complied with its PI's for 2021/22.
- 1.12.26 The proportion of the annual revenue budget set aside to repay debt and interest is a matter of local decision, informed by relevant CIPFA prudential guidance relating to prudence, affordability and sustainability.

2 Information required to take a decision

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

Appendix 1a summarises, by service area, the General Fund revenue outturn position in 2021/22;

Appendix 1b summarises, by service area, the General Fund revenue outturn position

in 2021/22 split into gross expenditure and income;

Appendix 2a summarises, by service area, the COVID additional spend and income losses in 2021/22;

Appendix 2b categorises the 2021/22 COVID additional spend by funding source;

Appendix 3a summarises the General Fund reserves and balances movements in-year;

Appendix 3b details the purpose of each reserve;

Appendix 4 summarises the HRA revenue outturn position including movements in HRA reserves in-year;

Appendix 5 summarises by Council priority Outcome, the capital outturn position in 2021/22

Appendix 6 sets out the key capital budget changes between Quarter 3 financial monitoring report and outturn, for 2021/22

Appendix 7 provides a schedule of prudential indicators for 2021/22, applicable to affordability and prudence;

Appendix 8a summarises the updated capital plan 2022/23, taking into account rollover, grant changes and additions. A funding summary is also included;

Appendix 8b shows the detailed capital plan updated for 2022/23 including rollover, by Council Priority Outcome;

Appendix 9 details the Council flexible capital receipts strategy;

Appendix 10 is the Annual Report on Treasury Management activity to Corporate Governance and Audit Committee, 17 June 2022.

3 Implications for the Council

3.1 The report provides summary information on the overall financial performance against annual Council revenue and capital budgets in 2021/22, incorporating as well an overall updated capital plan for 2022-23. These budgets support the overall delivery of the following Council objectives and Priorities within available resources:

- i) Early Intervention and Prevention (EIP)
- ii) Economic Resilience (ER)
- iii) Improving Outcomes for Children
- iv) Reducing demand of services

3.2 Working with People

3.3 Working with Partners

3.4 Place Based working

3.5 Climate Change & Air Quality

3.6 Improving Outcomes for Children

3.7 Financial Implications for the people living or working in Kirklees

3.8 Other (e.g. Financial, Legal or Human Resources)

- 3.8.1 The Council has a statutory duty to balance its budget under section 31A of the Local Government and Finance Act 1992 and to take any necessary steps in-year to ensure this. Section 151 of the Local Government Act 1972 requires the Council to make proper arrangements for the administration of its financial affairs including budgetary control.
- 3.8.2 The Council's 2022-27 budget plans, approved at Budget Council on 16 February 2022, set out proposals for the delivery of an overall Council balanced budget for 2022/23, and indicative budget spending plans and funding forecasts over the following 4 years. This was against a backdrop of supporting the recovery from COVID.
- 3.8.3 The Council's refreshed reserves strategy approved in the 2022-27 budget plans acknowledges the heightened volatility and unpredictability in the budget risk environment within which the Council is operating both currently and over the medium term. Financial Resilience reserves are a key element of the strategy and the £37.1m balance on this reserve, as at 31 March 2022, meets the minimum recommended level as set out in the 2022-27 Annual Budget Report.
- 3.8.4 Subsequent to Budget Council approval on 16 February 2022, a number of key assumptions incorporated into the budget plans for 2022/23 and future years are being impacted on by current volatile global and national economic conditions; in particular the impact of a range of cost of living pressures.
- 3.8.5 The 2022/23 Quarter 1 financial monitoring report, which is also an item on this Cabinet agenda, sets out a range of current pressures and forecast impacts, plus some potential management actions to alleviate the in-year pressures.
- 3.8.6 Ongoing financial impacts, in terms of the effects on both the recovery from COVID and the continuing economic impact from the war in Ukraine, and the wider impact from the effects of the rising cost of living will continue to be reviewed through 2022/23 and will be included as part of overall in-year financial monitoring reported in the corporate member arena through established annual Council planning cycle and governance processes.
- 3.8.7 The consequential impact of in-year pressures will also be reviewed and incorporated into an early refresh of the Council's medium term financial strategy (MTFS) report to be presented to Council on 7 September. The report will also incorporate a refreshed updated baseline position for both revenue and capital multi-year plans. This will then provide the financial planning framework for the development of subsequent budget proposals to inform 2023/24 and future years
- 3.8.8 The Equality Act 2010 creates the Public Sector Equality Duty (PSED). The Council utilises Integrated Impact Assessments to address these duties and these form part of the annual Council Budget Setting report. This report reflects the outturn position and as such, further reference is not required at this stage.

This report has been prepared by the Service Director Finance, in consultation with the Executive Team.

5 Next Steps

Subject to member approval, capital rollover proposals and the update of the 5 year capital plan will be incorporated into in year financial monitoring in 2022/23, and reported quarterly to Cabinet from Quarter 1 onwards.

6 Cabinet portfolio holders recommendations

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

7 Officer recommendations and reasons

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

General Fund

- 7.1 note the revenue outturn position for 2021/22 including COVID impacts;
- 7.2 note the application of the Councils flexible capital receipts strategy to the value of £3.1m applied against eligible transformation in 2021/22, in line with the Councils approved budget plans in February 2022;
- 7.3 note the Government's £13.5m funding contribution on 31 March 2022 towards the Council's Dedicated Schools grant (DSG) deficit;
- 7.4 approve the drawdown from the Council's earmarked demand reserve to offset the Almondbury Community School deficit school balance write-down (£1.954m) to the Council's general fund in 2021/22 in line with DSG guidance;
- 7.5 note the year end position on corporate reserves and balances;
- 7.6 re-affirm the proposed use of pre-existing reserves and endorse the proposed use of new reserves as set out in section 1.9 in this report
- 7.7 note the regular monitoring and review of corporate reserves in 2022/23 to be reported to Cabinet as part of the Quarterly financial monitoring cycle;

Collection Fund

- 7.8 note the year end position on the Collection Fund including COVID impacts;

HRA

- 7.9 note the HRA revenue outturn and reserves position 2021/22;

Capital

- 7.10 note the Council capital outturn position for 2021/22;
- 7.11 approve the £33.7m capital rollover from 2021/22 to 2022/23;
- 7.12 approve the revised capital plan for the period 2022/23 after taking into account

rollover, the re-phasing of schemes and changes to grant assumptions;

- 7.13 approve retrospectively the transfer of £1.2m to Spen Valley Leisure Centre from within the Capital Plan to meet contractually bound payments;
- 7.14 approve additional £350k borrowing for George Hotel for successful phase one completion

Treasury Management

- 7.15 note the Review of Treasury Management activity for 2020/21

8 Contact Officer

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Sarah Hill, Finance Manager

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9 Background papers and History of Decisions

Annual budget report 2022-27 to Budget Council, February 2022

Budget Strategy Update Report to Council, October 2021

SEND transformation plan update Report to Cabinet, 26 July 2022 CIPFA's Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2021 edition

CIPFA's Prudential Code for Capital Finance in Local Authorities 2021 edition

Public Works Loan Board Website.

Local Authorities Property Fund & Factsheet

10 Service Director responsible

Eamonn Croston, Service Director Finance.

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Corporate Revenue Budget Monitoring 2021/22 – Outturn

Strategic Director portfolio responsibilities	Annual					Variance made up of:		
	Controllable Budget (Net)	Planned use of reserves	Revised Budget	Outturn	Variance	General COVID Spend	COVID Income Losses	Other
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Child Protection & Family Support	41,335	(105)	41,230	41,996	766	766	-	-
Resources, Improvements & Partnership	17,614	(27)	17,587	16,580	(1,007)	-	-	(1,007)
Learning & Early Support & Schools	18,988	1,638	20,626	22,221	1,595	361	523	711
Sub Total (Children & Families)	77,937	1,506	79,443	80,797	1,354	1,127	523	(296)
Customers and Communities	9,180	(284)	8,896	8,998	102	191	32	(121)
ASC - Older People and Physical Disabilities	19,666	(250)	19,416	20,123	707	587	-	120
ASC - Learning Disabilities and Mental Health	70,012	(139)	69,873	69,575	(298)	-	209	(507)
Adults Sufficiency	12,087	(1,592)	10,495	9,005	(1,490)	-	-	(1,490)
Sub Total (Adults & Health)	110,945	(2,265)	108,680	107,701	(979)	778	241	(1,998)
Environmental Strategy & Climate Change	7,090	186	7,276	9,416	2,140	504	365	1,271
Highways & Streetscene	27,776	2,369	30,145	33,234	3,089	672	533	1,884
Culture & Visitor Economy	(5,160)	677	(4,483)	(1,131)	3,352	153	2,689	510
E&CC Management & Support	-	-	-	-	-	-	-	-
Sub Total (Environment & Climate Change)	29,706	3,232	32,938	41,519	8,581	1,329	3,587	3,665
Skills & Regeneration	3,351	(1,333)	2,018	2,030	12	13	110	(111)
Homes & Neighbourhoods	3	-	3	3	-	-	-	-
Development	11,729	(736)	10,993	12,033	1,040	701	529	(190)
Management & Support	71	-	71	-	(71)	-	-	(71)
Sub Total (Regeneration & Growth)	15,154	(2,069)	13,085	14,066	981	714	639	(372)
Strategy & Innovation	14,389	325	14,714	14,447	(267)	-	-	(267)

Strategic Director portfolio responsibilities	Annual					Variance made up of:		
	Controllable Budget (Net)	Planned use of reserves	Revised Budget	Outturn	Variance	General COVID Spend	COVID Income Losses	Other
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Public Health & People	5,398	982	6,380	10,627	4,247	4,191	-	56
Governance & Commissioning	12,294	23	12,317	13,002	685	25	-	660
Finance	15,923	(22)	15,901	17,294	1,393	15	427	951
Former KNH Resources	-	-	-	-	-	-	-	-
Sub Total (Corporate Strategy, Commissioning & Public Health)	48,004	1,308	49,312	55,370	6,058	4,231	427	1,400
Central	32,058	(710)	31,348	29,044	(2,304)	54	-	(2,358)
General Fund Total	313,804	1,002	314,806	328,497	13,691	8,233	5,417	41
COVID Response Reserve - Unfunded Risks	-	4,733	4,733		(4,733)	(4,733)		-
COVID Response Reserve - Leisure Support (KAL)	-	3,500	3,500		(3,500)	(3,500)		
SFC compensation budget release from Central	4,121		4,121	-	(4,121)		(4,121)	
COVID Income Loss Compensation				(1,296)	(1,296)		(1,296)	-
Revised General Fund Total	317,925	9,235	327,160	327,201	41	-	-	41

Controllable Expenditure – Outturn

Strategic Director portfolio responsibilities	Annual				
	Controllable Budget	Planned use of reserves	Revised Budget	Outturn	Variance
	£'000	£'000	£'000	£'000	£'000
Child Protection & Family Support	44,888	(105)	44,783	45,888	1,105
Resources, Improvements & Partnerships	19,114	(27)	19,087	18,144	(943)
Learning & Early Support & Schools	308,360	1,638	309,998	348,517	38,519
Children & Families	372,362	1,506	373,868	412,549	38,681
Customers and Communities	17,548	(284)	17,264	18,958	1,694
ASC - Older People and Physical Disabilities	86,628	(250)	86,378	88,606	2,228
ASC - Learning Disabilities and Mental Health	91,082	(139)	90,943	92,546	1,603
Adults Sufficiency	24,278	(1,592)	22,686	22,063	(623)
Adult & Health	219,536	(2,265)	217,271	222,173	4,902
Environmental Strategy & Climate Change	10,208	186	10,394	12,398	2,004
Highways & Streetscene	74,905	2,369	77,274	93,124	15,850
Culture & Visitor Economy	32,187	677	32,864	32,633	(231)
Environment & Climate Change	117,300	3,232	120,532	138,155	17,623
Skills & Regeneration	10,600	(1,333)	9,267	13,750	4,483
Homes & Neighbourhoods	65,364	-	65,364	65,609	245
Development	29,040	(736)	28,304	30,901	2,597
Management & Support	1,733		1,733	1,768	35
Regeneration & Growth	106,737	(2,069)	104,668	112,028	7,360
Strategy & Innovation	18,284	325	18,609	18,693	84
Public Health & People	37,186	982	38,168	48,052	9,884
Governance & Commissioning	14,149	23	14,172	16,329	2,157
Finance	87,276	(22)	87,254	89,494	2,240
Former KNH Resources	2,705	-	2,705	2,144	(561)
Corporate Strategy, Commissioning & Public Health	159,600	1,308	160,908	174,712	13,804
Central	34,250	(710)	33,540	65,466	31,926
General Fund	1,009,785	1,002	1,010,787	1,125,083	114,296

Controllable Income - Outturn

Strategic Director portfolio responsibilities	Annual				
	Controllable Budget	Planned use of reserves	Revised Budget	Outturn	Variance
	£'000	£'000	£'000	£'000	£'000
Child Protection & Family Support	(3,553)	-	(3,553)	(3,892)	(339)
Resources, Improvements & Partnerships	(1,500)	-	(1,500)	(1,564)	(64)
Learning & Early Support & Schools	(289,372)	-	(289,372)	(326,296)	(36,924)
Children & Families	(294,425)	-	(294,425)	(331,752)	(37,327)
Customers and Communities	(8,368)	-	(8,368)	(9,960)	(1,592)
ASC - Older People and Physical Disabilities	(66,962)	-	(66,962)	(68,483)	(1,521)
ASC - Learning Disabilities and Mental Health	(21,070)	-	(21,070)	(22,971)	(1,901)
Adults Sufficiency	(12,191)	-	(12,191)	(13,058)	(867)
Adult & Health	(108,591)	-	(108,591)	(114,472)	(5,881)
Environmental Strategy & Climate Change	(3,118)	-	(3,118)	(2,982)	136
Highways & Streetscene	(47,129)	-	(47,129)	(59,890)	(12,761)
Culture & Visitor Economy	(37,347)	-	(37,347)	(33,764)	3,583
Environment & Climate Change	(87,594)	-	(87,594)	(96,636)	(9,042)
Skills & Regeneration	(7,249)	-	(7,249)	(11,720)	(4,471)
Homes & Neighbourhoods	(65,361)	-	(65,361)	(65,606)	(245)
Development	(17,311)	-	(17,311)	(18,868)	(1,557)
Management & Support	(1,662)	-	(1,662)	(1,768)	(106)
Regeneration & Growth	(91,583)	-	(91,583)	(97,962)	(6,379)
Strategy & Innovation	(3,895)	-	(3,895)	(4,246)	(351)
Public Health & People	(31,788)	-	(31,788)	(37,425)	(5,637)
Governance & Commissioning	(1,855)	-	(1,855)	(3,327)	(1,472)
Finance	(71,353)	-	(71,353)	(72,200)	(847)
Former KNH Resources	(2,705)	-	(2,705)	(2,144)	561
Corporate Strategy, Commissioning & Public Health	(111,596)	-	(111,596)	(119,342)	(7,746)
Central	(2,192)	-	(2,192)	(36,422)	(34,230)
General Fund	(695,981)	-	(695,981)	(796,586)	(100,605)

COVID Spend and Income Losses Summary

Strategic Director portfolio responsibilities	COVID spend £k	COVID Income Losses £k	Total COVID Pressures £k
Child Protection and Family Support Resources, Improvements & Partnership	1,719	-	1,719
Learning, Early Support and Schools	361	523	884
Sub Total (Children & Families)	2,080	523	2,603
Customers and Communities	588	32	620
ASC - Older People & Physical Disabilities	15,350	-	15,350
ASC - Learning Disabilities and Mental Health	-	209	209
Adults Sufficiency	-	-	-
Sub Total (Adults & Health)	15,938	241	16,179
Environmental Strategy & Climate Change	647	365	1,012
Highways & Streetscene	1,109	533	1,642
Culture & Visitor Economy	336	2,689	3,025
Sub Total (Environment & Climate Change)	2,092	3,587	5,679
Skills & Regeneration	280	110	390
Homes & Neighbourhoods	-	-	-
Development	1,591	529	2,120
Sub Total (Regeneration & Growth)	1,871	639	2,510
Strategy Innovation and Planning	225	-	225
Public Health and People	7,373	-	7,373
Governance and Commissioning	183	-	183
Finance	7,432	427	7,859
Sub Total (Corporate Strategy, Commissioning & Public Health)	15,213	427	15,640
Central	54	-	54
General Fund Total	37,248	5,417	42,665

COVID gross spend and funding summary

Strategic Director portfolio responsibilities	COVID gross spend	COVID Spend Funded By:	
		COVID Specific Grant Funding	COVID Response Reserve
	£k	£k	£k
Child Protection and Family Support Resources, Improvements & Partnership	1,719	953	766
Learning, Early Support and Schools	361	-	361
Sub Total (Children & Families)	2,080	953	1,127
Customers and Communities	588	397	191
ASC - Older People & Physical Disabilities	15,350	14,763	587
ASC - Learning Disabilities and Mental H	-	-	-
Adults Sufficiency	-	-	-
Sub Total (Adults & Health)	15,938	15,160	778
Environmental Strategy & Climate Change	647	143	504
Highways & Streetscene	1,109	437	672
Culture & Visitor Economy	336	183	153
Sub Total (Environment & Climate Change)	2,092	763	1,329
Skills & Regeneration	280	267	13
Homes & Neighbourhoods	-	-	-
Development	1,591	890	701
Sub Total (Regeneration & Growth)	1,871	1,157	714
Strategy Innovation and Planning	225	225	-
Public Health and People	7,373	3,182	4,191
Governance and Commissioning	183	158	25
Finance	7,432	7,417	15
Sub Total (Corporate Strategy, Commissioning & Public Health)	15,213	10,982	4,231
Central	54	-	54
General Fund Total	37,248	29,015	8,233

Appendix 3a

Revenue Reserves Summary

	Reserves position at 1 April 2021	2021-26 Budget report Approved Transfers	Revised reserves position at 1 April 2021	Planned Net Drawdown in-year	Year End Adjustments	Reserves position at 31 March 2022	2022/23 budget report approved movements	Revised reserves position at 1 April 2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Statutory (School Reserves)								
Schools Balances	(13,562)	-	(13,562)	(1,941)		(15,503)	-	(15,503)
Public Health	(1,539)	-	(1,539)	97		(1,442)	-	(1,442)
Total Statutory (School Reserves)	(15,101)	-	(15,101)	(1,844)	-	(16,945)	-	(16,945)
Earmarked								
Transformation/Development Funding								
Ward Based Activity	(1,400)	-	(1,400)	114		(1,286)	-	(1,286)
Strategic Investment support	(4,954)	-	(4,954)	454		(4,500)	-	(4,500)
Waste Management	(5,684)	2,000	(3,684)	1,684		(2,000)	2,000	-
Mental Health	(1,202)	-	(1,202)	563		(639)	-	(639)
Inclusive Investment	(3,000)	-	(3,000)	(45)		(3,045)	-	(3,045)
Place Partnership Theme	(2,000)	-	(2,000)	-		(2,000)	-	(2,000)
Transformation	(2,348)	(2,000)	(4,348)	182		(4,166)	-	(4,166)
Place Standard	(500)	-	(500)	-	(500)	(1,000)	-	(1,000)
Local Welfare provision initiatives	-	(2,237)	(2,237)	(404)		(2,641)	2,641	-
Apprenticeship Levy	(3,191)		(3,191)	276		(2,915)	-	(2,915)
Total Transformation/Development Funding	(24,279)	(2,237)	(26,516)	2,824	(500)	(24,192)	4,641	(19,551)
Revenue Grants/Other								
Revenue Grants (various)	(13,319)	-	(13,319)	(6,149)	1,000	(18,468)	-	(18,468)
Rollover	(604)	-	(604)	251		(353)	-	(353)
Stronger Families Grant	(1,531)	-	(1,531)	7		(1,524)	-	(1,524)
Social Care Reserve	(2,099)	-	(2,099)	814		(1,285)	-	(1,285)
School PFI	(1,282)	-	(1,282)	1,282		-	-	-
Other	(4,315)	-	(4,315)	170	500	(3,645)	-	(3,645)
Total Revenue Grants/Other	(23,150)	-	(23,150)	(3,625)	1,500	(25,275)	-	(25,275)
Risk Reserves - Specific Purposes								
Insurance	(1,900)	-	(1,900)	-		(1,900)	-	(1,900)
Property and Other Loans	(3,000)	-	(3,000)	-		(3,000)	1,000	(2,000)
Treasury Smoothing	(960)	-	(960)	-		(960)	-	(960)
Total Risk Reserves - Specific Purposes	(5,860)	-	(5,860)	-	-	(5,860)	1,000	(4,860)

	Reserves position at 1 April 2021	2021-26 Budget report Approved Transfers	Revised reserves position at 1 April 2021	Planned Net Drawdown in-year	Year End Adjustments	Reserves position at 31 March 2022	2022/23 budget report approved movements	Revised reserves position at 1 April 2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<i>Risk Reserves - Budget Risks</i>								
Financial Resilience Reserves	(37,146)	-	(37,146)	-		(37,146)	-	(37,146)
Demand Reserve	(19,306)	-	(19,306)	1,954		(17,352)	-	(17,352)
<i>Total Risk Reserves - Budget Risks</i>	<i>(56,452)</i>	<i>-</i>	<i>(56,452)</i>	<i>1,954</i>	<i>-</i>	<i>(54,498)</i>	<i>-</i>	<i>(54,498)</i>
<i>Earmarked (COVID) Reserves</i>								
COVID Response - Unfunded Risks	(8,094)	-	(8,094)	4,210		(3,884)	3,884	-
COVID Response - Recovery Fund	(2,000)	-	(2,000)	633	(1,000)	(2,367)	-	(2,367)
COVID Response - Collection Fund (Risk)	(6,400)	-	(6,400)	-		(6,400)	6,400	-
COVID Response - Leisure Support (KAL)	(3,500)	-	(3,500)	3,500		-	(1,500)	(1,500)
COVID Grants (various)	(5,604)	-	(5,604)	3,494		(2,110)	-	(2,110)
COVID Business Grants Reserve	(7,953)	-	(7,953)	7,669		(284)	-	(284)
Extended Business Rate Relief Compensation	(23,955)	23,520	(435)	(11,480)		(11,915)	11,915	-
Tax Income Loss Compensation	(5,002)	-	(5,002)	1,900		(3,102)	1,334	(1,768)
<i>Sub Total Earmarked (Collection Fund)</i>	<i>(62,508)</i>	<i>23,520</i>	<i>(38,988)</i>	<i>9,926</i>	<i>(1,000)</i>	<i>(30,062)</i>	<i>22,033</i>	<i>(8,029)</i>
<i>Total Earmarked</i>	<i>(172,249)</i>	<i>21,283</i>	<i>(150,966)</i>	<i>11,079</i>	<i>-</i>	<i>(139,887)</i>	<i>27,674</i>	<i>(112,213)</i>
GENERAL BALANCES	(10,003)	-	(10,003)	-	41	(9,962)	-	(9,962)
<i>Grand Total</i>	<i>(197,353)</i>	<i>21,283</i>	<i>(176,070)</i>	<i>9,235</i>	<i>41</i>	<i>(166,794)</i>	<i>27,674</i>	<i>(139,120)</i>
<i>Total usable reserves (excluding schools and public health)</i>	<i>(182,252)</i>	<i>21,283</i>	<i>(160,969)</i>	<i>11,079</i>	<i>41</i>	<i>(149,849)</i>	<i>27,674</i>	<i>(122,175)</i>

Appendix 3b

RESERVE	DESCRIPTION
School Balances	Statutory reserves relating to both individual schools balances/deficits carried forwards.
Public Health	Timing issues on Public Health grant spend commitments (Public health grant is statutorily ring-fenced)
Ward Based Activity	Set aside reflecting timing issues on ward-based activity spend commitments
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.
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.
Mental Health (including Domestic abuse)	To support a number of local area based mental health initiatives.
Inclusive Investment Reserve	Set aside for a range of targeted development activity that supports the Council's inclusive investment ambition.
Place Partnership Theme	To encourage Place specific local initiatives
Transformation Reserve	Set aside for strategic transformation developments over the next 12 to 24 months.
Place Standard Reserve	Set aside to support the resourcing of emerging Place Standard action plans.
Local Welfare Provision Initiatives	Set aside for a range of existing Local Welfare Provision measures to support some of the borough's vulnerable families and individuals in financial hardship
Apprenticeship Levy	Set aside to fund future payments into the Apprenticeship levy
Revenue Grants	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been occurred.
Rollover	To fund deferred spend commitments against approved rollover
Stronger Families	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
Social Care	Set aside to cover phased rollout of a range of social care expenditure commitments as agreed at Cabinet, August 2018.
Schools PFI Reserve	Utilised to cover reduced DSG budget contributions to council services in 2020/21 and 2021/22
Other Earmarked	A range of smaller reserves earmarked for specific purposes.
Insurance	Mitigates against risk from increased liabilities and insurance claims.
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.
Treasury Smoothing Reserve	This reserve has been set aside to manage the volatility surrounding treasury management budgets with respect to both potential changes in interest rates and the level of delivery of the capital plan.
Financial Resilience	Covers a range of potential costs highlighted in the Council's corporate risk register, including budget risks as set out in the sensitivity analysis within the 2021-26 Annual Budget report.
Demand Reserve	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity
COVID Response Reserve	Specific reserve set aside to cover the costs of the Council's COVID response.
COVID Grants (various)	Represents specific COVID grants recognised in the Comprehensive Income and Expenditure Statement before expenditure was occurred.

RESERVE	DESCRIPTION
COVID Business Grants reserve	Reflects the balance of COVID Business Grants received and recognised in 2020/21 and 2021/22 before expenditure was incurred.
Extended Business Rate Relief Compensation	During 2020/21 and 2021/22, local authorities received S31 grants to offset the reliefs given to businesses during COVID. Under current collection fund accounting rules, the S31 grants received cannot be discharged against the Collection Fund deficit in-year. The additional s31 grants were therefore transferred into the extended business rates relief reserve, to be drawn down the following year against the rolled forwards collection fund deficit.
Local Tax Income Loss Compensation	Local authorities were compensated for the loss of local tax income in 2020/21 as a result of COVID. The compensation amount was transferred into the Tax Income Loss Compensation Reserve to be drawn down in future years against the rolled forwards collection fund deficit.
General Fund Balances	General reserve set at £10m to support general working capital and cashflow requirements.

Appendix 4

HOUSING REVENUE ACCOUNT 2021/22 - OUTTURN

	Annual		
	Revised Budget	Actuals	Variance
	£'000	£'000	£'000
Repairs & Maintenance	27,016	29,298	2,282
Housing Management	39,111	38,295	(816)
Other Expenditure	25,602	27,198	1,596
Total Expenditure	91,729	94,791	3,062
Rent & Other Income	(92,147)	(91,298)	850
Revenue Contribution to Capital Funding	1,168	4,590	3,422
Planned transfer to HRA Reserves	(750)	(4,590)	(3,840)
Total	0	3,494	3,494

HRA RESERVES

	Balance at 31 March 2021	Approved Movement in Reserves	Balance at 31 March 2022
	£'000	£'000	£'000
Set aside for business risks	(4,000)	0	(4,000)
Forecast in Year Surplus/Deficit	0	3,494	3,494
Net Transfer of HRA Reserves	0	(3,086)	(3,086)
Set aside to meet investment needs (as per HRA Business Plan)	(52,918)	4,590	(48,328)
Working balance	(1,500)		(1,500)
Total	(58,418)	4,998	(53,420)

	Revised Budget £'000	Outturn £'000	Variance £'000	Variance %
<u>General Fund</u>				
Aspire & Achieve	19,671	15,393	(4,278)	(22%)
Best Start	639	393	(246)	(38%)
Independent	3,134	2,166	(968)	(31%)
Sustainable Economy	85,699	64,746	(20,953)	(24%)
Well	13,461	12,164	(1,297)	(10%)
Safe & Cohesive	0	(3)	(3)	0%
Clean and Green	6,169	5,579	(590)	(10%)
Efficient & Effective	3,728	5,567	1,839	49%
GENERAL FUND TOTAL	132,501	106,005	(26,496)	(20%)
<u>Housing Revenue Account</u>				
Strategic Priorities	6,082	4,973	(1,109)	(18%)
Baseline	18,851	17,244	(1,607)	(9%)
HOUSING REVENUE TOTAL	24,933	22,217	(2,716)	(11%)
CAPITAL PLAN TOTAL	157,434	128,222	(29,212)	(19%)

Breakdown of Capital Budget Changes since Q3

Appendix 6

	£'000	£'000	£'000
QUARTER 3 CAPITAL BUDGET			158,520
Increase in Grants/Contributions/Other			
Strategic Priorities (SP)			
General Fund:			
Aspire & Achieve			
Devolved Formula Capital (BL)	46		
Sustainable Economy			
Emergency Active Travel (SP)	218		
Soothill Homes England grant budget (£80k) & Homes England budget reduction following final grant claim submission (£761k) (SP)	(841)		
SME Business Support Grants - Business Grants Reserve (Additional Restrictions Grant) (SP)	520		
WYCA for PFR Grant Scheme of £30k to support work on C.66042 (SP)	30		
Highways (Integrated Transport) (BL)	(63)		
Clean & Green			
Year 2 Trees for Climate Funding (SP)	4,706		
Trees for Climate funding -Community Forest Trust (SP)	65		
Urban Tree Challenge Fund (SP)	622		
Northern Forest GA2 (SP)	2,898		
Well			
Play Strategy S106	4		
Play Strategy Revenue Contributions	20		
Total		8,225	
Re-profiling / Virements between Years			
General Fund:			
Aspire & Achieve			
New Pupil Places in Primary/Secondary Schools (SP)	50		
Basic Need (BL)	(180)		
Best Start			
Our Space Capital Grant Scheme (SP)	28		
Independent			
Red Laithes Court (SP)	100		
Havelock St, Ravensthorpe (SP)	150		
Sustainable Economy			
Start Up & Retention Policy Grants (SP)	(100)		
Property Investment Fund (SP)	(760)		
Town Centre Action Plans - Dewsbury Sustainable Transport Town Fund grant (SP)	(275)		
Town Centre Action Plans - Town Fund Grant (SP)	50		
Town Centre Action Plans - Heritage Action Zone and the Northumberland Street Project (SP)	350		

	£'000	£'000	£'000
Town Centre Action Plans - The Arcade & Dewsbury Market to cover expenditure in 2021/22 (SP)	400		
Town Centre Action Plans (Additional Investment into Strategic Town Centres) - Market Hall MSCP (SP)	100		
Dewsbury Riverside (SP)	(23)		
Start Up & Retention Policy Grants (SP)	(127)		
Growth Funds & Site Developments (SP)	(100)		
Vehicle Replacement (BL)	8		
Corporate Landlord Asset Investment (BL)	(1,310)		
Corporate Landlord Compliance (BL)	(680)		
Corporate Landlord Suitability Programme (BL)	(30)		
Leeds City Region Revolving Fund (OP)	(411)		
Asset Strategy (OP)	(49)		
Well			
Play Strategy	(64)		
Dewsbury Sports Centre / Spenborough Sports Facility (SP)	1,736		
Dewsbury Sports Centre (SP)	(185)		
Clean & Green			
Trees For Climate (SP)	(7,902)		
Efficient & Effective			
Sustainability of Major Town Halls – Service (BL)	(26)		
One Venues Development (BL)	(61)		
	Total Re-profiling	(9,311)	
	Total Change in Budget		(1,086)
CAPITAL OUTTURN BUDGET			157,434
Change in Budget - Funding Breakdown:			
Borrowing		(587)	
Borrowing (self-financed)		(26)	
Revenue Reserves		313	
Grant (Grants & contributions)		(726)	
S106		(60)	
Change in Budget			(1,086)

Key:

SP = Strategic Priorities

BL = Baseline

OP = One Off Projects

Capital Expenditure, Capital Financing Requirement and External Debt

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

	2020/21	2021/22	
	Actual	Strategy Estimate*	Actual
	£000s	£000s	£000s
Capital Expenditure			
General Fund	76,147	176,700	106,005
HRA	17,427	33,400	22,217
Sub-total (excl. PFI)	93,574	210,100	128,222
General Fund - PFI	1,994	1,600	1,675
HRA – PFI	248	200	201
Total	95,816	211,900	130,098
Financed by -			
Borrowing	39,900	95,500	57,316
PFI	2,242	1,800	1,876
Other	53,674	114,600	70,906
Total	95,816	211,900	130,098
CFR as at 31 March			
General Fund excl PFI	500,100	577,200	556,100
General Fund PFI	42,500	39,400	39,400
HRA excl PFI	170,300	173,800	166,000
HRA PFI	48,100	45,200	45,200
Total CFR	761,000	835,600	806,700
External debt as at 31 March			
Borrowing (excl interest accrued)	425,800	534,200	468,900
Other LT Liabilities	94,300	88,300	88,300
Total debt	520,100	622,500	557,200

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

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

Limits to Borrowing Activity

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

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

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

	2020/21	2021/22	
	Actual (max)	Limits/ Boundary	Actual (max)
	£m	£m	£m
<u>Authorised limit for external debt</u>			
Borrowing	425.8	767.3	468.9
Other Long Term Liabilities	94.3	93.3	88.3
Total	520.1	860.6	557.2
<u>Operational boundary for external debt</u>			
Borrowing	425.8	747.3	468.9
Other Long Term Liabilities	94.3	88.3	88.3
Total	520.1	835.6	557.2

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

There is also a limit on HRA indebtedness set by the Department for Communities and Local Government under the recent HRA self-financing reform. The limit is set at £247.6 million for the HRA CFR, excluding PFI liabilities. The actual HRA CFR excluding PFI liabilities as at 31 March 2021 is £166.0 million which is well within the limit.

Affordability Prudential Indicators

Ratio of financing costs to net revenue stream

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

	2020/21	2021/22	
	Actual	Estimate	Actual
<u>Ratio of financing costs to net revenue stream</u>			
General Fund	5.63%	5.51%	5.63%
General Fund excl PFI	3.42%	3.74%	3.42%
HRA	32.35%	29.84%	32.15%
HRA excl PFI	30.93%	28.45%	30.96%

The actual for General Fund for 2021/22 was slightly larger than estimated due to an increase in financing costs and reduction in net revenue stream. The PIs have marginally increased for HRA due to changes in depreciation charged to Council dwellings and income levels in year.

Capital Plan Expenditure Summary

	Outturn	Revised Plan
Capital Plan Expenditure Summary	2021/22 £'000	2022/23 £'000
General Fund:		
Aspire & Achieve	15,393	19,960
Best Start	393	3,841
Independent	2,166	8,708
Sustainable Economy	64,746	179,699
Well	12,164	8,036
Safe & Cohesive	(3)	175
Clean & Green	5,579	9,362
Efficient & Effective	5,567	2,821
General Fund Capital Plan	106,005	232,602
Housing Revenue Account:		
Independent - Strategic Priorities	4,973	21,490
Independent - Baseline	17,244	19,733
HRA Capital Plan	22,217	41,223
TOTAL EXPENDITURE	128,222	273,825

Capital Plan Funding Summary

	Outturn	Revised Plan
General Fund Funding Summary	2021/22 £'000	2022/23 £'000
<i>Direct / Earmarked Contributions to Schemes</i>		
Capital Grants/Contributions	40,367	101,186
Earmarked Capital Receipts	4,530	1,195
Service Funded Prudential Borrowing	3,636	4,008
Revenue Contributions	549	500
<i>Pooled Resources</i>		
Non-Earmarked Capital Receipts	3,244	3,352
Corporate Prudential Borrowing	53,679	122,361
GENERAL FUND FUNDING	106,005	232,602

	Outturn	Revised Plan
Housing Revenue Account Funding Summary	2021/22 £'000	2022/23 £'000
<i>Direct / Earmarked Contributions to Schemes</i>		
Capital Grants/Contributions	370	3,729
Earmarked Capital Receipts	1,889	6,184
Reserves / Revenue Contributions	4,590	8,950
Reserves - MRR	15,368	17,800
Corporate Prudential Borrowing	0	4,560
HRA FUNDING	22,217	41,223



GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Plan
			2021/22 £'000	2022/23 £'000
ASPIRE & ACHIEVE				
Strategic Priorities				
	New Special School for Woodley @ Almondbury	B/G	37	500
	New Special School for J.Norton @ Deighton	B	37	500
	District Sufficiency	T	74	1,000
	Brambles Primary Academy	B S106	4,847	1,552
	King James High School	B	3,864	817
	Almondbury Community School	B	16	3
	Scissett Middle School	S106	1	208
	Birkby Junior Expansion	B	20	10
	Beaumont Academy	B	6	96
	North Huddersfield Trust School	B	8	1,042
	Manor Croft Academy	B	230	2,470
	Thornhill Community Academy	B	45	652
	Reprovision of Special School - Lydgate	B	0	37
	Secondary Places Basic Need	B	0	66
	<i>New Pupil Places in Primary/Secondary Schools</i>	T	9,037	6,953
	Dewsbury Learning Quarter	B	(27)	0
	Libraries & Public Buildings	B	197	1,971
	Almondbury Library	B	0	55
	Birkby Library	B	276	85
	<i>Libraries & Public Buildings</i>	T	473	2,111
	Strategic Priorities Total		9,557	10,064
	Baseline			
	Basic Need	G/B	171	933
	Capital Maintenance	G	3,108	6,706
	Capital Maintenance (Newsome High)	B	194	194
	Devolved Formula Capital	G	915	822
	Baseline Total		4,388	8,655
	One Off Projects			
	SEND Provision	G	1,448	1,241
	One Off Projects Total		1,448	1,241
	ASPIRE & ACHIEVE TOTAL		15,393	19,960

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Plan
			2021/22 £'000	2022/23 £'000
BEST START				
Strategic Priorities				
	Residential Children's Units incl Magdale House	B	273	855
	Our Space Grant Scheme	B	29	972
	Specialist Accommodation / Youth Services	B/G	40	1,941
	Strategic Priorities Total		342	3,768
One Off Projects				
	Capitalisation	R	15	0
	Liquid Logic Portal	B*	36	73
	One Off Projects Total		51	73
BEST START TOTAL			393	3,841
INDEPENDENT				
Strategic Priorities				
	Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy	B	10	10
	Cherry Trees	B	602	0
	Knowl Park House	B	542	3,360
	Homestead Dementia Services	B	400	1,925
	Red Laithes Court	B	0	100
	Havelock St, Ravensthorpe	B	0	150
	Day Services Support for Vulnerable Adults	B	17	390
	Strategic Priorities Total		1,571	5,935
One Off Projects				
	Adults Social Care Operation	G	17	195
	Adults Social Care Operation - AT IT Consultant	G	58	62
	Highfields	B	0	13
	Carefirst System Replacement	B/R	424	1,564
	Carephones - Digital Switchover	B	0	937
	Infection Prevention Control	B	33	2
	Capitalisation	R	63	0
	One Off Projects Total		595	2,773
INDEPENDENT TOTAL			2,166	8,708





GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Plan
			2021/22 £'000	2022/23 £'000
SUSTAINABLE ECONOMY				
Strategic Priorities				
West Yorkshire plus Transport Schemes:				
	A62 to Cooper Bridge Corridor Improvements	G	585	2,006
	A653 Leeds to Dewsbury Corridor (M2D2L)	G	373	2,356
	A629 Halifax Road Phase 5	G	404	4,409
	UTMC Urban Traffic Management	G	153	162
	Huddersfield Southern Corridors	G/B	1,099	6,551
	Huddersfield Station Gateway	G	(36)	0
	North Kirklees Orbital Route (NKOR)	G	56	46
<u>Corridor Improvement Programme</u>				
	Holmfirth Town Centre Access Plan	G/B	420	4,900
	A62 Smart Corridor	G/B	1,048	12,838
	Fenay Lane	G	142	458
<u>CityConnect</u>				
	CityConnect Cooper Bridge	G	268	1,360
	CityConnect Huddersfield Town Centre	G/B	100	2,052
	WYTF Rolling Fund	B	0	107
	<i>West Yorkshire plus Transport Schemes</i>		4,612	37,245
	Emergency Active Travel	G	129	1,666
Transforming Cities Fund:				
<i>Rail-Bus Better Connected Stations:</i>				
	Huddersfield Rail Station Access	B	1,254	247
	Dewsbury Rail Station Access	G	6	0
<u>TCF Main scheme:</u>				
	Heckmondwike Bus Station	G	88	2,915
	Dewsbury/Cleckheaton Sust Travel Corridor	G/B	177	6,506
	Dews TC Walking & Cycling Imps	G/B	171	5,229
	Dewsbury Bus Station	G	3	0
	Huddersfield Rail Station Access	G/B	538	3,362
	Trinity Street Foot/Cycle Bridge	G	0	2,827
	A629 Wakefield Rd Sust Travel Corridor	G	158	1,192
	Huddersfield Bus Station	G/B	184	1,866
	Dewsbury/Batley/Tingley Sus Travel Corridor	G/B	193	1,430
	TCF Programme Management	G	(10)	0
	<i>Transforming Cities Fund</i>		2,762	35,574



GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Plan
			2021/22 £'000	2022/23 £'000
SUSTAINABLE ECONOMY				
Strategic Priorities				
	Aspirational Regeneration of Major Town Centres - Feasibility	B	68	143
	Regeneration of Strategic Town Centres - Huddersfield :	B	0	93
	<u>Huddersfield Town Centre Schemes</u>			
	Huddersfield TC - Shop Front Grants	B	7	349
	The Northumberland Street Regeneration Project	B	295	1,906
	Huddersfield TC Design Framework	B	307	723
	Cultural Interventions - Growing Seeds	B	1	9
		T	610	2,987
	<u>Heritage Action Zone</u>			
	The George Hotel HAZ Scheme	B/G	1,608	4,066
*	The George Hotel HAZ Scheme	B	0	350
	Estate Buildings HAZ Scheme	B/G	89	2,621
	HAZ Complementary Initiatives	B/G	0	44
		T	1,697	7,081
	<u>Huddersfield Public Realm Works</u>			
	New Street Public Realm Development	B	588	1,412
	Huddersfield Town Centre Cameras	B	31	68
	Refurb of 2 New Street, Huddersfield	B	28	17
		T	647	1,497
	Public Realm - Golden Route	B	98	812
	Huddersfield Town Centre	T	3,052	12,470
	Regeneration of Strategic Town Centres – Dewsbury :			
	<u>Better Spaces Strategy</u>			
	Better Spaces Phase 1	B	48	0
	Better Spaces - Spring Upgrade	B	108	14
	BS Phase 2 - Library Frontage	B	391	0
	BS Phase 2 - Town Park	B	97	123
	Town Park - matchfunding	R	0	300
	Town Park - Town Fund Grant	G	0	650
	BS Phase 2 - Pocket Park, Northgate	B	1	0
	BS Phase 2 - Public Art	B	57	85
	BS Phase 2 - Public Art Town Fund	G	0	0
	Dewsbury Town Hall Lighting	B	10	65
	Other	B	7	0
		T	719	1,237



GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Plan
			2021/22 £'000	2022/23 £'000
SUSTAINABLE ECONOMY				
	<i>Regeneration of Strategic Town Centres – Dewsbury cont'd</i>			
	Dewsbury Revival Grant Scheme - Shop	B	13	0
	Building Revival Scheme - Town Fund Grant	G	0	460
	Heritage Action Zone	B/R/G	100	2,047
	Daisy Hill Neighbourhood	B/R/G	(11)	2,198
	Dewsbury Market Upgrade	B/R/G	1,628	700
	The Arcade	B/G	782	245
	Footpath, Cycle Routes & Facilities	B	24	23
	Lighting For Royal Arcades	B	65	3
	Other Town Fund Accelerated Grant	G	50	0
	Fibre Capability	G/R	102	298
	Construction Skills Village	G/R	0	1,100
	Creative Culture	G	46	404
	Sustainable Transport	G	0	1,325
	Dewsbury Town Centre Action Plan	B/R	28	320
	Dewsbury Town Centre	T	3,546	10,360
	<i>Town Centre Action Plans</i>		6,666	22,973
	Regeneration and Greening of Smaller Towns and Villages:			
	Smaller Towns & Villages	B	1	400
	Batley Smaller Towns & Villages	B	8	791
	Cleckheaton Smaller Towns & Villages	B	5	445
	Holmfirth Smaller Towns & Villages	B	5	445
	Heckmondwike Smaller Towns & Villages	B	5	605
	<i>Regeneration and Greening of Smaller Towns and Villages</i>	T	24	2,686



			Outturn	Revised Plan
GENERAL FUND CAPITAL PLAN		Funding	2021/22 £'000	2022/23 £'000
SUSTAINABLE ECONOMY				
Strategic Priorities				
Additional Investment into Strategic Town Centres:				
	Dewsbury Staff Move & Regeneration	B	0	100
	Market Hall Multi-Storey Car Park	B	621	109
	Queensgate Underpass	B	6	39
	Cultural Heart	B	2,205	10,109
	<i>Additional Investment into Strategic Town Centres</i>	T	2,832	10,357
	Strategic Acquisition Fund	B	1,420	4,597
Property Investment Fund:				
	Stadium Development	B**	3,821	5,178
	103 New Street	B**	4,755	2,763
	Kingsgate Phase 2	B**	14	3,502
	<i>Property Investment Fund</i>	T	8,590	11,443
	Start Up and Retention Policy Capital Grants	Res	529	500
	Dewsbury Riverside	B	446	4,075
	Site Development	G/ S106	3,601	178
	Public Realm Improvements	B	39	133
Strategic Priorities Total			31,650	121,427
Baseline				
	Housing Private	G/R	3,735	3,799
Highways				
Maintenance				
	Principal Roads	B/G	3,220	8,940
	Roads Connecting Communities	G	957	1,653
	Local Community Roads	B/G	7,718	8,391
	Structures	G	749	1,874
	Unadopted Roads	B	0	50
	Streetlighting	B*/ G	3,506	2,219
	Locality Based U Roads Improvements	B	4,799	5,822
	<i>Highways Maintenance Sub-Total</i>	T	20,949	28,949



			Outturn	Revised Plan
GENERAL FUND CAPITAL PLAN		Funding	2021/22 £'000	2022/23 £'000
SUSTAINABLE ECONOMY				
Strategic Priorities				
Highways				
Integrated Transport				
	Integrated Public Transport	G	140	585
	Network Management	B/G	258	1,312
	Cycling and Walking	B/G S278	105	311
	Safer Roads	B/G	1,002	2,736
	Flood Management and Drainage Improvements	B/G S278	727	558
	Developer Funded Schemes	S278	25	397
	<i>Highways Integrated Transport Sub-Total</i>	T	2,257	5,899
	<i>Highways Total</i>	T	23,206	34,848
Baseline				
	Corporate Landlord Asset Investment	B	4,075	9,984
	Corporate Landlord Compliance	B	303	1,786
	<i>Corporate Landlord</i>	T	4,378	11,770
	Corporate Landlord Suitability Programme	B	69	1,531
	Sustainability of Huddersfield Town Hall - Conditions	B	0	800
	<i>Corporate Landlord Asset Strategy Review</i>	T	69	2,331
	Bereavement	B	371	497
	Vehicle Replacement Programme	B	1,018	1,727
	School Catering	B	160	383
	Baseline Total		32,937	55,355
One-Off Projects				
	Housing (Regeneration)	R	15	25
	Strategic Asset Utilisation	B	52	250
	Operational Services Asset Mngt	B	0	1,008
	Asset Management Property Database	B	0	84
	Leeds City Region Revolving Fund	B	0	1,211
	School Catering - Compliance Essential Works	B*	92	245
	Ward Based Activity	B	0	94
	One-Off Projects Total		159	2,917
SUSTAINABLE ECONOMY TOTAL			64,746	179,699

			Outturn	Revised Plan
GENERAL FUND CAPITAL PLAN		Funding	2021/22 £'000	2022/23 £'000
WELL				
	Strategic Priorities			
	Spensborough Valley Leisure Centre	B	10,785	677
	Huddersfield Leisure Centre	B	131	25
	Dewsbury Sports Centre Priorities	B	(7)	359
	Strategic Priorities Total		10,909	1,061
	Baseline			
	Kirklees Active Leisure	B*/B	370	2,150
	Play Strategy	B/G /Cont /S106	885	4,825
	Baseline Total		1,255	6,975
	WELL TOTAL		12,164	8,036
SAFE AND COHESIVE				
	Strategic Priorities			
	Youth Offending Team	B	(3)	175
	Strategic Priorities Total		(3)	175
	SAFE AND COHESIVE TOTAL		(3)	175
CLEAN AND GREEN				
	Strategic Priorities			
	Depot Works	B	415	28
	Garden Waste Containers and Vehicles	B	633	1,881
	Waste Management Plant/ Infrastructure	B/B* /G	1,180	2,600
	Climate Emergency - Green Travel	B	967	1,033
	Air Quality	B	20	325
	Huddersfield Heat Network	G/B	338	297
	Trees for Climate Programme	G	1,806	2,805
	Strategic Priorities Total		5,359	8,969
	Baseline			
	Environment & Strategic Waste	B	202	100
	Baseline Total		202	100
	One Off Projects			
	Electric Vehicle Charge Points	G	18	293
	One Off Projects Total		18	293
	CLEAN AND GREEN TOTAL		5,579	9,362



GENERAL FUND CAPITAL PLAN		Funding	Outturn 2021/22 £'000	Revised Plan 2022/23 £'000
EFFICIENT AND EFFECTIVE				
Baseline				
	Information Technology	B/G	1,066	1,158
	One Venue Development	B	193	568
	Sustainability of Major Town Halls - Service Development	B*	33	593
	Baseline Total		1,292	2,319
One Off Projects				
	Transformation Capitalisation	R	3,100	0
	Information Technology (Digital)	B	55	450
	Information Technology	B	1,024	0
	Internal Renovation works	B	96	52
	One Off Projects Total		4,275	502
	EFFICIENT AND EFFECTIVE TOTAL		5,567	2,821
GENERAL FUND CAPITAL PLAN TOTAL			106,005	232,602

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

S106 = Section 106 developer contributions

* = Addition



		Outturn	Revised Plan
HOUSING REVENUE ACCOUNT CAPITAL PLAN	Funding	2021/22 £'000	2022/23 £'000
INDEPENDENT			
Strategic Priorities			
Housing Growth	H / R	1,743	3,362
New Build Phase 1 - Ashbrow Extra Care	H/R/ Cont/ S106	366	6,800
Remodelling / High Rise	H/G	0	2,311
IT System (Universal Housing Replacement)	H	186	1,417
Council House Building	B/R	2,678	7,600
Strategic Priorities Total		4,973	21,490
Baseline			
Housing Capital Plan	H	11,334	11,500
Estate Improvements (Neighbourhood Investment)	H	31	500
Compliance	H	2,209	3,314
Fuel poverty	H/ G	852	919
Adaptations	H	2,818	3,500
Baseline Total		17,244	19,733
HRA CAPITAL PLAN TOTAL		22,217	41,223

FUNDING KEY:

H = HRA revenue contribution/major repairs reserve

R = Capital receipts

G = Grant

B = Borrowing

S106 = Section 106 developer contributions

Cont = Other external contributions

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 2018/19 and the following 3 years. The original DCLG guidance covered the 2016-19 period, but this was subsequently extended by a further 3 years, to 2021/22, following the Autumn Statement announcement on November 17, 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.



Name of meeting: Corporate Governance and Audit Committee

Date: 17 June 2022

Title of report: Annual Report on Treasury Management 2021/22

Purpose of report

Financial Procedure Rules (Section 9.5) require that the Council receives an annual report on Treasury Management activities for the previous financial year. The report to this committee reviews borrowing and investment performance before it gets considered by Cabinet and Council.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Yes
The Decision - Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Service Director & name	Eamonn Croston 5 June 2022
Is it also signed off by the Service Director - Finance?	As above
Is it also signed off by the Service Director for Governance and Commissioning Support?	Julie Muscroft 5 June 2022
Cabinet member portfolio	Cllr Paul Davies

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

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

1. **Summary**

- 1.1 The Council's treasury management operation for the year has followed the strategy approved by Council on 10 February 2021. Investments averaged £37.9 million and were largely deposited in instant access accounts earning an average interest rate of 0.12%.
- 1.2 Total external borrowing at 31 March 2022 increased by £43.1 million to £468.9 million (£425.8 million as at 31 March 2021). The Council took £50 million new Government long term loans from the Public Works Loan Board (PWLB) (see paragraph 2.6.3 for more detail) and an additional £20 million Local Authority medium term loans (2-3 years). Temporary borrowing decreased for the year by £20.0 million to £21.5 million (£41.5 million 31 March 2021). The majority of borrowing is on fixed rate terms and the average long-term borrowing rate for 2021/22 relating to all long-term debt on the balance sheet was 3.84%. Short-term borrowing rates averaged 0.49%.
- 1.3 In 2017/18 the Council approved a revision to its Minimum Revenue Provision (MRP) policy, which relates to the amount of revenue resources set aside each year to provide for its outstanding debt repayments over the longer term. This was done by updating its approach to Supported Borrowing from 2007-08 onwards, moving from a 4% reducing balance to an annuity basis in its repayment of debt.
- 1.4 In updating the approach the Council effectively over-provided in previous years the repayment of debt to the sum of £91.1 million. Within the Treasury Management Strategy 2018/19 the Council set out its approach to unwind this over-provision at £9.1 million each year over the next 10 years, starting from 2017/18 onwards.
- 1.5 Following approval within the 2018/19 Treasury Management Strategy there was a further increase in the un-winding in the General Fund MRP for 2021/22. The maximum amount of un-wind in any one year cannot be more than the overall annual MRP calculation, as otherwise the Council would end up in a negative MRP position, which is not allowable under accounting rules. The calculation estimated for 2021/22 was £13.7 million. The actual MRP calculation for 2021/22 was £15.6 million and hence the maximum unwind allowable. However, in 2021/22 the actual unwind was in-line with the budget at £13.7 million.
- 1.6 Treasury management costs incurred in the year include £9.2 million on net interest payments. The Council complied with its treasury management prudential indicators in the year.

2. Information required to take a decision

2.1 Background

- 2.1.1 The Council has adopted the CIPFA Treasury Management in the Public Services: Code of Practice and operates its treasury management service in compliance with this Code and various statutory requirements. These require that the prime objective of the activity is to secure the effective management of risk, and that borrowing is undertaken on a prudent, affordable and sustainable basis.
- 2.1.2 Council Financial Procedure Rules require that the Council receives an annual report on Treasury Management activities for the year. Cabinet is responsible for the implementation and monitoring of the treasury management policies. Corporate Governance and Audit Committee undertake a scrutiny role with regard to treasury management.

- 2.1.3 In reviewing 2021/22 performance, reference will be made to the Treasury Management Strategy Report approved by Budget Council on 10 February 2021.

2.2 Borrowing and Investment Strategy 2021/22

- 2.2.1 The Council's overall Treasury Management Strategy prioritises security, liquidity and risk management which was adhered to in 2021/22. The Council aims to invest externally, balances of £30 million, largely for the purpose of managing day-to-day cash flow requirements, with any remaining balances invested "internally", offsetting borrowing requirements. The investment strategy is designed to minimise risk and the Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 2.2.2 Lower official interest rates during the majority of 2021/22 have lowered the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. The Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low.

2.3 The Economy and Interest Rates

Below paragraphs 2.3.1-2.3.8 are a commentary from our external treasury management advisors, Arlingclose.

- 2.3.1 The continuing economic recovery from the coronavirus pandemic, together with the war in Ukraine, higher inflation, and higher interest rates were major issues over the period.
- 2.3.2 The Bank Rate was 0.1% at the beginning of the reporting period. April and May 2021 saw the economy gathering momentum as the shackles of the pandemic restrictions were eased. Despite the improving outlook, market expectations were that the Bank of England would delay rate rises until 2022. Rising, persistent inflation changed that.
- 2.3.3 UK Consumer Price Inflation (CPI) was 0.7% in March 2021 but thereafter began to steadily increase. Initially driven by energy price effects and by inflation in sectors such as retail and hospitality which were re-opening after the pandemic lockdowns, inflation then was believed to be temporary. Thereafter price rises slowly became more widespread, as a combination of rising global costs and strong demand was exacerbated by supply shortages and transport dislocations. The surge in wholesale gas and electricity prices led to elevated inflation expectations. CPI for February 2022 registered 6.2% year on year, up from 5.5% in the previous month and the highest reading in the National Statistic series. Core inflation, which excludes the more volatile components, rose to 5.2% year on year from 4.4%.
- 2.3.4 The government's jobs furlough scheme insulated the labour market from the worst effects of the pandemic. The labour market began to tighten and demand for workers grew strongly as employers found it increasingly difficult to find workers to fill vacant jobs. Having peaked at 5.2% in December 2020, unemployment continued to fall and the most recent labour market data for the three months to January 2022 showed the unemployment rate at 3.9% while the employment rate rose to 75.6%. Headline 3-month average annual growth rate for wages were 4.8% for total pay and 3.8% for regular pay.

In real terms, after adjusting for inflation, total pay growth was up 0.1% while regular pay fell by 1.0%.

- 2.3.5 With the fading of lockdown – and, briefly, the ‘pingdemic’ – restraints, activity in consumer-facing sectors improved substantially as did sectors such as oil and mining with the reopening of oil rigs but materials shortages and the reduction in the real spending power of households and businesses dampened some of the growth momentum. Gross domestic product (GDP) grew by an upwardly revised 1.3% in the fourth calendar quarter of 2021 according to the final estimate (initial estimate 1.0%) and took UK GDP to just 0.1% below where it was before the pandemic. The annual growth rate was revised down slightly to 7.4% (from 7.5%) following a revised 9.3% fall in 2020.
- 2.3.6 Having increased the Bank Rate from 0.10% to 0.25% in December, the Bank of England hiked it further to 0.50% in February, 0.75% in March and 1% in May. At the meeting in February, the Monetary Policy Committee (MPC) voted unanimously to start reducing the stock of its asset purchase scheme by ceasing to reinvest the proceeds from maturing bonds as well as starting a programme of selling its corporate bonds. In its March interest rate announcement, the MPC noted that the invasion of Ukraine had caused further large increases in energy and other commodity prices, with the expectation that the conflict will worsen supply chain disruptions around the world and push CPI inflation to around 8% later in 2022, even higher than forecast only a month before in the February Monetary Policy Report. The Committee also noted that although GDP in January was stronger than expected with business confidence holding up and the labour market remaining robust, consumer confidence had fallen due to the squeeze in real household incomes.
- 2.3.7 The 5-year UK benchmark gilt yield began the quarter at 0.82% before rising to 1.41%. Over the same period the 10 year gilt yield rose from 0.97% to 1.61% and the 20-year yield from 1.20% to 1.82%.
- 2.3.8 Having completed its full review of its credit advice on unsecured deposits, in September Arlingclose extended the maximum duration limit for UK bank entities on its recommended lending list from 35 days to 100 days; a similar extension was advised in December for the non-UK banks on this list. As ever, the institutions and durations on the Authority’s counterparty list recommended by Arlingclose remains under constant review.

2.4 Investment Activity

- 2.4.1 CIPFA published a revised Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes on 20 December 2021. These define treasury management investments as investments that arise from the organisation’s cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business. Treasury Management Code now includes extensive additional requirements for service and commercial investments, far beyond those in the 2017 version.
- 2.4.2 The Council’s treasury management investments totalled £78.9 million as at 31 March 2022 (£37.1 million 31 March 2021). The large investment balance at the yearend was partly due to £25.6 million Council Tax Energy Rebate monies being received at short notice on 30 March along with ensuring the Council had enough funds to meet planned outgoings in early April, including the West Yorkshire Pension Fund upfront payment of £37.8 million on 1 April 2022. The Council invested an average balance of £37.9 million externally during the year (£63.6 million 2020-21). Interest income of £0.034 million was

generated through these investments (£0.071 million 2020-21) and £0.349 million dividend income from the CCLA Property Fund (£0.366 million 2020-21). Appendix 1 shows where investments were held at the beginning of April 2021, the end of September 2021 and the end of March 2022, by counterparty, by sector and by country. The Council's average lending rate for the year was 0.12% (0.13% 2020-21).

- 2.4.4 In April 21 the Council received £22.4 million in central government funding to support small and medium businesses during the coronavirus pandemic through restart grant schemes. The majority of investments were placed in liquid instruments such as instant access bank deposit accounts, DMO (Debt Management Office) and Money Market Funds (MMFs). MMFs offer greater diversification of counterparties, thus lowering risk as well as instant access.
- 2.4.5 Ultra low short-dated cash rates, which were a feature since March 2020 when Bank Rate was cut to 0.1%, prevailed for much of the 12-month reporting period which resulted in the return on sterling low volatility net asset value, Money Market Funds being close to zero. However, higher returns on cash instruments followed the increases in Bank Rate in December, February and March 2022.
- 2.4.6 The Council still has £10 million invested in the CCLA Property Fund as part of the 2019/20 Treasury Management Strategy (see paragraph 2.11.6).

2.5 Borrowing Update

- 2.5.1 In August 2021 HM Treasury significantly revised guidance for the PWLB lending facility with more detail and various examples of permitted and prohibited use of PWLB loans. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. The acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, re-financing and treasury management.
- 2.5.2 CIPFA published its revised Prudential Code for Capital Finance and Treasury Management Code on 20 December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments.
- 2.5.3 The principles of the Prudential Code took immediate effect although local authorities could defer introducing the revised reporting requirements until the 2023/24 financial year which the Council opted to do. To comply with the Prudential Code, authorities must not borrow to invest primarily for financial return. This Code also states that it is not prudent for local authorities to make investment or spending decision that will increase the Capital Financing Requirement (CFR) unless directly and primarily related to the functions of the authority. Existing commercial investments are not required to be sold; however, authorities with existing commercial investments who expect to need to borrow should review the options for exiting these investments.
- 2.5.4 Borrowing is permitted for cashflow management, interest rate risk management, to refinance current borrowing and to adjust levels of internal borrowing. Borrowing to refinance capital expenditure primarily related to the delivery of a local authority's function but where a financial return is also expected is allowed, provided that financial return is not the primary reason for the expenditure. The changes align the CIPFA Prudential Code with the PWLB lending rules. There are no aspects of the Council's current multi-year plan

that are expected to be in breach of the updated HMT guidance. All current and future capital activity funded by borrowing will be closely scrutinised by senior officers in conjunction with appropriate external advice to ensure future compliance and build into future business case appraisal.

- 2.5.5 PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields + 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

2.6 Borrowing Requirement and Debt Management

- 2.6.1 In terms of borrowing, long-term loans maturing greater than one year totalled £442.3 million and short-term loans maturing within 12 months (excluding interest accrued) totalled £26.6 million (£375.8 million and £50.0 million 31 March 2021), an overall increase of £43.1 million. Appendix 2 details repayments of long-term loans during the year and short-term loans outstanding as at 31 March 2022.
- 2.6.2 The Council has an increasing CFR due to the capital programme and an estimated borrowing requirement as determined by the Liability Benchmark, which also takes into account usable reserves and working capital. The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. Having considered the appropriate duration and structure of the borrowing need based on realistic projections, it was decided to take a combination of short-term borrowing and longer-term repayment loans.
- 2.6.3 The Council borrowed £50 million of new long-term loans from the PWLB in 2021/22. These loans were taken throughout the year in tranches of £10 million, all 20 year Equal Instalment of Principal (EIP) loans at a rate between 1.46% and 2.28%. An EIP loan pays back principal over the life of the loan, and the interest associated with the loan goes down as the principal outstanding reduces.
- 2.6.4 As PWLB rates rose, the Council took advantage of medium-term loans over a 2 to 3 year time frame, achieving lower interest rates for the period and securing the funds needed.
- 2.6.5 Fixed rate loans account for 86.10% of total long-term debt (see also Appendix 5) giving the Council stability in its interest costs. The maturity profile for all long-term loans is shown in Appendix 3 and shows that no more than 7.43% of all debt is due to be repaid in any one year. This is good practice as it reduces the Council's exposure to a substantial borrowing requirement in any one particular future year, when interest rates might be at a relatively high level.
- 2.6.6 The primary source of the Council's borrowing is from the Governments PWLB representing 70.02% of total external borrowing.
- 2.6.7 The Council continues to hold £61.5 million of LOBO (Lender's Option Borrower's Option) loans which represents 13.75% of total external borrowing. LOBO loans are where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. No banks exercised their option to propose an increase in the interest rates during the year.

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

	2020/21 £m actual	2021/22 £m forecast	2021/22 £m actual
General Fund CFR - Non PFI	500.1	539.9	556.1
PFI	42.5	39.4	39.4
HRA CFR - Non PFI	170.3	170.5	166.0
PFI	48.1	45.2	45.2
Total CFR	761.0	795.0	806.7
Less: PFI debt liabilities	90.6	84.6	84.6
Borrowing CFR	670.4	710.4	722.1
Other deferred liabilities	3.7	3.7	3.6
Internal borrowing	240.9	222.9	249.6
External borrowing:			
PWLB Loans	271.5	330.4	313.3
LOBOs	61.5	61.5	61.5
Loan Stock (Fixed Rate)	7.0	7.0	7.0
Other Loans (Fixed Rate)	44.3	43.4	65.6
Temporary borrowing	41.5	41.2	21.5
Total External borrowing	425.8	466.1	468.9
Total Funding	670.4	692.7	722.1
Investments	37.1	30.0	78.9

2.6.9 In terms of debt rescheduling, the premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Council's portfolio and therefore unattractive for debt rescheduling activity in 2021/22.

2.6.10 The average long-term borrowing rate for 2021/22 for the Council's long-term loans outstanding was 3.84% (4.46% 2020/21).

2.7 Trends in treasury management activity

2.7.1 Appendix 4 shows the Council's borrowing and investment trends over the last 6 years. The trend has been to re-pay long term debt at maturity and where required borrow over the short term to take advantage of short-term rates. Going forward the need to borrow long term will be reviewed using the liability benchmark as mentioned above.

2.8 Risk and Compliance Issues

2.8.1 The Council reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Council's approved Treasury

Management Strategy, including the prudential indicators. Details can be found in Appendix 5. Indicators relating to affordability and prudence are highlighted in this appendix.

- 2.8.2 When the Council has received unexpected monies late in the day, officers have no alternative but to put the monies into the Barclays Business Reserve Account overnight. The account is maintained so that usually, daily balances are under £0.1 million. The maximum daily amount deposited in this account overnight as a result of unexpected late receipts was £2.7 million. Whilst this is not an ideal situation, the Council is still within investment limits as per the Treasury Management Strategy which is set at £10 million per counterparty.
- 2.8.3 In line with Council Treasury Management Strategy, the Council has not placed any direct investments in companies as defined by the Carbon Underground 200.
- 2.8.4 The Council is aware of the risks of passive management of the treasury portfolio and, with the support of the Council's consultants (Arlingclose), has proactively managed the debt and investments over the year.
- 2.8.5 The CIPFA Code of Practice requires that treasury management performance be subject to regular member scrutiny. The Corporate Governance and Audit Committee performs this role and members have received reports on strategy, half yearly monitoring and now the outturn for the year 2021/22. Training was provided to Members on 30 November 2021.

Looking ahead – Treasury Management developments in 2022/23

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

- 2.9.1 As outlined within the Council approved Treasury Management Strategy 2022/23, the Council will continue to look to repay existing long term debt when the opportunity arises where it becomes beneficial for the Council to do so.
- 2.9.2 In light of a number of lenders currently reviewing their holding of LOBO loans, there may be further opportunities to convert or re-finance existing LOBOs. With LOBO loans the Lender has the option to exercise their right to change the interest rate at which point the borrower can then choose to accept the new interest rate or choose to re-pay at no additional cost. Should any opportunities arise in the future then these would be investigated and reported back to members.
- 2.9.3 It is intended that Council officers liaise with the Council's external Treasury Management advisors, Arlingclose, to review lender options, and proceed if they are considered to be in the longer-term best interests of the Council.

2.10 Loan Funding Sources

- 2.10.1 The Council may be presented with additional sources of long-term funding at certain points in time, beyond those currently listed in the Council's current Treasury Management Strategy. These may be at preferential rates of interest and therefore the Service Director Finance (Section 151 Officer) will look to maximise the use of source funds when it is preferential to do so.

2.10.2 One such opportunity is with SALIX Finance Ltd. SALIX Finance Ltd provides interest free Government funding to the public sector to improve their energy efficiency, reduce carbon emissions and lower energy bills. The Council to date has taken the opportunity to secure £6.8 million interest free loans (£5.3 million outstanding as at 31 March 2022) to part fund the £13.4 million approved street lighting replacement scheme in the Council's approved capital plan.

2.11 Investment Opportunities

2.11.1 The Service Director Finance, supports the approach that the borrowing and investment strategy for 2022/23 continues to place emphasis on the security of the Council's balances.

2.11.2 The Council is invested in the Local Authorities Pooled Investment Fund (LAPF). The Local Authorities Property Fund was established in 1972 and is managed by CCLA Fund Managers. As at March 2022 there are assets under management of £1,439 million. The Fund aims to provide investors with regular revenue income and long-term price stability and it is an actively managed, diversified portfolio of UK commercial property. It principally invests in UK assets but may invest in other assets.

2.11.3 The fund returned a gross dividend yield of 3.25% in 2021/22 (4.30% 2020-21), which compares with average 0.12% on other short-term investments (see paragraph 2.4.1 above). Net income of £0.349 million was received by the Council in 2021/22 (£0.366 million in 2020/21).

2.11.4 In the nine months to December 2021 improved market outlook was reflected in equity, property and multi-asset fund valuations and, in turn, in the capital values of the CCLA. The prospect of higher inflation and rising bond yields did however result in muted bond fund performance. In the January-March quarter the two dominant themes were tighter UK and US monetary policy and higher interest rates, and the military invasion of Ukraine by Russia in February, the latter triggering significant volatility and uncertainty in financial markets. In light of Russia's invasion, Arlingclose contacted the fund managers of our MMF, cash plus and strategic funds and confirmed no direct exposure to Russian or Belarusian assets had been identified.

2.11.5 Unrealised cumulative capital gains of £0.6 million will not have an impact on the General Fund as the Council is utilising a Government dispensation for LAPF financial investment capital losses/gains at each year end to be notionally adjusted for within the Council's annual accounts, rather than it being a charge to the General Fund. It should be noted, that the current dispensation ends on 31 March 2023. The Government has indicated this override may be extended or become permanent.

2.11.6 The investment in the fund is part of a longer-term investment strategy to mitigate against any short-term market volatility or risk. As this fund has no defined maturity date its performance and continued suitability in meeting the Council's investment objectives is regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three to five year period total returns will exceed cash interest rates.

2.12 New Borrowing

2.12.1 As mentioned previously, the Council has an increasing CFR due to the capital programme. The Council's current approach to fund the capital plan is to use a combination of short and

long-term borrowing. The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.

- 2.12.2 With short-term interest rates remaining much lower than long term rates, the Council considered it more cost effective in the near term to use internal resources and to borrow temporary short-term loans instead. With the continued recent volatility in PWLB rates and the recent increases, medium-term loans over shorter time frame, will also continue to be considered as the opportunities present themselves.
- 2.12.3 Long term loans from the PWLB will continue to be taken when gilt yields drop and the opportunity to take those fixed rate loans is presented. The Authority's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short- and long-term borrowing was maintained and having considered the appropriate duration and structure of the borrowing need based on realistic projections, and with ongoing consultation with Arlingclose.
- 2.12.4 As noted in the recent 2022/23 Treasury Management Strategy report, the Council will also consider the opportunity to arrange forward starting loans (with alternative lenders as these are not available through the PWLB), where the interest rate is fixed in advance but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. Again, this would only be undertaken after having considered the appropriate duration and structure of the borrowing need based on realistic projections, and with ongoing consultation with Arlingclose.
- 2.12.5 On 11 May 22 The Levelling Up and Regeneration Bill was introduced to Parliament along with further updated PWLB guidance for applicants. The Bill included unexpected proposals to amend the Local Government Act 2003 to give the Secretary of State wide-ranging powers to issue local authority 'risk mitigation' directions. These could include asset sales or limits on borrowing with intervention triggered by a range of risk thresholds, for example, the amount of debt held in relation to financial resources, and 'other metrics'. HM Treasury will consult on the detail of the risk metrics referred to in the Bill, at a later date.
- 2.12.6 The updated PWLB guidance states that the PWLB will not advance new loans if there is more than negligible risk that the newly advanced loan will not be repaid without future government support. HM Treasury considered it necessary to clarify this in response to the continued build-up of very high levels of debt and associated credit risk in some local authorities. If a Council's debt level is flagged, it will be required to explain how it is managing financing risks. HM Treasury noted though, that authorities complying with the Prudential Code should not expect any change in their ability to access PWLB loans or to the process of applying for a loan, unless contacted by HM Treasury regarding specific concerns.

3. Implications for the Council

- 3.1 Working with People – N/A**
- 3.2 Working with Partners – N/A**
- 3.3 Place Based Working – N/A**
- 3.4 Climate Change and Air Quality – N/A**
- 3.4 Improving outcomes for children - N/A**

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

4. Consultees and their opinions

This report was considered and endorsed at Corporate Governance and Audit Committee on 17 June 2022 and will be submitted to Cabinet for consideration on 9 August 2022. Arlingclose, the treasury management advisors to the Council, have provided the economic context commentary contained in this report.

5. Next steps and timelines

5.1 Following consideration at Cabinet, this report will be presented to Council on 7 September 2022.

6. Officer recommendations and reasons

6.1 Having read this report and the accompanying Appendices, Cabinet are asked to note the treasury management performance in 2021/22 as set out in this report, prior to its submission to Council;

7. Cabinet portfolio holder's recommendations

The Cabinet portfolio holder notes the borrowing and investment performance as detailed in this report.

8. Contact officer

James Anderson	Head of Accountancy
Rachel Firth	Finance Manager

9. Background Papers and History of Decisions

CIPFA's Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2021 edition

CIPFA's Prudential Code for Capital Finance in Local Authorities 2021 edition

Public Works Loan Board Website.

Treasury Management 2021/22 Strategy Report approved by Council on 10 February 2021.

Treasury Management 2022/23 Strategy Report approved by Council on 16 February 2022.

10. Service Director responsible

Eamonn Croston

01484 221000

APPENDIX 1

Kirklees Council Investments 2021/22											
Counterparty	Credit Rating Mar 2022*	1 April 2021			30 September 2021			31 March 2022			
		£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment	
Specified Investments											
Santander	Bank	F1/A+	5.0	0.30%	35 Day Notice	5.0	0.10%	35 Day Notice	0.0	0.35%	35 Day Notice
Barclays	Bank	F1/A+	0.6	0.01%	Instant Access	0.0	0.01%	Instant Access	0.0	0.01%	Instant Access
Aberdeen Standard	MMF**	AAAmmf	8.6	0.01%	Instant Access	10.0	0.01%	Instant Access	8.9	0.51%	Instant Access
Aviva	MMF**	Aaa-mf	7.0	0.01%	Instant Access	6.1	0.01%	Instant Access	10.0	0.51%	Instant Access
Deutsche	MMF**	AAAmmf	5.9	0.01%	Instant Access	10.0	0.02%	Instant Access	0.0	0.49%	Instant Access
Goldman Sachs	MMF**	AAAmmf	0.0	0.00%	Instant Access	0.0	0.00%	Instant Access	3.3	0.48%	Instant Access
PCC for Devon & Cornwall	Local Authority		0.0	N/A	Local Authority	0.0	N/A	Local Authority	10.0	0.60%	Local Authority
PCC for Dorset	Local Authority		0.0	N/A	Local Authority	0.0	N/A	Local Authority	10.0	0.60%	Local Authority
Debt Management Office	Cent Govt		0.0	N/A	Cent Govt	0.0	N/A	Cent Govt	26.7	0.55%	Cent Govt
CCLA	Property Fund		10.0	N/A	Property Fund	10.0	N/A	Property Fund	10.0	N/A	Property Fund
			37.1			41.1			78.9		
Sector Analysis											
			£m	%age		£m	%age		£m	%age	
Bank			5.6	15%		5.0	12%		0.0	0%	
MMF**			21.5	58%		26.1	64%		22.2	28%	
Local Authorities/Cent Govt			0.0	0%		0.0	0%		46.7	59%	
Property Fund			10.0	27%		10.0	24%		10.0	13%	
			37.1	100%		41.1	100%		78.9	100%	
Country analysis											
			£m	%age		£m	%age		£m	%age	
UK			15.6	42%		15.0	36%		56.7	72%	
MMF**			21.5	58%		26.1	64%		22.2	28%	
			37.1	100%		41.1	100%		78.9	100%	

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

Key – Fitch’s credit ratings:

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

Appendix 2

Long-term loans repaid and short-term loans outstanding 31 March 2022

Long-term loans repaid during 2021/22

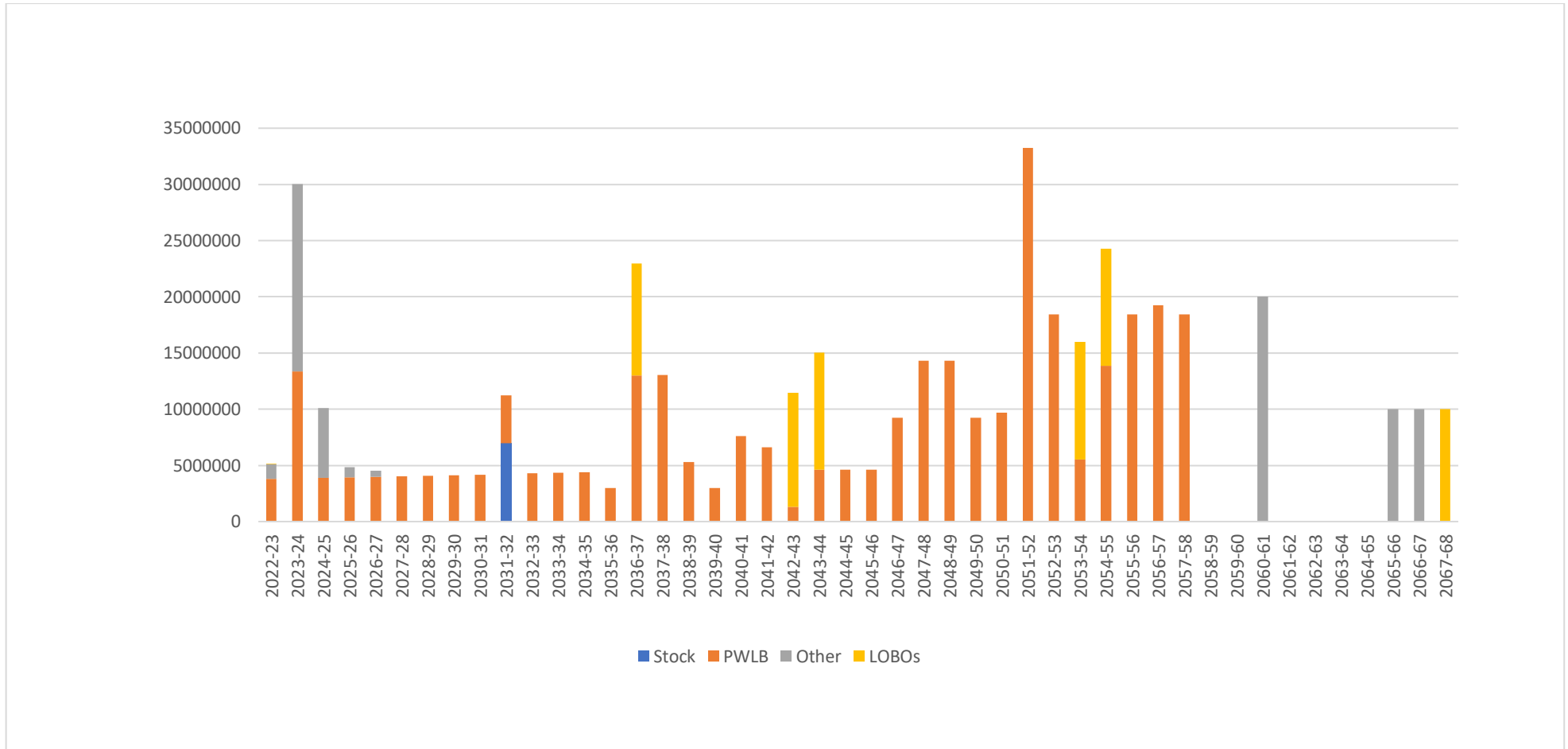
	Amount £000s	Rate %	Date repaid
Repayments on maturity			
PWLB (475156)	6,458	8.625	14 Feb 22
Repayments on annuity loans			
PWLB (496956)	386	4.58	29 Sep 21
PWLB (496956)	395	4.58	29 Mar 22
Repayments on EIP loans			
PWLB (313112)	250	1.64	6 Sep 21
PWLB (340221)	250	1.63	27 Oct 21
PWLB (373440)	250	1.46	12 Jan 22
PWLB (313112)	250	1.64	4 Mar 22
Total	8,239		

Short-term loans outstanding 31 March 2022

	Amount £000s	Rate %	Length (days)
Temporary borrowing from the Money Market			
Liverpool City Region Combined Authority	5,000	0.40	62
Middlesbrough Council	5,000	0.13	54
Greater Manchester Combined Authority	5,000	0.45	89
Oxfordshire County Council	5,000	0.70	184
Local lenders/Trust Funds	1,492		
Total Temporary borrowing	21,492		
Long-term loans due to mature in the next twelve months	5,167		
Total	26,659		

Kirklees Council Loan Maturity Profile (All Debt)

Appendix 3



Appendix 4

Kirklees Council - Borrowing and Investment Trends

At 31 March	2022	2021	2020	2019	2018	2017
<u>Investments</u>	78.9m	37.1m	52.0m	39.1m	36.1m	31.3m
ST Borrowing (excl interest accrued)	26.6m	50.0m	53.2m	11.8m	20.8m	37.7m
LT Borrowing	442.3m	375.8m	373.7m	384.1m	392.4m	400.5m
Total Borrowing	468.9m	425.8m	426.9m	395.9m	413.2m	438.2m
Deferred liabilities (non PFI)	3.5m	3.6m	3.7m	3.9m	4.1m	4.1m
Net debt position	393.5m	392.3m	378.6m	360.7m	381.2m	411.0m
<u>Capital Financing Requirement (excl PFI)</u>						
General Fund	556.1m	500.1m	461.6m	436.6m	420.3m	412.8m
HRA	166.0m	170.3m	175.3m	175.3m	182.8m	186.2m
Total CFR	722.1m	670.4m	636.9m	611.9m	603.1m	599.0m
Balances "internally invested"	249.6m	240.9m	206.1m	212.1m	185.8m	156.7m
Ave Kirklees' investment rate for financial year	0.1%	0.1%	0.7%	0.7%	0.3%	0.4%
Ave Base rate (Bank of England)	0.2%	0.1%	0.7%	0.7%	0.3%	0.3%
Ave LT Borrowing rate (1)	1.9%	2.3%	2.4%	2.5%	2.5%	2.5%

(1) Based on average PWLB rate throughout the year on a 25 to 30 year loan (less 0.2% PWLB certainty rate) repayable on maturity

APPENDIX 5

Treasury Management Prudential Indicators

Interest Rate Exposures

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

	Limit Set 2021/22	Actual 2021/22
Interest at fixed rates as a percentage of net interest payments	60% - 100%	86%
Interest at variable rates as a percentage of net interest payments	0% - 40%	14%

The interest payments were within the limits set.

Maturity Structure of Borrowing

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

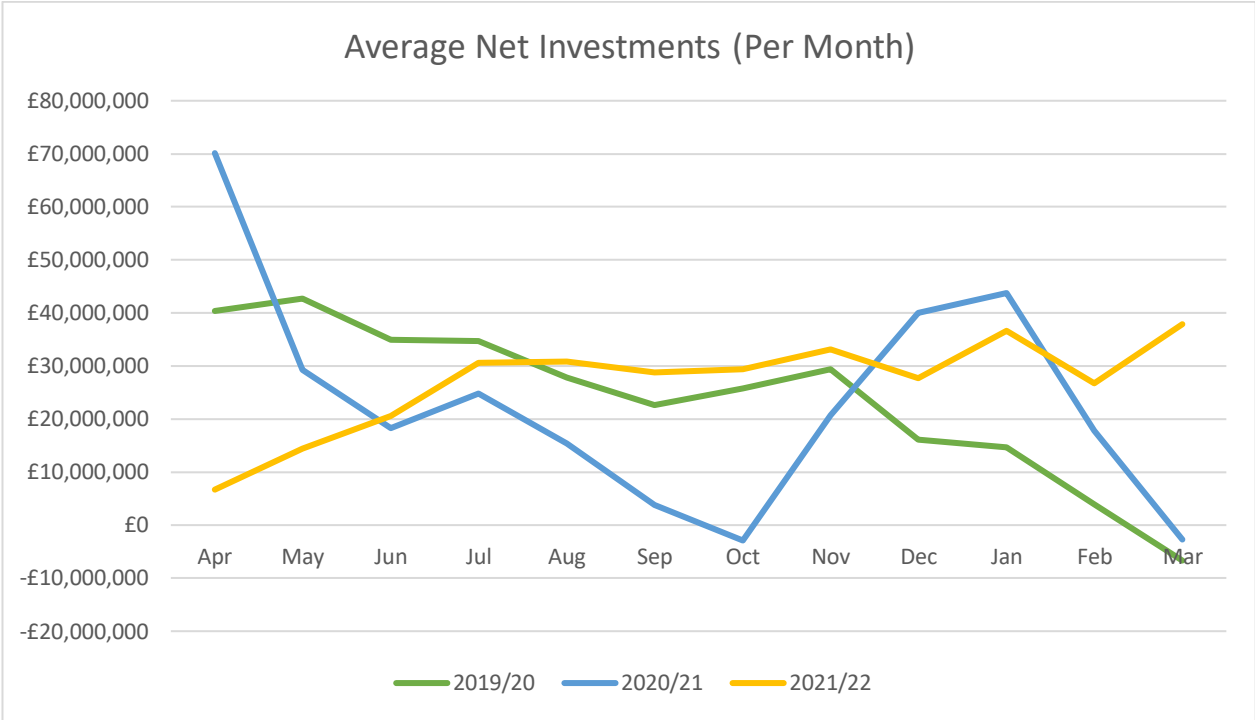
Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate	Limit Set 2021/22	Actual Levels 2021/22
Under 12 months	0% - 20%	1%
12 months to 2 years	0% - 20%	8%
2 years to 5 years	0% - 60%	5%
5 years to 10 years	0% - 80%	7%
More than 10 years	20% - 100%	79%

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

Total principal sums invested for periods longer than 364 days

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

APPENDIX 6



Name of meeting: Cabinet

Date: 9 August 2022

Title of report: 2021-22 End-of-Year Corporate Performance and Impact Report

Purpose of report:

The 2021-22 End-of-Year Corporate Performance and Impact Report provides Cabinet with an overview of the Council's performance in relation to the 2021-23 Council Plan deliverables and highlights the most significant issues and challenges facing the Council and partners in improving outcomes across Kirklees.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ?	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director – Corporate Strategy, Commissioning and Public Health – 21 July 2022
Is it also signed off by the Service Director for Finance?	Eamonn Croston, Service Director – Finance – 25 July 2022
Is it also signed off by the Service Director for Legal, Governance and Commissioning?	Julie Muscroft, Service Director – Legal, Governance and Commissioning – 20 July 2022
Cabinet member http://www.kirklees.gov.uk/you-kmc/kmc-howcouncilworks/cabinet/cabinet.asp	Cllr Paul Davies

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

Has GDPR been considered? No personal data within report

1. Summary

The report provides an overview of progress made on each of the deliverables in the Council Plan that contribute to the shared Kirklees outcomes and the council's 'efficient and effective' ambition. It provides information on activities undertaken in 2021-22 and, where data is available, on the quality and impacts of these activities.

An update on the headline indicators for the Kirklees shared outcomes (defined as 'tracking our progress' in the Council Plan) is provided in each outcome section. Where known, the report also provides an update on impacts of the Covid-19 pandemic and inequalities.

2. Information required to take a decision

Headline achievements and challenges relating to each outcome are presented in the 'Highlights' section at the front of the report. Cabinet is invited to consider this overview of Council performance and impact in relation to the Council Plan deliverables contributing to the Kirklees Shared Outcomes and the Council's aspiration to be effective and efficient in the delivery of its services.

3. Implications for the Council

The attached report demonstrates progress in relation to the 95 deliverables in the Council Plan 2021-2023. The report provides a high-level overview of how much the Council is doing, how well and the difference it is making, including the following areas:

- Working with People
- Working with Partners
- Place Based Working
- Climate Change and Air Quality
- Improving outcomes for children
- Financial implications for the people living or working in Kirklees
- Other (e.g. Legal/Financial or Human Resources)

4. Next steps and timelines

The next corporate performance and impact report will be produced as a 'mid-year' (2022-23) update on the priority actions and deliverables in the Council Plan 2021-23, with a continued focus on understanding and responding to inequalities and demonstrating the quality and impact of Council activity.

5. Officer recommendations and reasons

6. It is recommended that the report is noted.

7. Cabinet Portfolio Holder's recommendations

Not applicable

8. Contact officer

Head of Data and Insight, Mike Henry
Telephone – 01484 221000
Email – Mike.Henry@kirklees.gov.uk

9. Background Papers and History of Decisions

Not applicable

10. Service Director responsible

Rachel Spencer-Henshall, Strategic Director of Corporate Strategy, Commissioning and Public Health

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Corporate Performance and Impact Report



End of Year update 2021/22



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.

Highlights

Cross-cutting issues



Inflation will impact on capital programmes with implications for Levelling Up policies and projects and the wider construction industry. **Increased costs of living** likely to worsen inequalities (with energy costs having a particular impact) and increase demands on council services.



The **Levelling Up and Regeneration Bill** has numerous policy implications including planning application processes, infrastructure delivery and compulsory purchase orders.



Recovery from the **Covid-19 pandemic** remains a consistent theme for many areas of council activity. Global and national repercussions continue to impact on both recovery and 'business as usual' activities



Humanitarian work in relation to Afghan and Ukrainian **refugees**, for example, is becoming an additional part of council's core business

Shaped by people

Headline successes & achievements



Place Standard engagement has reached a significant stage this year with four action plans [published](#) and four in development. Some community partners are now working with services to respond to citizens' priorities. The first projects are being supported by our new Place Standard Investment Fund. In total over 9,000 people have now participated and people in many other areas want to take part.



Re-shape the relationship: Interest in **Democracy Friendly Schools** – (a programme to help our young citizens learn about and be part of local democracy and civic life) has been very strong, despite the challenging circumstances for schools. We've worked with school communities to create a flexible and inclusive programme which is giving a voice to children and young people in diverse settings, helping schools to work with local councillors, growing young people's confidence and enabling social action.

Headline challenges & risks



Changing our working culture – this is a longer term and significant aspiration (overseen by the Place Based Working Board) which contributes to many of these deliverables, with the hub development being just one element of the ongoing work.



Measuring progress towards Shaped by People – it is important that we establish a sustainable approach to measuring progress and gathering citizen insight as we work towards the Shaped by People shared outcome, and that future deliverables are also shaped by citizens.



Access to services – Data development is needed to gain deeper understanding about how we deliver current services ensuring the best routes for our citizens are provided.

Highlights



Best start

Headline successes & achievements



There is clear evidence that our **Family Hubs model** is positively impacting the quality of support families are receiving. The percentage of cases moving from Early Support to Children's Social Care has reduced significantly.



The long-term stability of **placements** for Children Looked After continues to be excellent and well above national benchmarking.

Headline challenges & risks



Improve the level of contact with families as part of the **Kirklees Integrated Healthy Child Programme**.



Improve the recruitment and retention of Kirklees **Foster Carers** to increase the number of appropriate, high quality placements for Children Looked After available locally.



Well

Headline successes & achievements



Community Champions helped to increase COVID-19 vaccination uptake rates and reduce inequalities in uptake rates. Community Champions spoke to over **8,500 residents**, working with 58 Voluntary and Community Sector organisations and provided help for other needs including mental health issues and bereavement support.



As part of the pilot scheme, **450 people** have undertaken a **Health Check** in the community. In 80% of cases, a health issue was identified that may have otherwise not been detected until a later stage (where more intensive treatment may have then been required).

Headline challenges & risks



Excess mortality during the COVID-19 pandemic had a significant impact on life expectancy in 2020. It is important to continue to track life expectancy figures to understand the longer-term direct and indirect effects of the pandemic.



The COVID-19 pandemic put the care home sector under huge pressure, but recovery work is underway to address issues such as staffing requirements. It is important that the broader workforce supports the championing of this sector at a place level.

Highlights

Independent

Headline successes & achievements



Results of the latest CLiK Survey suggest that overall the **people who need help and support to live at home** has remained at around 10%. There has been a 6% growth in those in the 75+ aged group answering yes to this question in 2016 and 2021. The 75+ population has grown by an estimated 13% in the same period.



Library Services continue to increase visits, events, lending and digital offer after the significant downturn during the pandemic.

Headline challenges & risks



Delayed delivery of adaptations and process policy. New timescales:
June 2022 - Completion of Home Adaptations Review
July 2022 – Consider review findings with a wide range of stakeholders and agree approach to co-producing problem statements and solutions. Consideration and implementation of the report findings, as determined by the project board, will follow.



Aspire and achieve

Headline successes & achievements



Successful co-production and launch of **Our Kirklees Futures**, a system-wide 10-year strategy for the lifelong learning journey across Kirklees.



Successfully securing £36 million investment in capital build projects, in line with an ambitious **SEND Transformation Plan**, for ambitious re-building of two special schools.



Employment and skills support has successfully supported more people into work and exceeded delivery objectives in adult community learning. The Works Better programme and work with partners is placing a greater emphasis on supporting people in work to develop skills and progress careers.

Headline challenges & risks



Low **educational outcomes** between young people identified with Special Educational Needs or Disabilities (SEND) and their peers.



Exclusions and suspensions for the SEN support group higher than national rates.



Sustainable economy

Headline successes & achievements



This year has seen **significant progress** made on developing major projects towards delivery. Some are now in delivery, such as the West Yorkshire Transport Fund schemes on the A62 Smart Corridor and Huddersfield Southern Corridor.



Other projects are mostly progressing in line with anticipated timescales, with significant amounts of planning and consultation underway. This includes **Place Standard consultation** in Holmfirth, Heckmondwike, Cleckheaton and Batley, which will inform the development of proposals and funding bids for projects in these towns including the **Levelling Up Fund bid for Batley**.

Highlights

Safe and cohesive

Headline successes & achievements



The **Inclusive Communities Framework** (ICF) is near completion. This has been contributed to and shaped by multiple agencies across Kirklees.

Headline challenges & risks



Making people feel safer in our communities. The CliK 2021 survey shows that fewer residents feel safe when out in their communities compared to the previous survey.

Clean and green

Headline successes & achievements



Additional **recyclable materials** added to domestic recycling collections.



£23.2 million invested in roads and **£6.25 million committed** to replace council vehicles with greener and electric models.



Kirklees **climate change roadmap** (re-named as the 'Net-zero assessment for Kirklees: A Technical and Economic Options Appraisal') now in place.



Wide range of **pandemic recovery activities** undertaken to improve the quality of our environment including ward Councillor priorities.

Headline challenges & risks



Recruitment challenges, particularly in Highways and Environmental Health.



Environment Act may impact on air quality compliance and how residents are able to heat their homes.

Efficient and effective

Headline successes & achievements



Kirklees Council has very successfully launched **Project Search**. This is an internship programme for young people with autism and learning disabilities.

Additional **funding** agreement has been secured to support the delivery of improved outcomes for **children and young people with additional needs**. This additional funding also secured the Council's overall financial stability.

Headline challenges & risks



Development of the **Communications Strategy** is slightly behind schedule but there is a flight path for the delivery and an accompanying evaluation framework that will be used to monitor the strategy's impact.

Summary of progress on deliverables

Council Plan Deliverables	Shaped by People	Best Start	Well	Independent	Aspire and Achieve	Sustainable Economy	Safe and Cohesive	Clean and Green	Efficient and Effective	Total
Completed on time	3	3	1	0	1	2	0	4	4	18
Completed later than published timescales	0	0	1	0	1	1	0	2	0	5
Partly completed and/or on track for completion within published timescales	5	2	5	1	1	8	1	6	4	32
Partly completed and delayed	2	0	3	1	0	4	5	6	2	23
Not completed and delayed	2	0	1	1	1	2	0	0	0	6
Defined as 'ongoing'	2	3	1	1	0	0	1	0	1	8
Total	14	8	12	4	4	17	7	18	11	95



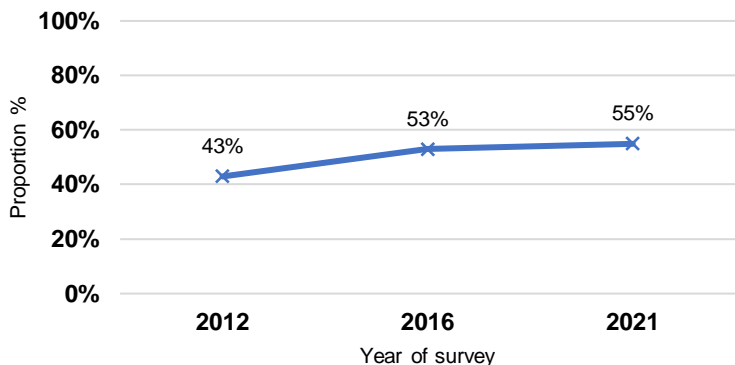
Shaped by People: We make our places what we are

Outcome Definition

We want everyone to be able to take part in making the places where they live, work and play better. We want to know people in our communities well, understand and appreciate what we and others can offer, and for people to be able to get help when they need it. People should feel valued, respected, involved and listened to.

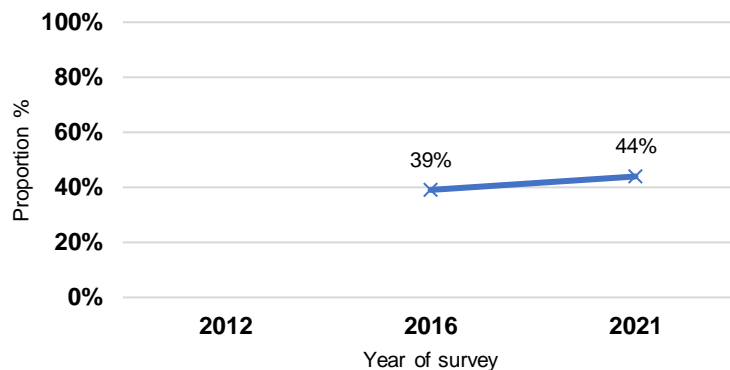
Population outcome indicators ('tracking our progress')

Proportion of residents who agree that their local area is a place where people trust each other, by survey year



- A sense of trust in the local community is significantly higher among white residents (56%).
- This sense of trust strengthens with age. While 47% of those aged 18-24 agree this is the case, among those aged 75+ the proportion who agree is 20 points higher at 67%.
- People living in less deprived areas were more likely to say that their local area is a place where people trust each other compared to more deprived areas (quintile 4 =73%; quintile 5 =77%).

Proportion of residents who agree that people in their local area pull together to improve the local area, by survey year



- Residents in the least deprived areas (Quintiles 4 and 5) most commonly agree people locally pull together to improve the local area (60% and 68% of residents respectively in each quintile agree).
- People aged 75+ were the most likely to agree that people pull together to improve the local area (48% of this age group) followed by people aged 45 to 54 (47%).
- White ethnicities were significantly more likely to agree that people pull together to improve their local area (45%) compared to other ethnicities.

24% of people agree that during the last 12 months* they got involved in their community and something positive came out of it.

- The proportion of residents who said that they did not get involved in their community during the last 12 months* is highest among those at either end of the age spectrum i.e., those aged 18-24 (46%) and those aged 75+ (51%).
- Analysis by deprivation level shows residents in Quintiles 1-3 were those most likely to have got involved (43-44%) compared to 39% of those in Quintile 4 and 34% of those in Quintile 5.

* Last 12 months is from the date the survey was completed between 1/11/2021 and 17/12/2021

Shaped by People

Priority action 1: Champion a place-based approach in all the council's business and ensure our policies reflect one size does not fit all

Deliverable: Implement the next phase of our place-based working journey, learning from the pandemic, with a programme of policy reviews, alongside a review of grant funding arrangements across the council.

Impacts and Outcomes

- Ensure the Council produces more coherent and coordinated strategic plans with our partners to ensure place-based working is embedded from strategy to delivery.
- All plan-owners across the Council will have carefully considered how best to develop their strategy, policy and delivery to support the corporate Place Based Working (PBW) ambition, and this will be clearly documented.
- Produce guidance, procedures and practice which will reflect this thinking (including for decision-makers).
- Where appropriate, performance management (induction, appraisal and professional supervision) will include meaningful discussion of PBW and affect behaviour change within the context of implementing a plan.

How much have we done?

A presentation on the background to the Council's approach to plan making, the policy environment and the current picture was made to the PBW board in December 2021 with a view to scope how the board could influence the emerging plan making programme.

The PBW board agreed that: -

- They would focus on economic strategy, joint health and wellbeing strategy and the inclusive community's framework because of their strategic importance generally and the PBW opportunities they presented and that it would provide an excellent learning opportunity that could help inform the Plan-Making framework and guidance in respect of approaches to PBW.
- The framework and guidance should link plan-making to data and insight arising out of place standard engagement; plans should be presented in a way that enabled citizens to recognise themselves in the work being delivered, helping to create a virtual circle linking engagement-planning-feedback-delivery-evaluation in a continuous cycle.
- There is a need to focus on the delivery and practice elements in service provision i.e. less about getting PBW in the strategy, more of a focus on what this looks like on the ground.
- VCS colleagues were keen to explore how VCS partners can directly influence the development of major Council plans that will impact the sector and the communities they work with. This included working efficiently and effectively with the sector, and making use of current or previous engagement to ensure that outcomes could shape other plan making – e.g., the VCSE funding and investment strategy has had quite a bit of involvement from the sector so far and the principles within that could be applied to other plans and strategies.

Priority action 1: Champion a place-based approach in all the council's business and ensure our policies reflect one size does not fit all

Deliverable: Implement the next phase of our place-based working journey, learning from the pandemic, with a programme of policy reviews, alongside a review of grant funding arrangements across the council.

Continued...

How well have we done it?

As stated, the initial focus has been with the 'top-tier' plans, namely the Joint Health & Wellbeing strategy. The Place Standard responses from all face-to-face community engagement were transcribed and combined with the results from the online survey.

The Place Standard tool does not include any questions directly relating to personal health or health-related behaviours, which limits the extent to which useful insight can be gained for the 'Well' outcome. People are conscious that physical fitness, clean air, and green spaces contribute to positive physical and mental health and wellbeing and appear to be aware of factors required to improve their health. Many people want their places to have sports facilities with modern equipment and range of activities, more natural spaces with proper maintenance, a healthcare service which is easy to get appointments and accessible, and support for people suffering from mental health issues.

Feedback from respondents illustrated that, in general, they were comfortable with the range of local facilities available, but they expressed concern about the expansion of areas with new housing projects which will either complicate the current situation or may affect them in future. The cost, cleanliness and reliability of public transport was highlighted as an issue, especially for those engaging with healthcare services. Although the terms 'drinking', 'smoking', and 'alcohol' found many responses during the text search, these comments were not related to an individual's health, more to issues at a community level, and therefore were not considered to be related to the 'Well' outcome.

The Place Standard tool supports the process of identifying place-based actions. Findings are used to help support forthcoming improvements and introduction of services and facilities addressing the needs of people. This analysis has been limited by a lack of health-related questions in the Place Standard tool, which could potentially be addressed in future engagement through the addition of appropriate supplementary questions and the collection of more detailed demographic information.

Shaped by People

Priority action 1: Champion a place-based approach in all the council's business and ensure our policies reflect one size does not fit all.

Deliverable: Change our working culture at an operational level by developing our four Place-Based Working hubs. This means bringing together staff, partners and councillors to share local information and insight. We're working together to help achieve the best outcomes for individuals and communities. It's about bringing services closer to people and recognising that one size doesn't fit all.

Impacts and Outcomes

The Place Based Working (PBW) hubs have given staff the opportunity to work share, network, share information/insight and work together where they can. Feedback from staff who regularly attend has been positive.

The community hubs: -

- Coordinate community-level responses, for example to Covid-19 needs (food, medicine, testing)
- Identify and map local community groups, networks, activities (to support signposting)
- Build relationships and create a 'one team' partnership approach across the local area – sharing updates, opportunities and challenges

How much have we done?

PBW Hubs have been established and are meeting either fortnightly or monthly. They involve mostly front-line staff and further work is progressing to increase engagement with a wider range of services.

Three task and finish groups (T&FG) have been formed and are now meeting to progress their work package:

- Storyboard T&FG – The group share good practice stories and are gathering case study material to evidence the impact and benefits of working in this way.
- Place level Structure Mapping T&FG – Place level maps of forums and meetings now exist. The group is reflecting on the interrelationships between them and identifying issues to be captured in a lessons learned log.
- Milestones T&FG – Operational delivery plan including milestones and outcomes in under development. Initial work at the Community PBW operational meeting has led to project management resource being allocated to that group to help shape an operational delivery plan including outcomes and milestones. Target date for the draft plan is June 22.

A safeguarding pilot scheme is being developed:

- Context: The Corporate Safeguarding Oversight Group is overseeing the passage of an updated Safeguarding Policy through the Governance process.
- Key policy objective and strategic aim: To ensure that the message 'Safeguarding is Everyone's Business' becomes a reality across the Council and its partners
- There are a number of internal initiatives that are being delivered to achieve this aim and an external facing pilot to test our approach is being considered.

How well have we done it?

The hubs are a partnership of frontline community focused officers, there are over 10 services involved including; Democracy and Place Based Working Service, Communities - Community Cohesion, Community Safety, Migration, LIP's - Community Plus, Wellness, Libraries, Everybody Active, Early Support - Community Hub Coordinators, Family Support, Detached Youth, Early Years Outcomes, Public Health, Public Protection/Environmental Health, Homes and Neighbourhoods, Parks and Open Spaces – Volunteer Coordinators, Environmental Rangers, Adult Social Care, Children's Social Care, and VCSE organisations, e.g. Community Anchors.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

Deliverable: Support our young citizens to be interested and have the opportunity to be engaged in local democracy and civic life. We will help young people to become active citizens through our Democracy Friendly Schools programme, through:
a) Delivering training for young people and staff in participating High Schools across Kirklees.

Impacts and Outcomes

The programme overall is making a positive difference to young people's confidence and wellbeing. Our young citizens are growing relationships with councillors, community organisations and young people in other schools. Participants are learning that they can shape their local place and young citizens are beginning to understand their part in local democracy.

At our pilot school, Newsome Academy, young people have used our learning resources and their experience to train a group of their peers to become members of Kirklees Youth Council. Using new skills, knowledge, and confidence the group have designed and delivered the first Democracy Friendly Schools social action project. Schools are connecting with each other to grow their Democracy Friendly Schools experience and Special Schools feel more connected to the whole school community.

How much have we done?

- **26** Schools for ages 11 to 16 have shown an expression of interest in our Democracy Friendly Schools programme. This includes **17** high schools (68%), **6** Special Schools (100%), **one** pupil referral unit (33%) and **two** madrasa schools.
- **30** Primary schools (19%) have signed up for the programme.
- Schools from **22** wards (out of 23) have joined the programme.
- **47** young people have completed our two-day training programme and have become Kirklees Youth Councillors.
- **Three** individual High Schools invited us to facilitate our two-day youth councillor training directly to young people in their school.
- We supported **one** special school to train a group of **five** students aged 16+ to become members of Kirklees Youth Council in a way that suits them.
- **200** young people participated in our NCS (National Citizen Service) sessions.
- **Six** young people participated in a 'Politics Summer School'.
- **Four** detached youth workers trained to support work with young citizens in **two** wards.

How well have we done it?

- We created flexible and easy to use learning resources for all ages groups, which has been really important at such a challenging time for our school communities.
- We have helped schools, and individual teachers, learn about local democracy.
- We have supported schools and individual teachers to develop the confidence to help children and young people learn about, and get involved in, local democracy.
- We have received positive feedback from teachers who are using our resources.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

Deliverable: Support our young citizens to be interested and have the opportunity to be engaged in local democracy and civic life. We will help young people to become active citizens through our Democracy Friendly Schools programme, through:

b) Creating opportunities for young people to connect with their local councillors and work together on a project or activity in their local place.

Impacts and Outcomes

- More young people now know who their councillors are and understand their role.
- More school staff now understand the councillor role and feel more confident working with councillors.
- Young citizens are getting to know their councillors and are beginning to work together on local issues that matter to them.

How much have we done?

- **55** of our **69** councillors (80%) have offered to support our activities with young citizens.*
- All **10** cabinet members are supportive.
- **Three** cabinet members have become identified champions for Kirklees Youth Council.
- **47** Kirklees Youth Councillors have been trained so far.
- Expressions of interest received from schools in **22** of 23 wards.
- **10** primary schools have completed a one hour 'train the trainer' session in their school.
- **Three** councillors attended the Kirklees College 'Local Democracy Week' events in North and South Kirklees.
- **200** NCS participants learned about their councillors.

*Challenges created by the pandemic mean that we have not been able to create a relationship with newly elected councillors in 2021 as easily as we would have in the past.

How well have we done it?

- Our programme has provided a framework for councillors around which to build a relationship with young citizens and councillors are actively engaging with the programme.
- Cabinet members Cllr Viv Kendrick, Cllr Cathy Scott and Cllr Carole Pattison offered support to our Youth Councillors at the time we launched our programme. We have continued to develop this relationship over the last 12 months by providing regular updates on the development of the programme.
- Councillors are approaching us about the Democracy Friendly programme for the first time and inviting us to create links with schools who wish to get involved.
- Councillors from all political groups are actively supporting the programme, including: Cllr Paul Davies, Cllr Masood Ahmed, Cllr Andrew Cooper, Cllr David Hall, Cllr John Lawson, Cllr Charles Greaves, Cllr Jackie Ramsay, Cllr Cahal Burke, Cllr Joshua Sheard, Cllr Alison Munro, Cllr Paul White and Cllr Sheikh Ullah.
- We are participating in the Our Kirklees Futures programme, connecting young citizens with councillors and cabinet members.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

We enable people to become active citizens and to shape their local places. We will help everyone to understand what citizens expect from our changing relationship (and how we can enable active citizenship in our local places) by:

a) Co-designing tools that local organisations can use to have Shaped by People conversations with citizens and to measure our progress towards our shared goal.

Impacts and Outcomes

The impact of this work will be demonstrated by whether we are responsive to what people tell us – whether we are doing more to enable active citizenship – and whether (over time) more people feel able to shape their local place. This impact must be defined by our citizens. So the impact of our work to develop these tools is, up to this point, that we are continuing to grow trusting relationships and that our participants know we have made a strong commitment to Shaped by People.

How much have we done?

109 citizens have been involved in creating the Shaped by People shared goal.

40 people and organisations have been involved in work to shape our conversation pack so far.

Measurement framework

We developed our approach to measuring progress with our Project Team and the New Citizenship Project. The three key elements of this are: Headline measures (including baseline data from the CLiK survey), Local conversations (including our conversation starter pack for community groups) and Citizen Stories. We are making sure that all these elements closely reflect the text of the Shaped by People shared goal, and that the elements work together coherently.

Conversation pack development and testing

We have begun working with people from local organisations to co-create and test our conversation starter pack. This has included gathering ideas from members of the TSL network, refining our pack with our Project Team and doing some initial prototype testing at the 'Not Westminster' local democracy event in February 2022.

Impact Assessment App

We are working with Podnosh to test an Impact Assessment App for capturing quick feedback and stories about whether people feel able to shape their local place. We are aiming to test this soon, both with voluntary sector participants and with staff.

Place Standard prompts

We have also provided some conversation prompts to integrate into Place Standard conversations in local places, as part of the 'Influence and sense of control' and 'Identity and belonging' themes. We have tested this for a recent engagement activity and will do more testing as part of activities this Summer. We will then review the engagement findings and develop an approach to collating this Shaped by People insight on an ongoing basis.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

We enable people to become active citizens and to shape their local places. We will help everyone to understand what citizens expect from our changing relationship (and how we can enable active citizenship in our local places) by:

a) Co-designing tools that local organisations can use to have Shaped by People conversations with citizens and to measure our progress towards our shared goal.

How well have we done it?

Engagement amongst our Shaped by People workshop participants has been good – many joined in follow up conversations or volunteered to be part of our video animation about Shaped by People. We have a real sense of people feeling ownership of, and commitment to, this work. We have taken the time to work with people and discuss things in depth, and want to continue that approach, which is true to our Citizen Engagement Design Principles.

Feedback to our initial prototype testing was positive, with local groups who took part being keen to get involved in further activities. Members of the Anchor Organisations network are supportive. We are working with members of the Partnership Executive and will be introducing more partners to Shaped by People at the Picture of Kirklees event. Cabinet leads are supportive and have also volunteered to test the conversation pack.

Shaped by People

Priority action 2: Re-shape the relationship between the council and citizens so that people feel more engaged and so that the council takes better community wealth building opportunities

We enable people to become active citizens and to shape their local places. We will help everyone to understand what citizens expect from our changing relationship (and how we can enable active citizenship in our local places) by: (b) Telling the stories of active citizenships in our local places & encouraging our staff & partners to use what we learn as key insight, to help grow positive relationships.

Impacts and Outcomes

We have involved over 100 citizens in very focussed work to create Shaped by People and have put their personal stories at the heart of this work. The impact has been to create a shared goal that has relevance and meaning for local people, and which has generated valuable citizen insight. This has strengthened our relationships and helped us to develop new ones. Some participants have also got involved in further activities to shape their local places as a result. Staff and partners have been responsive to the stories we've gathered so far and colleagues are interested in using this approach to connect their work more closely with Shaped by People. Our storytelling work so far has established a good grounding for future progress.

How much have we done?

This is ongoing work which is progressing. We will likely be doing more focussed story gathering after Summer 2022, however competing work demands and covid absences has had an impact on progress.

So far we have:

- Gathered stories from citizens who helped to create the Shaped by People shared goal
- Worked with participants to create a video animated version of Shaped by People, based on learning from their stories
- Identified opportunities for a series of themed story gathering activities
- Had a positive response from community organisations, who are happy to support people to share their stories
- Created a development plan for our storytelling website
- Created and tested presentation resources for engaging council teams
- Begun aligning some of our existing digital channels more closely with Shaped by People
- Planned engagement activities for staff, aimed at creating network of champions for this work

How well have we done it?

Participants feel that their personal stories are valued, so the approach has been successful. We now need to do more of this so that more people can benefit.

Priority action 3: Oversee the delivery of place standard engagement and the establishment of ward partnerships in Kirklees

Deliverable: Continue to coordinate and deliver Place Standard engagement so that citizens can have a say in influencing the future of their place, can contribute to making it better and have opportunities to work in a collaborative way with Kirklees Council, councillors and partners

Impacts and Outcomes

The Place Standard is a way of having conversations about any place (this could be a street, neighbourhood or town), by talking through 14 different themes. The results show how people feel about where they live now, and how people would like things to be in the future. The conversations generate lots of insight through listening to people's personal experiences. They also provide a baseline indication of how people feel about each theme, based on a score of 1 (lots of room for improvement) to 7 (hardly any room for improvement). The next stage is for people in each place to work together in response to what we have learned, which enables us to turn our conversations into meaningful action, based on citizens' priorities. When re-engagement takes place in each area in the future, this will also give an indication of whether perceptions have changed over time.

How much have we done?

- **2315** individuals participated in **10** place standard engagement activities across various wards.
- Action planning took place in **six** areas, where previously delayed due to COVID, in areas where engagement was delivered in 2019/20.
- **Four** action plans have been published and **£123,146** funding secured from the Place Based Investment fund.
- **Over 9,000 citizens** have now participated in Place Standard activities overall.

How well have we done it?

- All engagement is planned and delivered in partnership with Councillors and communities.
- All engagement activity is discussed at Citizen Engagement reference group to ensure we adhere to our citizen engagement principles.
- Anecdotal feedback from individuals involved in engagement and action planning has been positive.
- Citizens taking part in the conversations have said they would like to see more of this approach, with some highlighting that this has been their first opportunity to be involved.

Shaped by People

Priority action 3: Oversee the delivery of place standard engagement and the establishment of ward partnerships in Kirklees

Deliverable: Work with councillors, partners and key services to develop a flexible approach for the establishment of ward/neighbourhood partnerships that will bring partners and stakeholders together to deliver shared aspirations and ambitions

Impacts and Outcomes

- Councillors spend a significant amount of time in their communities, meeting with local people at community meetings, events and surgeries. They actively lead and advocate on behalf of the communities they serve within their wards and have valuable insight about local places.
- We are supporting councillors to make the most of these connections through ward and neighbourhood partnerships.
- The impact of this work is to grow and strengthen working relationships in our local places, so that councillors, citizens, community organisations and partners can work alongside each other well.
- We are actively supporting and developing existing partnerships and helping councillors to establish new partnerships where these are needed.

How much have we done?

We have developed a flexible approach, working with councillors in response to local needs and aspirations. Our approach recognises that in some areas there are already established ward or neighbourhood partnerships, some of which have been in place for a number of years. Some of these partnerships have changed during covid. For example, ward forums with residents have not been meeting as frequently, whilst some informal partnerships have been meeting to support the local community response to covid. Other partnerships have been created through Place Standard activities, with local organisations working together to respond to the ideas and experiences of citizens.

The Active Citizens and Places Team have put together an offer of support for councillors in the 2022 to 2023 municipal year, to support councillors with facilitating partnership working. This offer has been developed by listening to what councillors have said is important for them, to support effective partnership working in their wards. From May to July 2022, the team will be discussing this offer with councillors in all 23 wards and making sure that resources are available to support councillors, based on what they have told us. The support will be different in different wards as needed, ranging from providing information for councillors about activity in their ward, to developing new partnership meetings. We have also been sharing information about activities planned by services and partners in wards, so that councillors can help with local promotion and join in the dialogue.

How well have we done it?

Ward partnerships in a number of wards are continuing to develop their work programmes, based on community need and councillors' priorities. The team are actively supporting this work, for example in Almondbury and Dalton. Place Standard engagement with a focus on community outcomes has taken place in several areas. Communities and councillors are working collaboratively in response - for example, in Shelley and Shepley. This has led to collaborative action planning with services and the funding of activities that citizens have chosen to prioritise. This means that partnerships are developing in a way that's consistent with our Design Principles for Citizen Engagement, and through this work we are enabling more people to be actively involved in shaping their local place.

Shaped by People

Priority action 4. Ensure robust governance arrangements via the Housing Advisory Board, including a clear and effective role for all tenant panel members

Deliverables:

Recruit and appoint five Tenant Board members to actively participate and contribute to the work of the Board;
Begin to consider areas of special interest where tenant members capture the voice of, for example, young tenants.

Impacts and Outcomes

- Five tenant Board members were recruited at the start of the 21-22 financial year.
- We are currently undertaking an annual review of our arrangements supported by DTP. Assessment of the impact of these changes will form part of the annual review, which is expected to be available in July.
- During the year, the Board members have been involved in reviewing the Homes & Neighbourhoods business plan, the annual report to tenants and the Tenant Involvement Strategy, as well as advising on other aspects of policy and performance.

How much have we done?

- The five newly recruited tenant board members include representatives from North and South Kirklees. Two members are under 30 years old and three are from black and ethnic minority backgrounds.
- The Board was established in June 2021 and has met on five occasions, one of which was a deep dive session on tenant engagement.
- Reports from the Tenant Advisory and Grants Panel are presented at each board meeting to keep HAB members informed about the wider tenant engagement activities.
- HAB Members have also observed TAG meetings and TAG Members are scheduled to observe HAB to ensure the links between the Board and wider tenant engagement are enhanced.

How well have we done it?

- It is still relatively early in the process to assess the new governance arrangements. The five tenant board members were appointed after 52 applications were received.
- A welcome and getting to know you session was held on 26th May 2021 followed by induction and familiarisation sessions on a range of subjects including roles and responsibilities; finance; structure of decision making etc to provide information and support to members.
- Board packs are sent out ten days prior to each meeting to provide time for members to review their content.

Deliverable: Respond to Star Survey results, communicate action plan to tenants and implement delivery plan.

Impacts and Outcomes

- The impact of activity in year one of this work has not been evaluated. This will be reviewed as part of year 2, whilst the Star Survey results for 2022 will provide insight on changes in tenant experiences and perceptions.

How much have we done?

- Task and finish group established to look at call handling experience. This included tenant representatives. Currently finalising report
- Full review of complaint carried out by HQN action plan developed to ensure the council is compliant with the Housing Ombudsman's Complaint Handling Code
- A pilot exemplar (first fix and extended working day) responsive repairs service
- Delivered 2 estate based newsletters Windy bank and Walpole in relation to community safety and increasing community resilience.
- Approximately 21,000 tenants received the newsletter detailing the STAR results and high level actions from the STAR improvement framework.
- Newsletters delivered to all tenants and residents (around 600 households) on pilot estates.

How well have we done it?

- All identified actions have been delivered, improving the quality of services offered to tenants.

Priority action 5: Reflect the changed relationship between the council and citizens in the new Access to Services Strategy

Deliverable: Agree an Access to Services Strategy that sets out the principles and guidance to be adopted to ensure citizens are placed centrally in how we approach access to council services.

Impacts and Outcomes

There is an implementation plan in development that has its own measures/outcomes against each item in the plan. See Access to Services Implementation plan priority action and deliverable.

How much have we done?

This was the agreement on a 5 year strategy identifying ambitions and vision in relation to accessing services. It identified 4 key principles for the council in relation to access (Getting the basics right, tackling access inequalities, offering multiple contact points and working with people).

Deliverable: Develop an Access to Services implementation plan, informed by a number of pilots to enable and support the principles leading to longer-term changes in relationships between the council and citizens.

Impacts and Outcomes

The centralising of mail means services access their mail quicker across the council aiding the opportunity for quicker response times. Mail would go unsupported at the multi access sites leaving citizens and services unsure about what had been received. Work continues to improve mail services further.

How much have we done?

An item has been completed (mail project) where there is now a centralised point for managing mail received in the council through our document solution team based at Red Doles lane. This has reduced significantly the number of places citizens send mail.

The culture programme is now underway. Where we have identified our as is and challenges within it to move to where we want to be in relation to providing more holistic and localised services for citizens.

How well have we done it?

Our workstreams for the delivery of the implementation plan are built on the principles in the access strategy. Our culture programme and person-centred approach to delivering more holistic and localised services are key to inclusion and addressing inequality of access.

Deliverable: Improve our current response times to enquiries and contacts.

Impacts and Outcomes

- We know that in relation to our online webchat offer, telephone call answering rate and activities within our two customer service centres that response times have improved from mid-2021.
- As yet data has not been compiled to establish response times to written (letter/email etc) enquiries and contacts across all services. This is a large scale piece of work as each service has its own recording mechanisms.

How much have we done?

- Kirklees Direct answered calls have **increased** from **73%** in September 2021 to **76%** in March 2022.
- Benchmarked webchat, telephony and customer service centre activities in September 2021.
- Reviewed resource allocation particularly given increasing contacts by telephone.
- Ongoing review of above services.

How well have we done it?

- The average wait for a call to be answered has decreased by **39** seconds.
- Support is provided online, telephony and face-face should that be required by citizens. Upon presentation at our centres citizens are assessed for the best route to support presenting need (be that online, phone or face-face).
- The council's website can be translated into over 100 languages helping support people whose first language isn't English. We utilise telephony translation support (mainly through the Big word) when presented with need. Our face to face teams can support some languages but these are less in volume.



Children in Kirklees have the best start in life

Outcome Definition

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 Kirklees starts school healthy, happy and ready to learn.

Population outcome indicators ('tracking our progress')

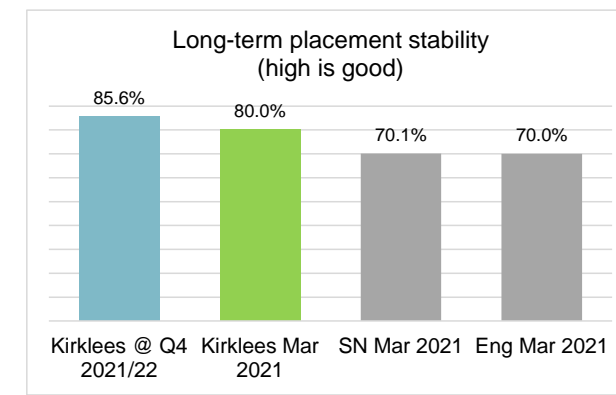
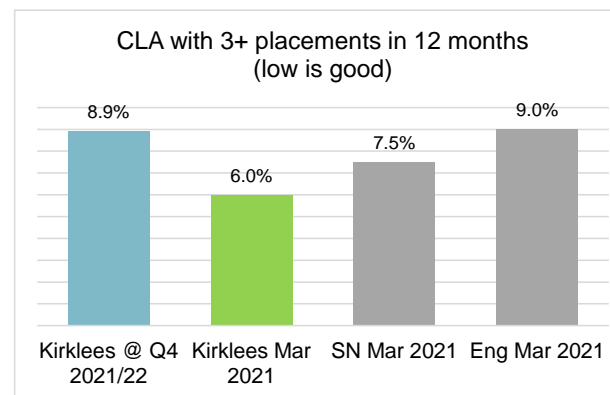
School readiness: good level of development at the end of Reception

	Kirklees 2019	Statistical Neighbours 2019	Eng. 2019	Y&H 2019	Kirklees Diff to Eng.	National Rank	National Quartile
All children	70%	69%	72%	70%	-2%	114	D
SEN Support	19%	27%	29%	29%	-10%	143	D
EHCP	0%	3%	5%	3%	-5%	113	D

- From 2007 – 2012, the percentage of all pupils achieving a Good Level of Development (GLD) was consistently higher than national and regional figures. In 2013 a new Early Years Foundation Stage Profile was introduced and from 2015 Kirklees figures have consistently fallen below national.
- In 2019 the Kirklees figures were in the bottom, D, quartile of all LAs. For all pupils at EYFS there has been a steady fall in the achievement of the Early Learning Goals of Shape, Space and Measure and Numbers and this is the most significant gap when compared with national figures.
- There is a smaller but significant gap in the achievement of Reading and Writing goals. This is reflected for SEN Support pupils.

Placement stability for our Children Looked After

	2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4
Percentage of children looked after with 3 or more placements in the last 12 months	5.8%	6.8%	7.1%	8.9%
Long-term placement stability - same placement for at least two years	86.8%	87.3%	87.7%	85.6%



Best Start

Priority action: Transform the way we support children and families with SEND by providing more support early, starting this year with providing a new helpline for professionals and parents

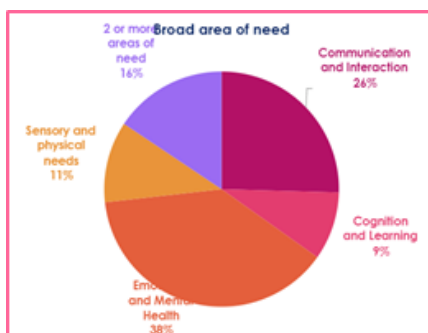
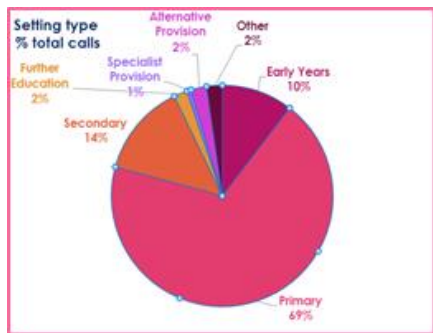
Deliverable: Phase 1 - Put in place and grow our Inclusion Support Offer for professionals

Impacts and Outcomes

The top five areas SENDCos cite in terms of the impact of support from the Inclusion Support Offer are:

- The opportunity to talk my concerns and ideas through with someone independent
- Helped me develop a better support plan for the child / young person
- Advice on specific issues and strategies
- Direction to information and resources I didn't know about before
- Highlighted a service I didn't know about before

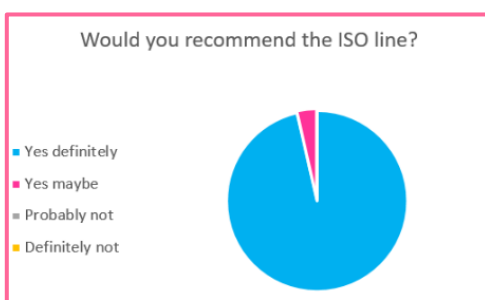
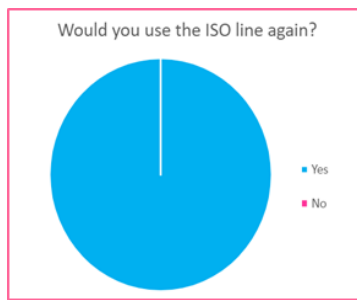
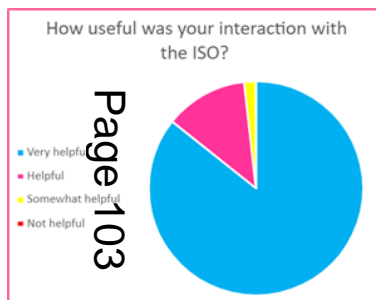
How much have we done?



Since its launch in April 2021, the Inclusion Support Offer has received 332 contacts and associated pieces of work. 68% of unique settings have contacted the Inclusion Support Offer.

The majority of contacts to the Inclusion Support Offer come from primary settings with the top two broad areas of need being Social, Emotional and Mental Health (SEMH) and Communication and Interaction.

How well have we done it?



Average score of how concerned professionals were before the call, compared to after the call	
Pre-call	8.2
Post call	5.1

Feedback responses are captured via online evaluation forms, following each contact with the ISO.

The response from SENDCos who have used the service is overwhelmingly positive with 100% of those contacting the service explaining that they would use the service again.

All users found the service helpful with majority stating the services was 'very useful' or 'useful'.

Priority action: Transform the way we support children and families with SEND by providing more support early, starting this year with providing a new helpline for professionals and parents

Deliverable: Phase 2 - Scope and establish a plan for widening the Inclusion Support Offer for parents and carers

Impacts and Outcomes

This action has been about scoping not implementation.

How much have we done?

Engagement work with families:

- Engagement has been undertaken with parents, carers and families of children and young people with SEND in Kirklees to inform what gaps exist and what is required to ensure families get the right support in the right place at the right time.
- Engagement with families and young people has identified that whilst the Local Offer website has supported them in providing information, guidance and advice, there is a need for good, holistic information and signposting to be delivered in a more personalised manner. Families find that they are overwhelmed with information and that they require support to 'navigate' what is available to them locally.

Data analysis to consider parents and carers requirements from an expanded ISO team:

- The Local Offer: Number of calls to Local Offer helpline 01/03/2021 – 01/03/2022 = 365 calls
- Supporting Education Health and Care Plan (EHCP) Decision Making Groups (DMGs) as part of the 'other offer'. In late Dec 2021, the ISO began working alongside SENDACT to support at DMGs: So far the ISO have contacted 51 settings from the DMG with the initial email informing them of the offer of support and co-ordination. This has resulted in 20 pieces of targeted work.
- SEND Assessment and Commissioning Team (SENDER) have undertaken a piece of work considering projections of number of calls in to the service over a 12 month period based on previous data. Anecdotally, SENDACT are reporting a reduction in the number of queries from schools regarding processes and paperwork in the last six months. There is a high probability this is directly related to the remit of the ISO.

Detail Proposal for expansion of the service agreed in principle, to be signed off at SLT May 2022

Funding

- On 19 Nov 2021, Schools' Forum approved a block transfer of 0.5% funding from the Schools Block to the High Needs Block for 2022/23. This equates to approximately £1.6million. In addition to this, in March 2022 the LA was notified that it has been accepted into the EFSA's "Safety Valve" programme, enabling Kirklees to access £34 million to address ongoing deficits within the High Needs budget.

The expansion of the ISO, enabling earlier identification of need and earlier support for children and young people with SEND is a key component within the overall SEND Transformation Plan. The funding outlined above is in place to address a number of areas within the SEND Transformation Plan, ISO being one of them.

Priority action: Transform the way we support children and families with SEND by providing more support early, starting this year with providing a new helpline for professionals and parents

Deliverable: Capital Plan sign off to achieve an increase in the number of places for children in special schools in Kirklees

Impacts and Outcomes

This action has been about scoping not implementation. Activities are described below

How much have we done?

All plans have been co-produced with the schools involved:

- Cabinet approval for rebuild of two existing special schools
 - In October 2021, cabinet approved a report entitled “Special Educational Needs and Disabilities (SEND) – Capital investment and rebuild of 2 Special Schools”. This report outlined the work which had been previously undertaken to develop and deliver a plan for the provision of special school places that will contribute to the long-term sufficiency of specialist provision as part of the wider SEND Transformation Plan. It proposed sites for rebuilding and replacing two of our existing special schools with the aim of enhancing and extending already good quality provision. The report requested approval to undertake detailed planning, engagement and technical studies and seeks delegated authority to progress in line with projected timescales.
- Additional plans underway to address sufficiency pressures for Children & Young People with SEND in Kirklees
 - Detailed sufficiency analysis has enabled further planning to ensure sufficiency of provision across the whole school system, from mainstream to special, using a graduated approach.
 - Later in 2022 statutory processes will be undertaken to request cabinet approval for the development of a number of SEND “Additionally Resourced Provision” bases, on mainstream school sites, ensuring increased places for CYP with all areas of SEND with consideration across all geographical areas of Kirklees.
 - Plan to pilot up to 4 “satellite provisions” from our existing special schools in 2022-23, creating further additional specialist places.
 - Much engagement has taken place across the school system to get us to our current position of receiving expressions of interest from schools who would consider having provisions on their sites. Decisions will be made around potential sites over coming weeks and then consultations will be issued.
 - Significant work has been undertaken to secure funding to realise our ambitious plans – we have recently been accepted into the EFSA’s safety valve funding programme which will support investment of £34m of revenue support over the next 5 years, with potential additional capital investment.
- A programme board is now in place, led by the capital delivery team and with representation from Children’s Services and the existing schools

How well have we done it?

This action has been about scoping not implementation.

Best Start

Priority action: Improve the number of places for young people to go

Deliverable: Increase the number of safe places for young people to go in their communities, by approving the Youth Places to Go grant scheme

Impacts and Outcomes

Unknown at the moment. However, we have developed good practice that can be followed by other grant providers.

How much have we done?

- 88 application forms sent out to date for grants scheme (deadline 31st May 2022)
- 80 organisations attended the launch event

Activities Undertaken:

Everything listed below has been developed in partnership via the workstream and other grant providers

- Branding – developed in partnership with children and young people
- Draft brief agreed with partners for town centre venues
- Engagement with Blueprint teams in town centres
- Briefings with elected members
- Mapping of community activities for children and young people
- Grant scheme:
 - Criteria agreed
 - Cabinet approval
 - Process defined and application form created
 - Financial and legal requirements agreed
 - Panel set up
 - Launch event

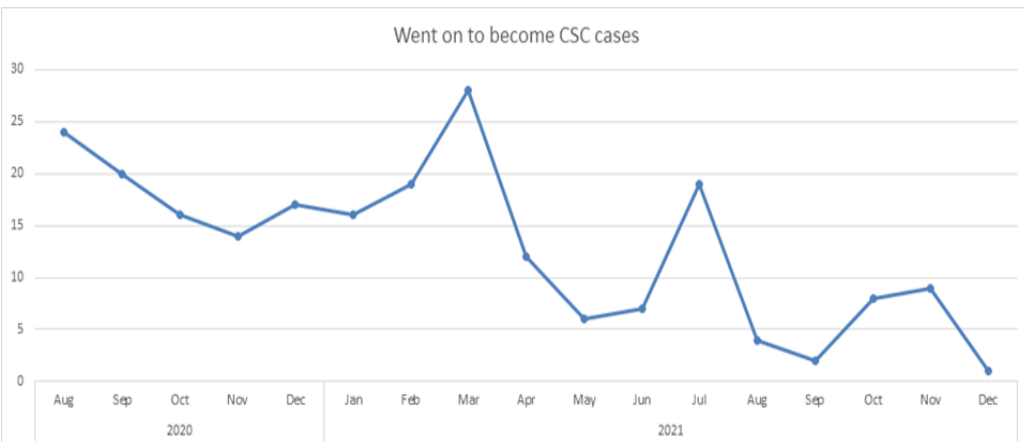
How well have we done it?

- For the launch event we provided application forms, guidance and recordings of a demo application was provided to support organisations. Feedback from those who attended the event including grant providers within the council and external partners was positive.
- Kirkcaldy College students presented branding designs in a Dragon's Den style meeting. Engagement was undertaken with diverse groups of children and young people through various groups and activities to develop and conclude the final branding.

Priority action: Improve the targeted Early Support available in local places this year

Deliverable: Provide support for families through our integrated Families Together Offer

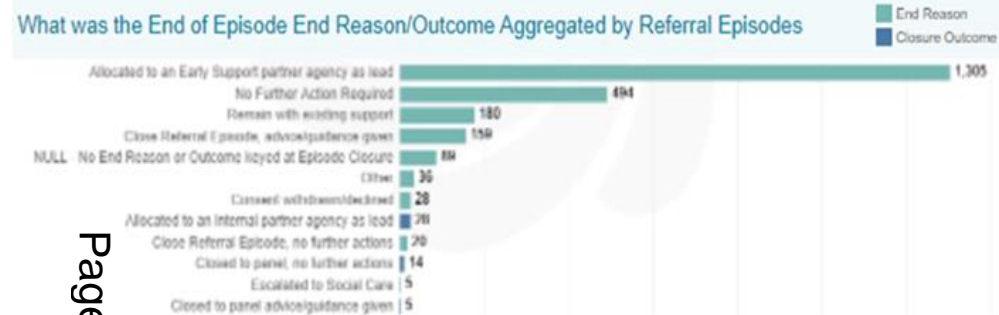
Impacts and Outcomes



We have prioritised establishing teams and promoting the ‘Families Together Offer’ adopted to support children/young people and families. The infrastructure to capture and support the work of the teams in Early Support is currently in development.

- 2437 children were referred into the Early Support Service during the year and were triaged by a Team Manager and received some form of early support either from an internal or external service.
- 2363 children had a referral episode closed to them during the year. All these children received some form of early support either from an internal or external service.
- 968 children had an Internal Early Support Assessment and TAF undertaken by a Family Support Worker.
- The numbers of “Step Ups” for Statutory Intervention is displayed in the table on the left and indicates number of children/ young people with an early support episode starting in the period which went on to subsequently become a CSC case at any time (Step Up). This includes those who became a CSC case during the Early Help Episode. The data is clear from August 2020- Jan 2021 21% of Early Help episodes stepped up to CSC. From Feb 2021- July 2021 this significantly falls to 9%. Overall, in the past 12 months this amounts to 12% of all Early Help episodes resulting in CSC assessment and intervention.

How much have we done?



ESMAP Process (Early Support Multi-Agency Partnership Meetings):

- 2,458 contacts were received into the service and 2,437 (99%) received a referral triage with a Team Manager. The graph shows the outcome of the referral episode this includes through ESMAP meetings and at triage stage.
- The data clearly displays the hard work that has been done through the Early Support External Consultant to support the upskilling of our key stakeholders to undertake assessments and targeted pieces of work with families. They currently account for 50% of referral outcomes.

HAF - Holiday Activities and Food Programme

- Free School Meal and additional vulnerabilities children and young people (aged 4 – 16) accessing 4 hours of enrichment activities per day during the school holidays that included a healthy nutritious meal. Provision was delivered at Easter, Summer, and December 2021.
- Total attendance at funded activities: 53,500. Total approximate individual children and young people attending: 13,375.

Priority action: Improve the targeted Early Support available in local places this year

Deliverable: Provide support for families through our integrated Families Together Offer

Continued...

How well have we done it?

The Early Support Service has identified that how we understand 'How Well and How Effective' our service activities are is still being developed. Whilst the service has recently undergone substantial changes and moved to an 'integrated place based Early Support, Families Together model', the priority has been to ensure that services are available to families and embedded within the community. As we progress further and with the development of 4 multi agency area partnership boards, the priority will now be given to ensuring that quantitative and qualitative information is collected and reportable on all areas of the service.

Data and evidence shows that more children and young people are being identified at the Front Door as benefiting from Early Support services and have been accessing the right service at the right time:

- The outcome of 'No Further Action' at the Front Door has seen a significant decrease (95%) from the first quarter of 2020 to the first quarter of 2021.
- The outcome of referrals to Early Support (directly to Family Support) from the first quarter of 2020 to the first quarter of 2021 has seen a 43% increase

The data confirms the number of contacts into Front Door that now progress to Early Help rather than Social Care has increased therefore decreasing the number of single assessments that end with no further action. The result is families are not put through unnecessary statutory processes; this was noted during the recent Peer Review of the Front Door as a strength.

From February 2021 the number of cases open in Early Support which are stepped up into CSC significant declines from 21% to 9%. This is clear evidence the improvement journey within Early Support's Family Support teams is positively impacting the quality of support families are receiving. Risks are being safely and effectively managed in Early Help services and families are not being moved across services therefore reducing unnecessary emotional trauma.

Priority action: Achieve outstanding Children's Social Care this year

Deliverable: Increase the number of children who are cared for in Kirklees by opening an additional children's home

Impacts and Outcomes

Service delivery has not yet commenced; however, the impact of the new provision, approach and staffing model will be to provide a safe, secure, and stable home for young people. This will support them to maximise their outcomes, in terms of wellbeing and resilience, as well as learning skills and educational outcomes, to prepare them for a confident, successful adult life.

How much have we done?

- We have purchased a character residential property in a semi-rural location for conversion into a new Kirklees Council Children's Home provision.
- Consultation with neighbours, residents, and elected members about the change of use of the property has been completed.
- Consultation with Ofsted about the registration of the property as a Children's home has been undertaken.
- Planning permission has been approved.
- A specification has been completed and implemented.
- The list of works required to meet the desired standard and statutory requirements has been agreed and approved.
- A contractor for the building works has been procured by tender and the contractor began work onsite W/C 17th January 2022, the initial estimated completion date was to occur in April 2022, however, complications meeting fire safety requirements has led to an extension of the completion date. We are still on target to open as a Children's home by October 2022.

How well have we done it?

We aim to provide a nurturing home environment, regulated by Ofsted which will support and help prepare young people to move onto the next stage of their lives. Young people will be provided with an environment and opportunities to help them develop and enhance their practical, social, emotional, and educational skills, to enable them to transition to live in a family setting or another appropriate care placement, or to achieve semi-independence successfully.

This provision has been developed in response to our sufficiency needs analysis. Being able to continue to live locally, whilst in the care of the local authority enables young people to maintain continuity of contact with their friends and family, and supports consistency in education, leisure activities and health care provision.

The provision of the new Children's Home is part of a wider transformation and modernisation programme of our homes for Children in Care in Kirklees.

Priority action: Achieve outstanding Children's Social Care this year

Deliverable: Improve the financial support to care leavers through the new Care Leaver and Staying Put policies.

Impacts and Outcomes

The following sets out what difference the refreshed policies have made:

- The refreshed Staying Put policy better supports both Carers and young people to stay living together after their 18th birthday.
- The refreshed financial policy provides additional financial support for young people to increase their opportunities to positively engage in Education, Employment and or Training.
- The policies move away from a 'one size fits all' set of rules. Personal Advisors are encouraged and enabled to think differently about how we support our young people to achieve their goals and ambitions and the refreshed policy provides this flexibility.
- Personal Advisors (PAs) have access to additional funding for the young people they are working with, which enables the PAs and young people can together agree how this will be used.

Feedback has been received from foster carers in relation to the Staying Put policy as it provides financial stability for carers and young people to remain within the family post 18.

How much have we done?

A series of briefings have been delivered to all staff in Children's Social Work Teams and included the fostering service and Independent Reviewing Unit (Independent Reviewing Officers and Child Protection Chairs). The briefing sessions provided information in relation to the new Support & Financial Guidance Policy for Care Leavers and the Staying Put Policy. A copy of the policy has been made available to all staff and foster carers. Easy read guides have been produced and 2 lead officers have been confirmed within the service. All staff within Children's Social Work Service were invited to attend the sessions. For those staff who were unable to attend they will have access to the recording of the briefing session and can contact the lead officers identified.

How well have we done it?

All staff have been informed of the new refreshed policy and it has been successfully implemented across the service

Best Start

Priority action: Achieve outstanding Children's Social Care this year

Deliverable: Improve our grading at the next social care inspection

Impacts and Outcomes

- The quality of contacts has improved and although there is still ongoing work with the team, we are ensuring referrals are safely and appropriately made to Children's Social Work teams with appropriate alternative pathways for all other referrals.
- The front door is well resourced with permanent and experienced staff, and the skill mix complements the offer and enables good decision making. The practice model is understood and owned by practitioners and partners and there is confidence the model, the ethos is embedded of having conversations at the right time leading to the right interventions
- There is a strong focus on direct work which is helping children develop relationships with their social workers. Social workers know their children extremely well. The majority of assessments are of a good standard with outstanding practice increasing
- Our Children with a Disability service has seen a significant improvement in performance and timeliness in completing of assessments and progressing of care plans and support packages for children and their families.

How much have we done?

- Our activity focus this period has been inspection preparation – collating Ofsted evidence library; ensuring all necessary documentation is up to date and refreshed where needed. Ensuring we have a strong narrative and can evidence we have addressed the areas outlined as needing further improvement in the 2019 inspection letter
- Continued focus on consistency and timeliness of recording, assessment and planning.
- The Service Development Plan (previously known as Improvement Plan) has been updated in draft.
- We have participated successfully in a regional funding application for COVID-19 recovery to the DfE in relation to our Mental Health in Families service. We have shared our COVID-19 learning from our Child Protection Conference service nationally through the DfE directed “What Works In Social Care” review. We were invited to spotlight our response to Child Protection conferences in a virtual environment in a national seminar. The process we adopted for the study included extensive mapping, consultation with partners through focus groups and exploration of activities undertaken. We also considered and reflected upon unintended consequences of the developing arrangements.
- A significant amount of work has been undertaken not only to improve the quality of data and development of the Liquid Logic case management system, but to use data and intelligence to continually improve performance, practice, and quality.
- The current Quality Assurance arrangements have been reviewed to further enhance our learning, support and challenge to all aspects of our performance, to ensure that we are delivering consistent, high-quality services. We have further embedded arrangements for Quality Assurance throughout Children's services, including focused audits for identified areas of potential development and focused practice learning days across the service. Interactive audits and challenge are undertaken with direct feedback on themes and areas for development identified.
- Reach across the KSCP subgroups and a presence in Executive partnership has increased breadth of understanding and accountability across Children's Service and partners, eradicating previously experienced silo worker and segregation.

How well have we done it?

The most recent Children's Services Analysis tool (ChAT) shows the majority of indicators travelling in a positive direction.



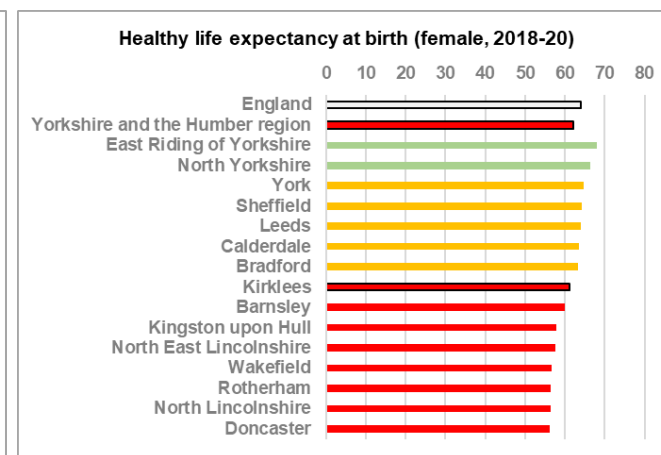
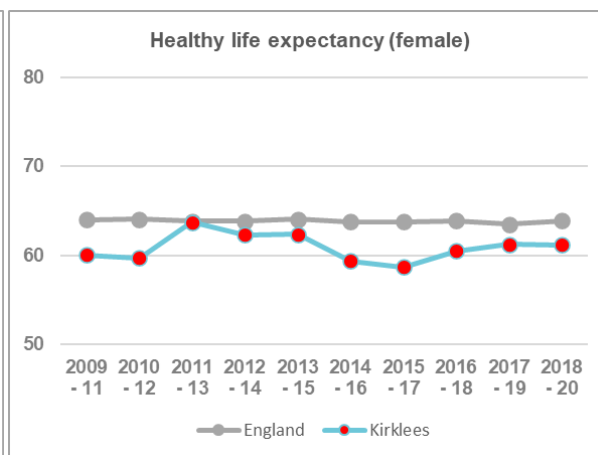
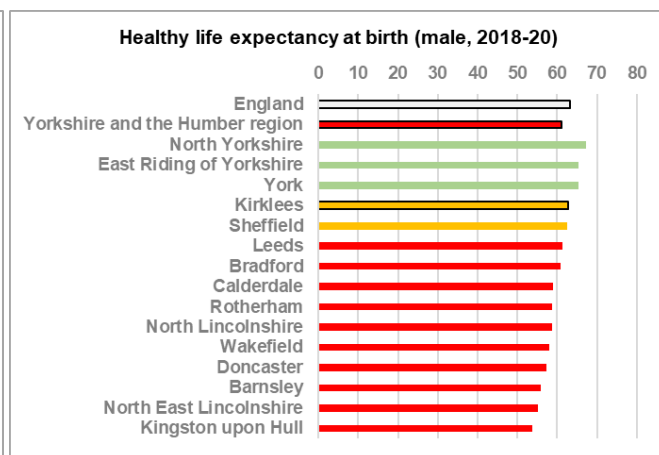
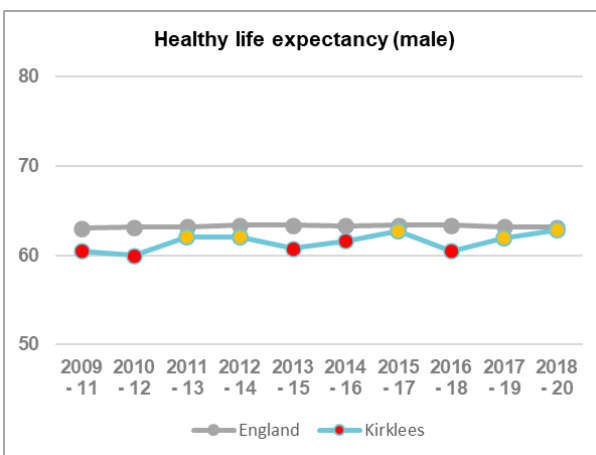
People in Kirklees are as well as possible for as long as possible

Outcome Definition

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.

Population outcome indicators ('tracking our progress')

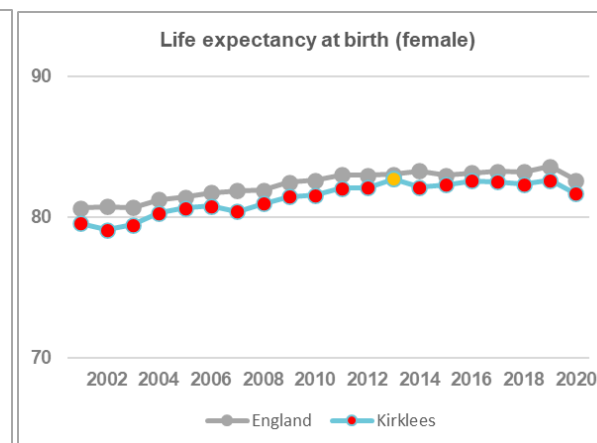
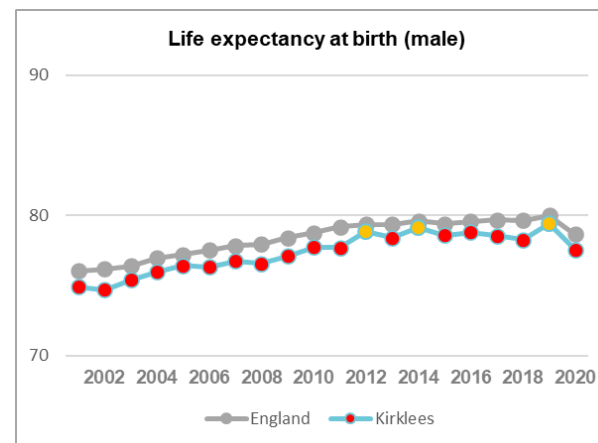
Healthy life expectancy



- Healthy life expectancy at birth in Kirklees has increased for males in the latest three-year period (2018-20). Kirklees is similar to the England average, and fourth highest in the region
- Healthy life expectancy at birth for females has remained the same in the latest three-year period, significantly below the England average and in the middle for the region
- Excess mortality resulting from COVID-19 can be seen in the 2020 single-year life expectancy figures, with life expectancy falling by almost two years for Kirklees males and falling by one year for females

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● Red shows significantly worse, ● yellow shows no significant difference, ● green shows significantly better



Priority action 1: Leverage the opportunities that come from working as a whole council and wider system rather than just those that come from being individual services

Deliverable: Build on existing joint working between the council, CCG and providers (with and through the new Kirklees Care Association) to support the sector to maintain and improve quality and adapt to a new longer term future

Impacts and Outcomes

- The maturity of the relationship between the Local Authority (LA) and the provider market has improved significantly through the work outlined below. There is a much better appreciation of internal and partner-related issues, and the LA has a better understanding of where providers are and the factors that influence them. For example, on the work around equipment, providers didn't realise the criteria and budget restrictions, and LA and CCG colleagues did not appreciate the attitude of some of the those involved in the equipment assessment process. This has now improved, and the Care Association is well placed to lead procurement of some types of equipment moving forward.

How much have we done?

- The Commissioning Partnerships and Market Development team have supported the care sector through one of the most difficult times in its history. The team has issued £18.6m to 190 providers across social care to support providers with staffing and other additional business costs, ensuring continued delivery of provision and staff having the capacity to deliver quality services to those in their care. Drawing on strong relationships, quality support for early intervention has been available throughout.
- The award-winning In2Care workforce team has been working across the sector to support recruitment and retention, shaping and developing with providers lean processes to convert interested individuals into interviews and subsequently appropriate roles. Their work across the sector gives providers the best chance of attracting and retaining high quality dedicated staff, other work around fees will also help retain that workforce.
- The LA, CCG and providers have worked collaboratively on: Asset and provision mapping; Diversification discussions; Fees and funding; The Care Association.
- Activities undertaken included: commissioning external expertise to build evidence and local options to develop local care markets; developing a local workplan and task groups; generating a range of products that provide greater insight and understanding of sector issues; providing a business case for developing a local Care Association; supporting development of the Kirklees Care Association (KirCA), in place since late 2021, with a CEO and support staff appointed.

How well have we done it?

- The care sector, particularly the care home sector started 21/22 in a state of extreme pressure; an emotionally drained and exhausted workforce had seen loss on an unprecedented scale. Care homes were at such low occupancy there was a risk whole chunks of the market would close. Providers and their leaders could have ignored the work mentioned above, but instead they got deeply involved in the external research and shaping the work programme, and then got involved in delivering the tasks.
- The care market remains in a state of flux; whilst there have been a very small number of closures the market exits that were feared have not been seen. Some 'right-sizing' still needs to take place and the work above has been focussed on ensuring that even if a care business has to close the asset and staff have the best opportunity to carry on in the wider care market.

Priority action 1: Leverage the opportunities that come from working as a whole council and wider system rather than just those that come from being individual services

Deliverable: Play a key role in Kirklees' placed-based partnership: a collaborative arrangement between the organisations responsible for arranging and delivering health and care services in Kirklees, supporting a system of mutual accountability for the improvement of Kirklees outcomes

Impacts and Outcomes

- The Government delayed the implementation of Integrated Care Partnerships until July 2022 to allow the necessary legislative changes to be completed, therefore no evidence of impact is available yet

How much have we done?

- We have worked closely with our partners across Kirklees and West Yorkshire to develop a new set of governance arrangements in readiness for the formal introduction on the Integrated Care Board on 1st July 2022.
- At both Kirklees and West Yorkshire level these arrangements started operating in shadow form in April 2022 to ensure we built on the significant progress over the last year in establishing an inclusive approach to planning and delivering health and care services.
- To support this we have developed a formal Collaboration Agreement that sets out how partners will work together.

How well have we done it?

- As the Integrated Care Partnership and Integrated Care Board will not formally come into existence until July 2022, no information on how well this new structure is performing is currently available.

Priority action 2: Advocate for citizens and communities as part of the development of new integrated health and care arrangements in Kirklees, particularly to reduce health inequalities

Deliverable: Embed co-production principles for service review and redesign. Co-produce the new Direct Payments Policy with citizens (people who use services and family carers) through embedding principles of power sharing and collaboration, choice and control

Impacts and Outcomes

- In Kirklees, some peoples' lived experience of taking and managing a direct payment is falling short of the intentions enshrined in policy. The principle is that people should be able to maximise the choice and control they have over the care and support they are entitled to. The review of the Direct Payment Policy is the first phase of how Kirklees Council will work in partnership with direct payment recipients in a mutually respectful and co-produced way.
- Co-productive work with local people has resulted in a new: Direct Payment Policy; Direct Payment Guidance; Third party agreement
- The next phase of this project will be to successfully implement the new policy, processes and practice in a way which continues to embed the principles of power sharing and collaboration, and which allows people to have more choice and control.

How much have we done?

- The Direct Payments Working Group has involved a diverse group of 15 people who draw on care and support, including representatives from younger and older age groups, people with learning and physical disabilities, people who draw on mental health services, and unpaid carers who draw on care and support.
- To date there have been 23 meetings (plus many additional conversations), five reflective sessions, and a staff survey which attracted over 60 responses.

How well have we done it?

Regular and positive feedback has been received from coproduction partners, including:

- *"I have found the experience positive and most rewarding."*
- *"It's been an honour to work on the Direct Payments review. The group works really well together and the trust has grown between people to a point where they feel safe to challenge and support each other. The approach of the officer has been key to the success of the project so far and I really value that that they have taken the time to listen and reflect on what has been shared."*
- *"Being involved in the coproduction work with the council has helped me increase in confidence. I have enjoyed bouncing ideas around with other professionals and service users. I hope that my continued contribution to the work will help me in any future employment."*
- *"I am really impressed with how open it has been, I have been able to share my experiences and contribute proactively to the policy review. I am confident that we can make a real difference with these documents and the work that comes after (hopefully!)"*
- *"Another productive meeting. It feels like we are really finding our feet now...it feels like this really is a new way of working, and I'm glad to be a part of it."*
- *"What went better than expected? Sustaining the principles of co-production, as a default setting, throughout the duration of each of the projects..."*

Priority action 4: Promote access to urban greenspace to increase physical activity and mental wellbeing through both high quality environments and the promotion of their use, particularly by those currently less likely to do so

Deliverable: Map existing and planned green space and improve access to those places as part of the Dewsbury and Huddersfield blueprints and Small Centre masterplans, working across directorates and with local communities

Impacts and Outcomes

- The masterplans are a long-term delivery plan and therefore it is not expected that this deliverable will be achieved within one year. It is too soon to see impacts and outcomes.

How much have we done?

- Greenspace mapping: Existing green space is mapped on Kompass. Within the Dewsbury and Huddersfield Blueprints new greenspace is planned and the designs for these areas are progressing. The Dewsbury Town Park includes a large new space with hard and soft landscape to the side of the Town Hall. Concept plans have been through a consultation phase with the public this year and are now progressing from concept design to detailed masterplan. The Huddersfield Blueprint includes several areas with new or improved greenspace. As part of this the Cultural Heart project represents the biggest new green space and is currently at concept design stage as part of a major master planning process for this zone of the town. St Peter's Gardens is the other major green space in the town centre and work has started on the design and consultation to define a scheme to improve this space to make it more attractive for all. A programme of works to public realm including greenspaces in other centres in the district is at concept stage and will include improvements to greenspaces that are integral to those centres, with good accessibility, under the small centres programme. Access to the spaces for pedestrians in the vicinity is a consideration in the design brief for all the above projects.
- Playable spaces: There are around 60 sites in various stages of development from early consultation through to final completion. These are distributed across the whole district and designed with a place-based approach to ensure provision is tailored to local requirements. New tree planting, general planting and additional natural features are being added to increase opportunities for biodiversity. We are one year into the full five-year Playable Spaces programme, with approximately 250 play areas in scope.
- Safer Streets: Funding for projects to improve safety of public spaces, with particular focus on females, led to new community activity at Greenhead and Crow Nest Parks.
- Make Space For Us: Yorkshire Sport Foundation research project with focus on teenage girls' barriers to accessing green spaces, using Ravensthorpe and Holroyd Park; findings should be available in June 2022 and will inform amendments to Holroyd Park.

How well have we done it?

- The Playable Spaces programme has successfully completed 19 site specific consultation exercises since launch, with responses from 734 residents. In general, the feedback received has been constructive and positive – enabling tailoring of designs where practicable to meet the needs of the local community. Place-based consultation and research conducted via Active Citizens and Place Officers has also been used to inform development of designs or further consultations regarding play.
- A Play and Inclusivity scoring assessment document has been developed to enable officers to score and assess sites before redevelopment and again once development has been completed. Moving forward, this scoring system will allow us to demonstrate the increase in Play Value and improvements in Accessibility that resulted from programme investment.

Priority action 4: Promote access to urban greenspace to increase physical activity and mental wellbeing through both high quality environments and the promotion of their use, particularly by those currently less likely to do so

Deliverable: Use mechanisms such as the Place Standard tool and the Current Living in Kirklees survey to gain a better understanding of why particular communities do and don't access green space

Impacts and Outcomes

- The push scooting pilot programme supports physical activity and mental wellbeing, encouraging the overall school community to promote push scooting as a sustainable active travel mode alongside walking and cycling. Push scooting is included as an effective intervention as part of 'Modeshift Stars' (travel plan framework for schools). A final evaluation report for this pilot is expected by December 2022.
- Elected members and stakeholders will be working together to identify active travel opportunities and to ensure barriers experienced at each place (informed by data and local insight) are in view and are being addressed. The interventions to be implemented are currently being identified, therefore no impact can be demonstrated yet.

How much have we done?

- Around 6,200 people completed the CLiK Survey in Nov-Dec 2021; data is currently being analysed and will inform this programme going forwards.
- The Kirklees Young People's Survey includes questions on active travel and perceptions of place. The survey closes at the end of July 2022.
- Push scooting pilot programme: This was delivered in over 50 Kirklees KS1/KS2 schools, engaging over 7000 pupils in activities.
- Place Partnerships Active Travel Fund: Opportunities to support elected members and place based communities to implement suitable active travel behaviour change interventions and small scale infrastructure works have been identified, using data intelligence and local insights gathered via the CLiK survey and Place Standard tool.
- Spatial planning for healthy places: Health Impact Assessments (HIAs) are carried out for all major development proposals that are likely to have a significant impact on the health and wellbeing of the local communities, or particular groups within it, to identify measures to maximise the health benefits of the development and avoid any potential adverse impacts. Over the period 2021/22, eight HIAs and 17 hot food takeaway applications have been received and responded to by Public Health.

How well have we done it?

- Some very positive feedback has been received from pupils taking part in the push scooting pilot. Further details will be provided once the evaluation is completed.

Priority action 5: Work with KAL to promote physical activity and wellbeing interventions among communities least likely to use existing KAL resources

Deliverable: Work closely with KAL and their senior management team to understand the partnership we need to deliver the ambitions in the KAL Commission, which will set the direction of travel, recognise the significant financial investment in KAL by the council and set out how more people who are currently inactive can become active, in ways that are interesting and acceptable to them

Impacts and Outcomes

- KAL do not routinely collect demographic data, but they have been requested to do so going forwards. KAL are also partnering with the University of Huddersfield for an **external impact evaluation** of their work to be developed, which will help to show the difference made.

How much have we done?

- KAL have made strides in this area, however the more pressing issue of finances has taken precedence. Additionally, the lingering challenges from COVID-19 still impacts KAL in terms of membership and, until recently, also their capacities.
- The KAL Commission was re-branded the KAL Partnership Framework, and signed off in Summer 2021. It encourages KAL to do more to support groups who are inactive and / or under-represented, and some progress has been made in that respect.
- KAL have initiated the Exercise Referral Scheme, First Steps to Fitness, Fit Mums (a programme aimed at ladies who are pregnant and / or who have recently given birth), and are developing other pilots including Falls and Trips, and a cancer prehab/rehab scheme.
- Regular meetings take place with KAL to understand what is happening on this agenda.

How well have we done it?

- KAL's customer survey has just been undertaken, which will give an update on customer satisfaction.
- KAL report that fitness membership (at 85% of pre-COVID-19 levels) and swimming lessons (at 90% of pre-COVID-19 levels) have recovered faster than anticipated.
- Family attractions are also performing well.

Priority action 6: Build on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and sense of belonging

Deliverable: Build on the capacity that community champions and volunteers have brought to supporting people with mental health issues during the pandemic response, helping to create more place-based capacity and ensure that access to support is easier, more timely and culturally appropriate

Impacts and Outcomes

- **Increasing vaccination uptake:** Following the work of Community Champions, the inequality gap in uptake between the most and least deprived areas in Kirklees reduced from 35% to 32% (July to October 2021). From July to October 2021 the biggest percentage increase in uptake was seen in Pakistani/British Pakistani ethnicities (+7%). This increase equates to over 2,300 additional vaccinations in Pakistani ethnicities across Kirklees, evidence of the life-saving impact of Community Champions.
- This work has also had an impact on the **Champions** themselves: “Through this project I felt more connected to my community... I now demand that kind of connectivity.”
- It has also increased the impact of voluntary organisations and **collaborative working:** “...Being a part of the Champions project has meant that our input as an organisation has been amplified.” “The project has definitely strengthened links between community organisations.” “The Local Authority wants everyone to be safe and the public want better service. Working together we can work something out and help to influence policy and shape services.”

How much have we done?

- Over 8,500 residents had a conversation with one of our 78 Community Champions. Champions spoke to individuals on numerous occasions to help overcome barriers to the vaccine, building confidence and working at the individual’s pace. These conversations were not just about the vaccine, but about the individual as a whole, and Champions were well-placed to signpost and support individuals around other needs.
- 58 Voluntary and Community Sector organisations were involved in the Community Champions project, working with Black, Asian and Minority ethnic communities, individuals with physical and learning disabilities, carers and vulnerable adults. Alongside conversations, social media, community newspapers and radio stations were used.
- Champions identified concerns about mental health within their communities and were able to access mental health training. Community members were also linked to bereavement support sessions. As Champions were from the communities they were dealing with, their natural cultural sensitivity enabled them to support individuals with mental health issues without any associated stigma.

How well have we done it?

- Over 40 case studies are available, with many more quotes from individuals impacted by the work of Community Champions.
- Emergent themes included:
- Continuous support and reassurance (Pakistani lady with underlying health issues, conversations took place over a period of time); Overcoming anxieties (individual with learning disabilities afraid of Covid and fearful of the vaccine); Challenged and informed conversation (Individual from the African Caribbean community, conversation was about more than just the vaccine, “politics of race and access to health care”); The power of changing one mind (“*I wasn’t going to have the vaccine but you changed my mind. Not only that but I have convinced my friends and family to do the same*”); If it wasn’t for you... (“*If it wasn’t for you guys asking me everyday and telling me the facts about the vaccine or even how important it is to get it done, I wouldn’t have got it, so thank you*”)

Priority action 6: Build on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and sense of belonging

Deliverable: Commence the Health Check Pilot that will work to engage with people who have been previously invited for a health check, but not taken up the offer. This will result in the early identification of issues such as diabetes and hypertension among those individuals at greatest risk

Impacts and Outcomes

- In 80% of those taking part in the Health Check Pilot a health issue was identified, e.g. high blood pressure, high cholesterol, or diabetes.
- One case study demonstrated that as a result of the Health Check, a gentleman had reduced his salt intake, reduced the amount of bacon and bread he was eating (he had a cooked breakfast everyday pre-Health Check). His self-reported mental wellbeing has subsequently improved, and he has lost weight. He is now undertaking mindfulness, his blood pressure is now in the normal range, his total cholesterol has reduced, his Q-risk (his cardiovascular risk) has reduced. He is now food prepping with his daughter.
- Further case studies and storyboards will be gathered.
- Qualitative and quantitative data is being collected, and will be independently evaluated by the University of Huddersfield in November 2022.
- Follow up conversations are being held with participants by Wellness Coaches. Early indicators are that we are seeing positive behaviour change, and participants are engaging with the Wellness Service in the longer term as a result of the Health Check.

How much have we done?

- 450 people have undertaken a Health Check in the community (between November 21 and March 22)

How well have we done it?

- To ensure active and responsive engagement:
 - Resources have been developed in 5 languages
 - Sessions were delivered in local venues in response to insight gathered

Priority action 6: Build on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and sense of belonging

Deliverable: Implement the Exercise on Referral (ERS) Scheme, which recognises that there is a significant cohort of people requiring specialist exercise supervision due to existing co-morbidities, as well as the impact of COVID-19. The scheme will enable clients to be supported in various other ways, for example with addressing smoking or alcohol use

Impacts and Outcomes

- The University of Huddersfield will be supporting KAL by analysing the impact of the Exercise on Referral Scheme. The full picture on this will not be available until after the 12-month follow up has been completed, with reporting expected in Spring / Summer 2023.

How much have we done?

- Initial reporting will be due in June but KAL report that an average of 15 people per week are currently being referred, with further pushes to boost this due once KAL have recruited an additional staff member.
- The scope of the ERS was agreed, including sharing the scope and the test referral platform with stakeholders for comment / feedback. Internally, the Wellness Website was expanded to include a secure online referral link for medical professionals, with the process documented and then signed off by Information Governance to ensure GDPR compliance.
- A slight delay in obtaining GDPR sign-off meant that referrals started in December 2021 rather than November.
- KAL recruited staff to deliver the programme, and have started to take referrals since December 2021. Further promotion of the scheme to GPs is being prepared and will be circulated imminently.
- Monitoring and evaluation will be carried out by KAL, with the University Of Huddersfield providing independent assessment of impact. The nature of the scheme means that the first of this feedback is unlikely to be available until Spring / Summer 2023 as it includes 12-month post ERS follow-up.
- Regular meetings between Public Health and KAL take place as part of the extended roll-out and support.

How well have we done it?

- Initial reporting will be due in June which will help to demonstrate how well the scheme is performing.

Priority action 6: Build on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and sense of belonging

Deliverable: Pilot an approach to tackling obesity within the council's Wellness Service that focuses on healthy behaviours such as movement, good quality nutrition and good mental wellbeing, rather than on weight and BMI

Impacts and Outcomes

- Improvements in ONS scores (measure of life satisfaction, happiness and feeling things are worthwhile) between pre- and post-intervention; variance excellent at +1.6
- Improvements in WEMWBS scores (measure of emotional wellbeing); variance outstanding at +4.8
- Patient activation improvements:
 - Prior to attending course, 72% were a little able to manage their health and wellbeing, 28% were quite able
 - After attending the course, 28% were a little able, 72% were quite able
- As a result of attending the course, clients are using relaxation techniques (80%), have improved mental wellbeing (50%), have improved understanding of own behaviours (40%), think more positively (40%) and eat more mindfully (40%).
- Health markers 3 months after course: Systolic BP variance = -7; Diastolic BP variance = -3; HbA1c variance = -4; Total cholesterol variance = -0.62

How much have we done?

- The course structure and content was created between July – Sept 2021. The team worked alongside Healthwatch during this phase and delivered focus groups where individuals helped inform the design of the course name, content and structure.
- In Sept 2021, the course was delivered internally to Wellness and Community Plus staff members, which provided further feedback ahead of launch.
- The first 6-week virtual course launched and was successfully delivered in November 2021.
- Between January and April 2022, two further virtual courses have been successfully delivered, using participant feedback to continuously improve the programme.

How well have we done it?

- The average satisfaction score has been excellent at 4.9 out of 5



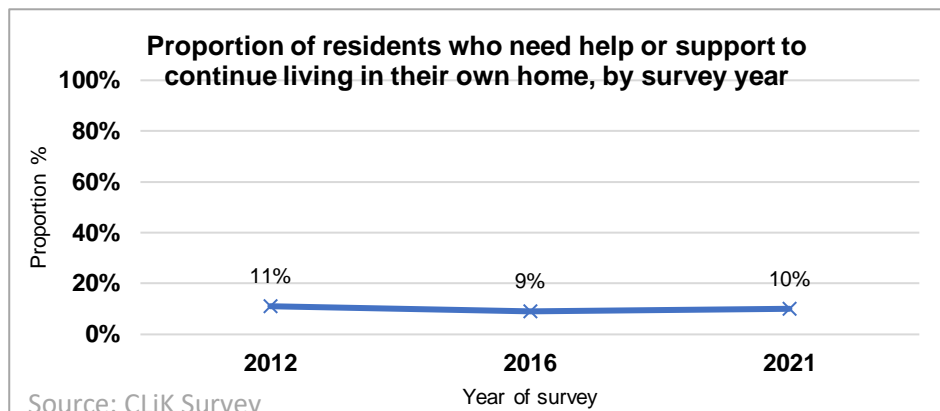
People in Kirklees are independent and have control over their lives

Outcome Definition

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.

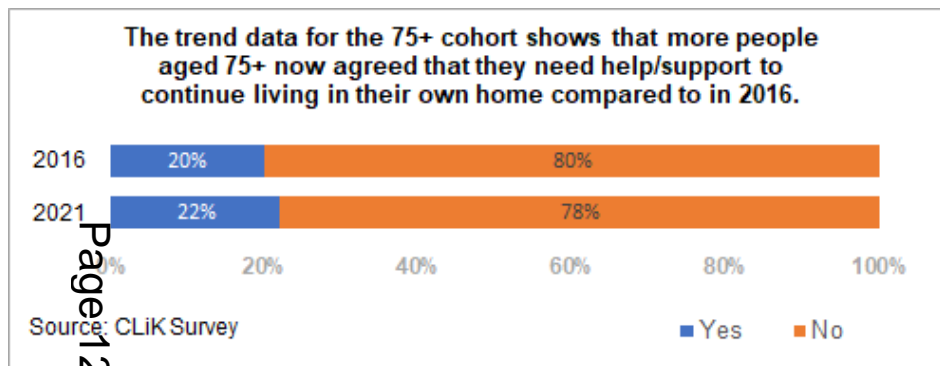
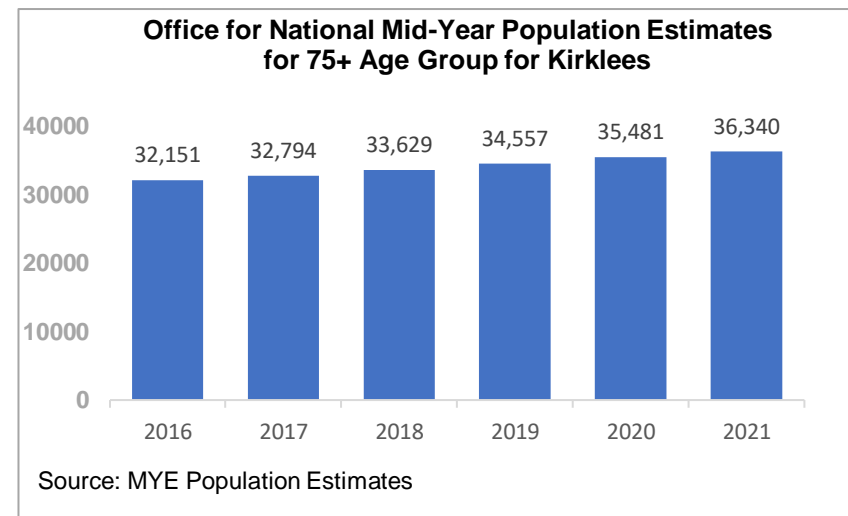
Population outcome indicators ('tracking our progress')

Indicator 1: % of people who need help or support to continue to live in their own home



Overall about **10%** of people who responded to our latest CLiK Survey said that they need help or support to continue living in their own home. This remains consistent with previous years.

- People aged 75 and over are more likely to have support needs to continue living in their own home (22%). Although this is similar to the proportion seen in 2016, there has been a large **rise in that population group (+13%)** during the same period. Through a continued focus on enabling people to remain independent, the number of people we support to live at home has been increasing rapidly year on year. We have a well-developed reablement service and a proactive urgent response offer enabling us to provide early intervention and support.



- People living in the most deprived areas (quintile 1 = 15%) are more likely to need support compared to people living in less deprived areas of Kirklees.
- More people in Dewsbury West and Heckmondwike wards said they need support to continue living in their own home (16% for both) compared to other wards in Kirklees.

Priority action 3 (under Well outcome in Council Plan): Create a sustainable care market including alternatives to residential care through the development of extra care housing etc., and staff working conditions that more closely reflect the value of their role

Deliverable: Develop a broader range of accommodation and support offers including micro-enterprises, new supported living arrangements and extra care housing

Impacts and Outcomes

- Insufficient progress on this deliverable to demonstrate impact/outcomes
- Accommodation will contribute to the stock of affordable housing in Kirklees, targeting those most in need including those living below the poverty line
- Residents will live in affordable safe, secure and more energy efficient homes (e.g. Abbey Road retrofit scheme)
- Other complementary pieces of work that will help to tackle inequalities e.g. Older People from Ethnic Minority Housing Needs & Perceptions Study carried out last year, will assist the council and its partners in providing a truly inclusive housing and support offer, meeting the needs of all older people across the district and helping Kirklees to build a strong, lasting legacy of belonging for all local communities to feel proud of

How much have we done?

- September 2021: Planning Permission Granted
- Supported Living scheme at St Pauls Mirfield is still in progress but not yet on site, discussions are ongoing between the provider and the council
- Ten homes started on site in 2021/22 are bungalows for people over 55; two will be adapted for people with limited mobility (but not classed as supported housing)

How well have we done it?

- Insufficient progress on this deliverable to demonstrate how well this was done
- Tenants will complete the annual STAR (satisfaction of tenants and residents) social housing survey
- Results from the 2022 STAR survey will be available in the summer of 2022; the 2021 survey showed 68% of tenants were satisfied overall with the service (a decrease on previous years, in part due to the COVID-19 pandemic)

Priority action 3 (under Well outcome in Council Plan): Create a sustainable care market including alternatives to residential care through the development of extra care housing etc., and staff working conditions that more closely reflect the value of their role

Deliverable: Build 50 affordable 'Extra Care' homes at Ashbrow, Huddersfield, with a further 50 at Cleckheaton

Impacts and Outcomes

- Insufficient progress on this deliverable to demonstrate impact/outcomes
- When built, the 'Extra Care' homes will contribute to the stock of affordable housing in Kirklees, targeting those most in need including those living below the poverty line
- These are self-contained flats with design features and care and support services available to enable self-care and independent living
- Tenants will have access to regular wellbeing checks, and intended outcomes include improved mental health and wellbeing, and reduced social isolation

How much have we done?

- Ashbrow Extra Care scheme Platform works complete Spring 2022
 - Contractual issues and increased construction costs on Ashbrow Extra Care scheme (50 units) have impacted delivery. Platform works for the Extra Care scheme is complete and the current estimate for completion of the scheme is late 2023.
- Cleckheaton Planning Permission granted January 2022
 - Public Rights of Way on site at the Cleckheaton Extra Care scheme (80 units) have impacted delivery. The current estimate for start on site is Autumn 2022 and the estimate for completion is Autumn 2024.

How well have we done it?

- Insufficient progress on this deliverable to demonstrate how well this was done
- Residents living in the new Ashbrow 'Extra Care' scheme will complete the annual STAR (satisfaction of tenants and residents) social housing survey Results from the 2022 STAR survey will be available in the summer of 2022; the 2021 survey showed 68% of tenants were satisfied overall with the service (a decrease on previous years, in part due to the COVID-19 pandemic)

Priority action 1: Create inclusive communities in which the design of housing and the built environment actively promotes the independence of older people and people with a disability

Deliverable: Explore emerging models of accommodation that facilitate independence, care and support. Engage with communities to inform place-based intelligence regarding current provision and gaps

Impacts and Outcomes?

The internal collaboration around the issue is much more effective than it was even a year ago, the strategy covering children, adults with care needs and other vulnerable adults means there is a common view of the issues, and an agreed set of objectives that are required across all accommodation markets. However, as above the strategy is in its early stages so impacts on people lives outside of the great business as usual work that happens to support people to live independently is yet to be tested.

How much have we done?

The work so far has been predominantly secondary research based and preparing for place level engagement. Building on the OPEM (Older People from Ethnic Minorities) research that took place has influenced the direction of travel for aspects of the place-based engagement. Developing the strategy took time and effort during the first part of the reporting period.

The strategy was then consulted upon, this engaged a range of professional groups from providers, developers, partners and internal services to test and reflect on the aims and themes of the strategy in a post pandemic specialist accommodation market.

Assimilating the range of national and local data into simple profiles has taken place, these have developed KLOE for place-based engagement work.

Provider diversification discussions – This was particularly aimed at care home providers where other care and support models and types of provision have been outlined in one to one and group conversations.

We have undertaken a number of site suitability reviews where data, modelling and local intelligence are brought together to test a potential site being used for a particular care group and are developing baseline profiles of geographic areas locally, starting with the four community hub areas and exploring subsets of data where there are ward and LSOA insights which need to be considered as we shape specialist accommodation.

Independent

Priority action 1: Create inclusive communities in which the design of housing and the built environment actively promotes the independence of older people and people with a disability

Deliverable: Explore emerging models of accommodation that facilitate independence, care and support. Engage with communities to inform place-based intelligence regarding current provision and gaps

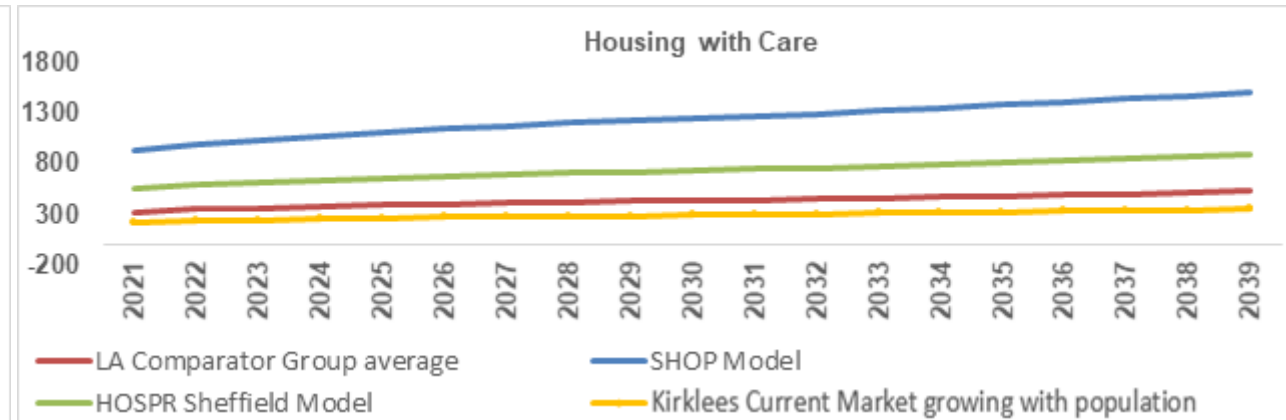
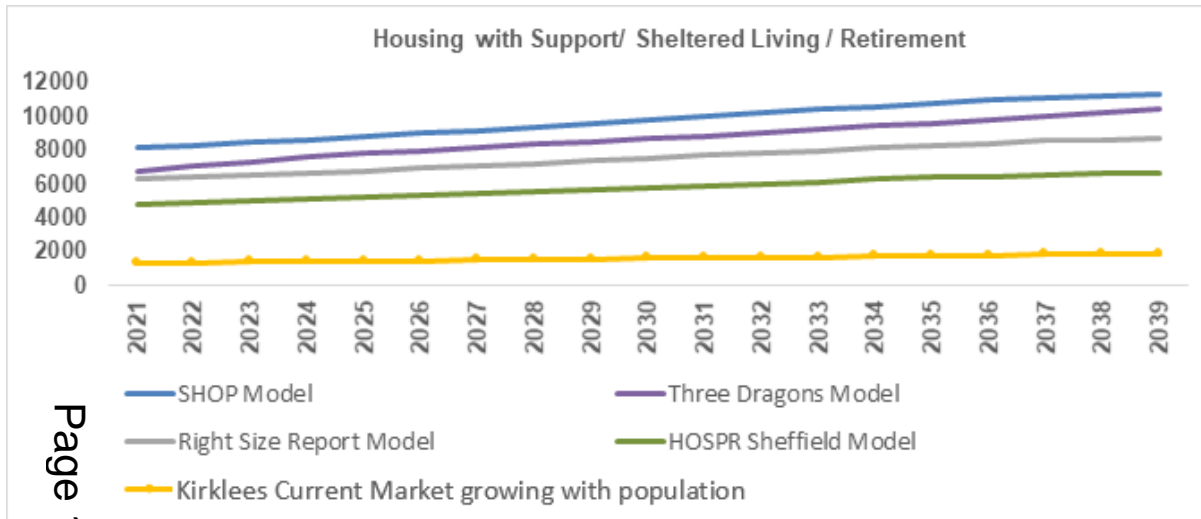
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How well have we done it?

The work is in an early phase, the strategy covers the period to 2030 and gauging quality will be difficult in the short term. The strategy document itself has been well received but delivery will of course be the test of its effectiveness.

There are a number of tools that can help understand potential future demand for accommodation support, they are summarised below and have been applied to the local population across each of the groups covered by this strategy.

These models are likely to be significantly modified as a result of the actions of the strategy. In terms of numbers of units Kirklees trails behind comparators and national models. This gap will continue to grow over the coming years. The local plan to develop 500 units of housing care would put us above comparators and below the HOSPR model. Housing with Support, sheltered and retirement should be looked at alongside housing with care, there have been instances locally where a more rounded retirement model would have potentially better suited people who have ended up in local extra care.



SHOP - (Strategic Housing for Older People) tool from Housing LIN

Housing for older people supply recommendations (HOPSR) Model from Sheffield Hallam University with Cambridgeshire LA's

Right Size Model - Kirklees Comparator Group Model

Independent

Priority action 2: Review and make improvements to the adaptations policy and process

Deliverable: Support people to live independently and with dignity by implementing people-centred service delivery. Map processes and compare to national best practice models, then revise processes and implement an appropriate policy.

Impacts and Outcomes

This project is at a very early stage, so evidence of impact is limited for the timeframe covered by this. Intermediate impacts evident in mid-April 22 include:

- Confidence in a positive outcome from the independent review remains high – based on feedback from working group members
- Good levels of engagement in the review by council colleagues and delivery partner representatives invited to participate in the process workshops – evidenced by at least 41 of the 71 people invited to participate accepting 1 or more workshop session invites (with time still available for acceptance number to rise further)

Reason for Project Delay

- Agreeing to undertake a longer review process (12 weeks rather than 5 weeks) on the basis of the response to the review tender, informed by good practice and a desire to ensure 'buy-in' and involvement of all relevant council teams and delivery partners

How much have we done?

- 1 consultant appointed to carry out the independent review of home adaptations provision
- 6 working group meetings held (by the end March 22)
- 2 key stakeholders identified for 1:1 interview with the consultant as part of the review
- 13 service user / community of interest groups identified to support citizen and provider involvement during and after the review process (covering a range of groups including carers, people with learning disabilities, people with visual impairment, people with Autism, people with disabilities, people affected by mental health, parents of children with additional needs)
- Over 70 colleagues invited to participate in process workshops as part of the review process

How well have we done it?

- High level of satisfaction (across the project working group members) with the outcome of the procurement exercise, and subsequent appointment of Foundations to carry the independent review of home adaptations provision
- High level of confidence in the quality of Foundations (as a national body with considerable expertise and influence in this area of work) across council teams involved in the review process and the working group members

Independent

Priority action 3: Continue to develop the library service, including investment into the library estate

Deliverable: Continue the capital development programme to ensure the library estate provides inclusive and accessible services and spaces

Impacts and Outcomes

A six month evaluation has highlighted the importance of the library services to the local community. Feedback has been excellent regarding the children's stock, people recognising that it reflects the local community, and the cohesion library services.

The three capital development schemes Heckmondwike, Mirfield, Holmfirth libraries will contribute to town centre development/regeneration including growing community resilience and capacity which will help embed our place based working ambition. Success of these three schemes that have been coproduced with elected members, the community and other services leading corporate initiatives such as small town centre schemes, and corporate landlord place based working, will see the libraries as thriving venues in the heart of these places where our residents can access services above and beyond borrowing books. Council, voluntary/community and a wide range of stakeholders include businesses will share the spaces available and ensure that accessibility and inclusivity for all the community is paramount resulting in outcomes delivered being appropriate to the place.

How much have we done?

- Opening of new library building at Birkby and Fartown – inclusive engagement has led to a well-used library by the community.
- Phase 1 – Redesign/Rebuild of Mirfield, Holmfirth and Heckmondwike libraries –the completion of the works on these three libraries will extend beyond March 23, but the redesign phase will be complete by June 2022. The delay is due to changes in extent of works, identification/assessment of wider options, consideration of integration into wider schemes than initial timescale was based on. Rebuild milestones to be confirmed once re-design phase is complete and capital allocation granted.
- Accessibility assessments and action is currently on track to be completed by Mar 23 across all other libraries.
- General repair, maintenance and improvement program for all other libraries has a delivery timescale of 3-5 years and is separate to above.
- Birkby and Fartown activities – 64 events to help with social isolation, ESOL, literacy and mental health, responding to community needs identified from the community engagement.
- Working with the Community Cohesion team to support refugees and asylum seekers including arrivals from Ukraine

How well have we done it?

Feedback following a visit by the DCMS (Department for Digital, Culture, Media & Sport) Library team was very positive.

"We loved visiting the new library at Birkby Fartown. What a great example of how new design principles to support diverse needs can be used in libraries to create a fresh, flexible, and welcoming space for the community. And we could see the ambition from staff and local volunteers to really maximise the potential of the space and the resources in it"

Independent

Priority action 1: Continue to develop the library service, including investment into the library estate

Deliverable: Use our library estate to support and enable partnerships based in the heart of communities to embed place-based working and the role of libraries as community anchors

Impacts and Outcomes

Library Services continue to increase visits, events, lending and digital offer after the significant downturn during the pandemic.

We have received some great feedback from people who use our services.

“I lead a small Book Group for the visually impaired who would normally meet monthly at Huddersfield Library. I have had lots of lovely chats over the year covering all sorts from book discussions and recommendations to new hobbies and holiday memories! “

“I really enjoy autobiographies; it has really helped me get through this.”

“I had to go into hospital last week, so I took some of the books from box (Aspire wellbeing package) with me for something to do.”

How much have we done?

- Partnership work: We provide a range of resources, develop partnerships (approx. 400 different partners) and reach out to those who can't easily access the service e.g. Books and IT provision, loaning digital devices, Home Library Service.
- **440,276 total visits** to our libraries this year (Covid affected)
- **1,083,730 Items loaned** (physical and digital)
- Libraries have become 'Libraries of Sanctuary' - Libraries of Sanctuary is one stream within the City of Sanctuary UK movement which aims to build a culture of welcome and place of safety for people seeking sanctuary from conflict, persecution, and environmental issues. To support this movement, Kirklees Libraries work to be safe, neutral, spaces that are accessible to all, with staff and volunteers trained to understand the issues faced by sanctuary seekers and able to provide them with a warm, friendly welcome, signposting and support.

	2019/20	2020/21	2021/22
Book Issues Physical	1,017,724	196,526	638,622
E-book Issues	61,128	158,120	121,824
PressReader Articles Read	354,266	4,671,625	10,159,855
PressReader Issues Read	76,338	273,539	323,342
New Members	13,362	4,432	11,158
Visitor Figures	1,324,683	18,243	440,276
IT Sessions	155,436	778	43,256
Events	8,224		2,173
Online interactions	-	58,798	490,513
Volunteering Hours	41,818	924	12,753

Priority action 1: Continue to develop the library service, including investment into the library estate

Deliverable: Use our library estate to support and enable partnerships based in the heart of communities to embed place-based working and the role of libraries as community anchors

Continued...

How well have we done it?

By using our Overdrive collection to read and listen to books our users have saved themselves over £108 each since the first national lockdown in March 2020. In comparison with figures from 2019-20 the number of people using Overdrive has increased by 94%, with the number of copies borrowed increasing by 254%. Similarly, magazine and newspaper readers were able to save over £185 each by using Pressreader while usage saw a 90% increase in users and a 326% increase in issues opened.

Over the whole year, Kirklees Libraries saved Kirklees residents a figure in excess of £2 million. These figures have been reached by looking at the numbers of readers and issues for each title, along with the average price to buy of the most popular e-audio and e-book titles, magazines, and newspapers, and represent average savings per person.

We donated over 5000 books to care homes, residential and nursing homes, sheltered housing, children's homes, community settings, local organisations, and partners across Kirklees. The books gave the opportunity for escapism and relaxation, while also supporting children and families who were home schooling.



Outcome Definition

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 is accessible and relevant to needs and opportunities, both now and in the future.

Population outcome indicators ('tracking our progress')

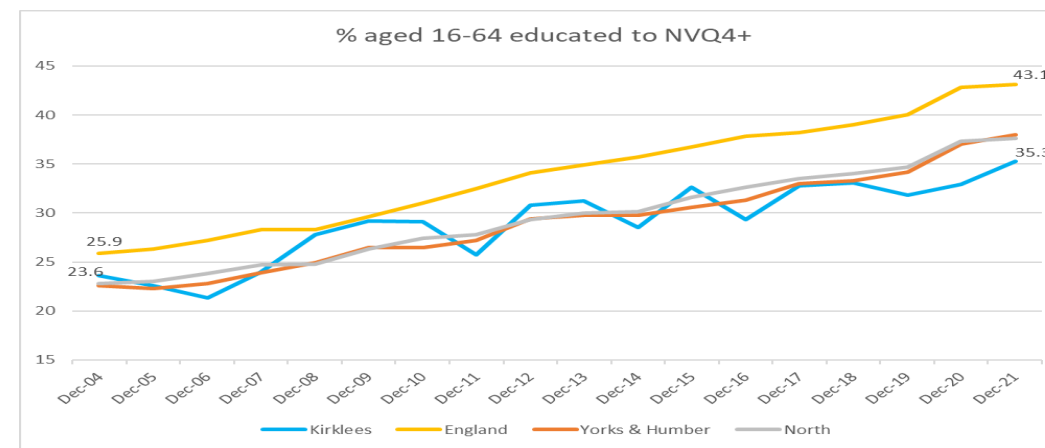
Performance at the end of Key Stage 4 (at end of GCSEs)

Average Attainment 8 Score	2019 Kirklees	2020 Kirklees	2020 England	2020 Difference to England	2020 National Rank	2020 National Quartile	2021 Kirklees	2021 England	2021 Difference to England	2021 National Rank	2021 National Quartile	2021 Yorkshire & Humber
All children	45.3	48.6	48.0	0.6	97	C	49.5	50.9	-1.4	95	C	49.1

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.

In 2020/21, the average Attainment 8 score of all pupils nationally in state funded schools was 50.9 points, in comparison Kirklees was 49.5 points. Since last year, the average attainment score in Kirklees has increased to 49.5, from 48.6 points. This is a 0.9 increase from last year and equivalent to the England all schools average increase of 0.9 (48.0 to 48.9). When comparing by Region, Yorkshire & Humber saw an average Attainment 8 increase of 0.8 points over the last year. In Kirklees, the Attainment 8 increased by a slightly faster pace (0.9 points).

Adults qualified to level 4 or above (i.e. equivalent to a BTEC)



95,300 Kirklees residents aged 16-64 were qualified to Level 4 or above in 2021, 35.3% of the adult population. This is up from 89,400 (32.9%) a year earlier. This 7.3% annual increase in the proportion of people with degree level qualifications is significantly larger than the 0.8% increase seen across England as a whole over the same period. However, there remains a large gap between attainment in England and Kirklees. With 43.1% of adults educated to NVQ4+ in England, the gap currently stands at 7.8 percentage points, despite the recent narrowing. Looking over the longer terms shows this gap has widened substantially since 2004, when 23.6% of Kirklees adults and 25.9% of those in England were educated to Level 4 or above.

Priority action 1: Improve learning outcomes for all our children, particularly those where the attainment gap is the widest

Deliverable: Develop approaches that support young people who have been impacted by the pandemic, through the Kirklees Futures work which has seen a Learning Strategy for the borough adopted by the council's Cabinet, and will co-produce plans for action

Impacts and Outcomes

Average Attainment 8 Score	2020 Kirklees	2020 England	2020 Difference to England	2020 National Rank	2020 National Quartile	2021 Kirklees	2021 England	2021 Difference to England	2021 National Rank	2021 National Quartile	2021 Yorkshire & the Humber
SEN Support	32.6	36.4	-3.8	129	D	31.6	36.7	-5.1	141	D	33.9
Educational Health & Care Plan	13.1	15.2	-2.1	101	C	15.1	15.7	-0.6	83	C	15.1
FSM Eligible	38.9	38.6	0.3	48	B	38.6	39.1	-0.5	60	B	37.6
Children Looked After	22.3	21.4	0.9	67	B	30.1	23.1	7.0	12	A	52.2

- The government published local authority data for GCSE results for 2020 and 2021 but not individual schools' data. The data shows an improving picture. In 2021, the percentage of pupils achieving grades 5 and above in English and Maths in Kirklees increased to 50%, this is an increase of 1.9% since last year.
- Ofsted reports from September 2021 will give an indication of the evidence of impact of school improvement work on pupils.
- Impact on future outcomes for all learners, including those with the widest attainment gap, will come as a result of the resumption of national testing in the summer of 2022. An educational outcomes report will be provided which will include detailed analysis of the impact of the work to reduce the attainment gap and tackle inequalities.

How much have we done?

Co-production of the Learning Strategy known as '**Our Kirklees Futures**' received cabinet approval in October 2021. This aligns with the ambitions of the **SEND Transformation Plan** to support and challenge schools to ensure best outcomes for all learners, with a clear focus on vulnerable groups.

In Autumn term 2021, there were 120 visits in total to 68 schools undertaken by Kirklees Learning Partners with school leaders from the Autumn Term of 2021. 43 of these have been planned School Improvement visits. In addition, support was provided for Headteacher recruitments, Headteacher performance management meetings, and facilitation of school to school networks. Examples of these networks include: Primary, Secondary and Special School Heads meetings, Leaders of learning, Deputy Heads, New Heads, Primary Maths, Primary English, Science, SENDCO, Faith and SACRE, Early Years and Early Careers teachers.

29 online courses, conferences and networks were delivered in the Autumn term, examples including: Kirklees and Calderdale Religious Education Conference, Secondary Data and Assessment network, Knowing the data in your primary school, Special Educational Needs and Disability network meeting, New to Year Six English and maths, Early Years and Foundations Stage network meeting and Appraisal and competency for School Governors.

How well have we done it?

Feedback from network meetings, courses and Kirklees Learning Partner visits indicates a strong element of satisfaction. This is further indicated by the large number of schools wishing to continue with the network package from the Learning Support Service for the following academic year.

Continued...

Impacts and Outcomes

Exclusions	2017/18	2018/19	2019/20	England 2019/20	Yorkshire & Humber 2019/20	Difference to England 2019/20
Suspensions	5.9%	6.1%	4.1%	3.8%	5.4%	-0.4%
Permanent exclusions	0.11%	0.10%	0.08%	0.06%	0.06%	-0.14%

Primary School Absence	2017-18	2018-19	Autumn 2019	Autumn 2020	Eng Autumn 2020	Difference to Eng Aut 2020
Authorised Absence	3.0%	2.9%	3.3%	2.6%	2.6%	0.0%
Unauthorised Absence	1.1%	1.1%	1.0%	1.0%	1.0%	0.0%
Persistent Absence	8.7%	8.8%	11.7%	9.9%	9.9%	0.0%

Inequalities

Learners with Special Educational Needs (SEN) have the widest group difference than national, with those on a Educational Health and Care Plan (EHCP) suspensions at 14% (national 12%), and permanent exclusions at 0.1% (in line with national 0.1%). Learners with **SEN support are higher than national in both measures**, at 15% for suspensions (national 11%) and 0.3% for permanent exclusions (national 0.2%).

Secondary School Absence	2017-18	2018-19	Autumn 2019	Autumn 2020	Eng Autumn 2020	Difference to Eng Aut 2020
Authorised Absence	4.0%	3.9%	3.8%	3.8%	3.9%	-0.1%
Unauthorised Absence	1.5%	1.6%	1.5%	1.5%	1.8%	-0.3%
Persistent Absence	13.4%	13.6%	14.0%	15.3%	16.3%	-1.0%

How much have we done?

The Local Authority encourages a clear message that schools must seek advice and support from Ethos Academy Social Emotional and Mental Health (SEMH) outreach service or Educational Psychology before moving to exclude a child or young person.

The increased in suspensions and permanent exclusions are being addressed in the **SEND Transformation Plan** through the inclusion strand underpinned by the **Our Kirklees Futures Learning Strategy**.

With the full reopening of all schools, attendance was a clear focus. The ambition for all learners to have access to an excellent local school, which they regularly attend, is one of the key visions of **Our Kirklees Futures**.

How well have we done it?

The exclusion rate for all pupils is generally **in line** with national for suspensions and permanent exclusions for

2019/20. Absence rates are **in line** with or lower than national figures.

DfE warning: Covering the 2019/20 academic year, this year's data includes the start of the pandemic when, from 23 March, school sites were closed for all but those children of critical workers and vulnerable children, with others being educated remotely. Permanent exclusions and suspensions were possible throughout the full academic year but comparisons to previous years should be treated with caution.

Priority action 2. Produce an Employment & Skills Strategy

Deliverable: Develop an Employment and Skills Strategy and ensure it aligns with the Learning Strategy, to support with the transition into post-16 education and progression into the world of work

Impacts and Outcomes

- The collaborative process of producing the plan has created stronger partnerships to support its delivery. The plan proposes a series of new partnership-based actions, and a new collaborative approach to oversee the delivery of those actions.
- Although not yet in delivery, the plan outlines a series of measurable indicators to track progress. These cover both the delivery of support (e.g. number of apprenticeship starts/completions; number of digital skills courses completed) and appropriate impact measures (proportion of population educated to level 2 or 4; unemployment rates).
- Further work is ongoing to ensure the plan fully reflects the needs of groups facing inequalities and the narrative in the plan highlights the inequalities in the employment and skills system.

How much have we done?

- The plan draws on feedback from over 250 local businesses and education providers as well as key stakeholder engagement.
- Stakeholders include representation from further and higher education, work-based learning, employers from sectors of local strategic significance, business representative organisations, the voluntary sector, the local authority, and local government agencies.

How well have we done it?

- The plan is the product of extensive engagement and input from partners, including input on the draft strategy from October 2021.
- Both the scale of engagement, and other external factors such as COVID-19 mean production of the strategy has extended beyond original timelines but is not due to be complete in July 2022.



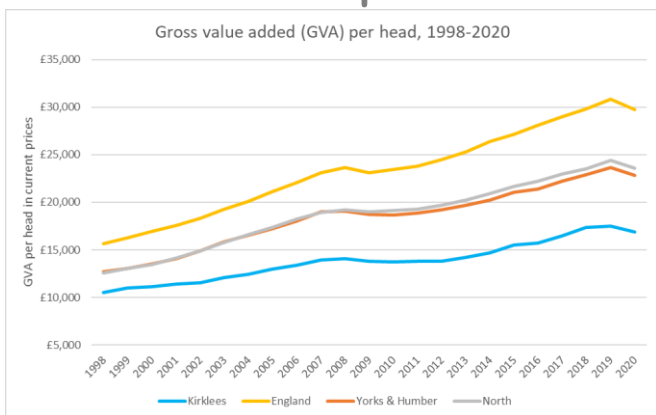
Sustainable Economy - Kirklees has sustainable economic growth and provides good employment for and with communities and businesses.

Outcome Definition

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.

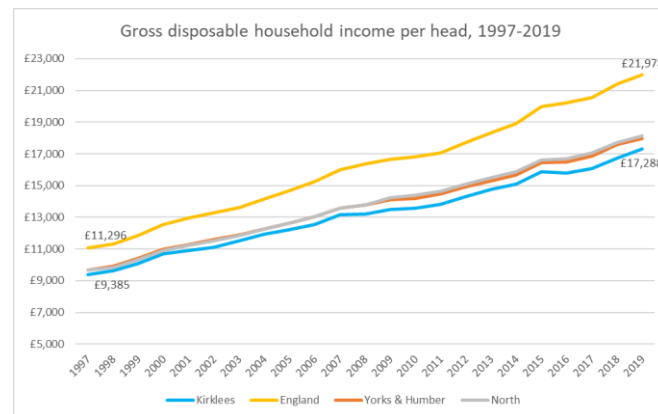
Population outcome indicators ('tracking our progress')

Gross value added per head



- Economic output, measured by gross value added (GVA) was £16,853 in Kirklees in 2020. This is down 3.8% on 2019, with economic output across most parts of the UK falling through the COVID-19 pandemic.
- The fall in Kirklees was slightly larger than across England and Yorkshire & Humber, both of which saw 3.5% falls.
- Note that these numbers do not include the impact of inflation. When the more widely used measure of GDP including inflation is used, Kirklees' output per head fell by 12%. Again, this is higher than in England (11.%) and Yorkshire & Humber (11.6%).
- The falls in activity through COVID-19 disrupted the recent trend of steady growth in output per head in Kirklees. However, this growth has not narrowed the gap to the England average, with output per head currently 43% below national levels in Kirklees.

Gross disposable household income



- Gross Disposable Household Income (GDHI) per head in Kirklees has increased from £9,441 in 1997 to £17,288 in 2019. This represents an 84.2% increase. Over the same period England has seen a 98.9% increase.
- The gap narrowed slightly in 2019, when GDHI increased by 3.3% in Kirklees and by 2.5% in England. However, the gap has widened over the longer term. In 1997, GDHI per head in Kirklees was 85% of that of England. By 2019, that had widened to 78.7%.
- This indicator suffers from significant lag, and represents a pre-pandemic position. The latest national data shows that rising inflation, at 9% in April 2022, is considerably outpacing wage growth (currently at 4.2% excluding bonuses), meaning wages are currently falling in real terms.

Priority action 1: Mobilise an accelerated delivery programme for the Cultural Heart

Deliverables: 1. Develop and agree Strategic Outline Case (Gateway 1) clarifying all delivery arrangements and outline costs to assure accelerated delivery.
2. Develop and agree Outline Business Case (Gateway 2) including preparation of outline planning application and costed development proposal.

Impacts and Outcomes

- The Strategic Outline Case has been developed and approved by Cabinet, enabling the process to continue to Gateway 2 – development of the Outline Business Case.
- Work is ongoing on the Outline Business Case. This includes working on the design and masterplan and associated costed development proposal.
- The anticipated progress is being made towards having the information ready for the July/August Cabinet meeting, in preparation for a planning application to be submitted in the Autumn.
- Consultants supporting the development process are committed to delivering social value activities through their work.

How much have we done?

- The project is progressing through the agreed development process, with the support of consultants.
- Since the approval of Gateway 1 in November 2021, substantial internal consultation has been undertaken with teams such as Highways, Planning and Finance.
- Alongside this, costs have been reviewed, soft market testing has taken place with potential venue operators, and a contractors' briefing day was held to promote the opportunities arising from the project.
- A major consultation programme has been planned and collateral developed. Phase one of the consultation will launch in late May and will introduce key stakeholders and local communities to the feasibility design and seek their feedback. A further phase of consultation will follow in the summer ahead of submission of a planning application in the autumn.

How well have we done it?

- The development of the Strategic Outline Case, and approval to move to Gateway 2 has been completed on time and within the Cabinet approved budget.
- The public consultation provides an opportunity for stakeholders to provide their views on the proposals and progress to date. The Gateway 2 sign off process and beyond will also provide Cabinet and other internal stakeholders with opportunities to input on the plans as they develop.

Sustainable Economy

Priority action 2: Undertake a masterplan exercise for the Station 2 Stadium Enterprise Corridor

Deliverable: Complete masterplan, highlighting opportunities for business expansion within a regenerated corridor. Commence works on the University of Huddersfield health innovation campus.

Impacts and Outcomes

- The Station 2 Stadium Enterprise Corridor project remains in the masterplanning stage, as such impacts and outcomes have not yet been quantified. This will form part of forthcoming phases of work.
- Similarly, the Health Innovation Campus scheme is still in development, and is led by University of Huddersfield. Precise outcomes have yet to be specified.

How much have we done?

- Work is progressing on the development of the Masterplan. Consultants have been appointed to support the work. A baseline review has been undertaken, along with stakeholder events. The transfer of land between the Council and the University has been completed to enable the Health Innovation Campus. Outline planning consent has been granted, and a detailed application is awaited.

How well have we done it?

- A lack of market interest delayed the appointment of consultants for the Station 2 Stadium masterplan, however this is not expected to delay the overall process beyond the original July 2022 completion date.

Priority action 3. Approve business cases for the Dewsbury Town Plan

Deliverable: Business cases for Dewsbury Town Plan approved by the Department for Levelling up, Housing and Communities ready for delivery

Impacts and Outcomes

- Projects remain in the development stage so no impacts have been delivered to date. The process of submission of business cases to government is critical in ensuring funding is secured to deliver the Town Plan.

How much have we done?

- 4 project business cases have been completed and approved by the Stage Gate Forum and Town Board Chair. These have been submitted to DLUHC, with a further one in the process of being reviewed.
- The remaining 4 business cases are going through the assurance process with a view to being submitted to DLUHC by the end of June 2022, in line with original timescales
- The Project Assurance Team (PAT) has been developed to review business cases, with representation from legal, procurement, financial and project management colleagues. The PAT provide robust input, direction, and challenge prior to submission of the business case to the Stage Gate Forum Members

How well have we done it?

- A lack of market interest delayed the appointment of consultants, however this is not expected to delay the overall process beyond the original July 2022 completion date.
- The PAT process is designed to provide assurance that projects are robust and meet required specifications and objectives prior to submission.

Impacts and Outcomes

- Projects remain in the development stage so no impacts have been delivered to date. The process of submission of business cases to government is critical in ensuring funding is secured to deliver the Town Plan.

How much have we done?

- 4 project business cases have been completed and approved by the Stage Gate Forum and Town Board Chair. These have been submitted to DLUHC, with a further one in the process of being reviewed.
- The remaining 4 business cases are going through the assurance process with a view to being submitted to DLUHC by the end of June 2022, in line with original timescales
- The Project Assurance Team (PAT) has been developed to review business cases, with representation from legal, procurement, financial and project management colleagues. The PAT provide robust input, direction, and challenge prior to submission of the business case to the Stage Gate Forum Members

How well have we done it?

- A lack of market interest delayed the appointment of consultants, however this is not expected to delay the overall process beyond the original July 2022 completion date.
- The PAT process is designed to provide assurance that projects are robust and meet required specifications and objectives prior to submission.

Sustainable Economy

Priority action 4 . Submit an innovative bid for Batley to the Levelling Up Fund

Priority action 5. Funding awards for Holmfirth and clear arrangements for remaining towns in South Kirklees.

Priority action 6: Approve inclusive investment proposals for Heckmondwike, Cleckheaton and Batley.

Deliverables: Levelling Up Fund Round 2 submission, making the most of partner contributions and delivering place-based investment for Batley.

Undertake Place Standard engagement activities to inform investment priorities for Holmfirth, ensuring delivery meets community aspirations.

Identify and agree projects, based on engagement activity.

Impacts and Outcomes

- Given the project remains in its early stages, precise outcomes have yet to be identified, though if successful, the bid will secure funding to deliver substantial improvements to Batley town centre with the knock on positive effects to the people and businesses in the area.
- In Holmfirth, Heckmondwike, Cleckheaton and Batley the Place Standard work is being used to help inform the development of the small centres masterplans, to influence the development of the town centre over the next 10-15 years.
- The research is helping local people to identify areas that can be improved within their town centre which will guide the plans.
- Further project development will identify the impacts projects will have on Holmfirth, with benefits expected to be delivered over the medium term.

How much have we done?

- Work undertaken to draw up options for inclusion in the Batley LUF bid, with consultants appointed to support the bid submission.
- The Holmfirth Place Standard consultation has been completed and the draft summary is being shared with the community.
- Initial Place Standard consultation undertaken in all 3 areas and the summary report back from Batley completed.
- While the focus in early 2022 is the 4 small centres (including Holmfirth) some contact has also been made with other communities in South Kirklees, for example, Marsden.

How well have we done it?

- The summary reports were delivered slightly later than planned in spring 2022 and are now complete.
- The Place Standard work has identified key themes which are now being shared with the community. Based on the masterplan a hierarchy of projects will be consulted on with the public and projects agreed to be pursued.

Sustainable Economy

Priority action 7. Develop an Inclusive Procurement Strategy

Deliverables: Develop a first draft of an Inclusive Procurement Strategy. Undertake a social value assessment of our procurements as part of the Inclusive Procurement Strategy.

Impacts and Outcomes

- The procurement strategy is still in development. A social value assessment of procurement activity will take place once the strategy is finalised.

How much have we done?

- A draft procurement strategy has been produced and is scheduled to be presented to Cabinet in July 2022.
- The strategy is the result of consultation with stakeholders on key themes and contents

How well have we done it?

- Future work will be undertaken to monitor the progress and impact of the strategy as it is implemented.

Priority action 8. Establish a strong and innovative destination marketing strategy and team for all of Kirklees.

Deliverables: Launch a new website and app for Creative Kirklees as phase one testing of destination marketing platforms.

Impacts and Outcomes

- The impact of the new applications will be measured once launched.

How much have we done?

- The new website has been developed, and the app created. It is currently being tested within the team who will manage content.
- The aim is to soft launch/market test with a group of regular site users in May.
- This will be followed by the roll out of a teaser marketing plan and plans for a full launch in mid-June.

How well have we done it?

- The site development has been internal and with specific users. The launch of the site will then give us a picture on customer usage and engagement. The existing site continues to be used, therefore demonstrates positive outlook for the revamped and replaced website.

Priority action 8. Establish a strong and innovative destination marketing strategy and team for all of Kirklees.

Deliverables: Produce a Tourism Strategy to establish priorities for development and marketing of the Visitor Economy in Kirklees.

Impacts and Outcomes

- The strategy and 3 year delivery plan draft will be done by June, with plans for Cabinet approval in late 2022, early 2023.

How much have we done?

- Phase 1 industry and stakeholder consultations completed in Feb/March 2022. Over 490 individuals and organisations engaged through online surveys, telephone consultations and 1:1 meetings. Stakeholders included tourism businesses, elected members, business associations, public sector agencies, and community groups. The findings were summarised in a research report submitted early April.
- Phase 2 work to develop an ambitious, achievable and inclusive placemaking strategy commenced in April. This will aim to:
 1. Define a set of collective values that drive behaviour and draw people to Kirklees bringing out the quality of life appeal
 2. Define the competitive strengths and opportunities for Kirklees
 3. Define what makes a great visitor experience in Kirklees

How well have we done it?

- The work has produced a clear outline that is being worked into a draft strategy, with clear objectives moving forward.

Priority action 8. Establish a strong and innovative destination marketing strategy and team for all of Kirklees.

Deliverables: Plan the programme for the Year of Music 2023 and establish the tourism infrastructure required to ensure that this cultural initiative provides a quality visitor experience and increases Kirklees' profile globally.

Impacts and Outcomes

- The impact of the Year of Music will be evaluated as it takes place in 2023.

How much have we done?

- Extensive consultation has taken place with the sector from individual meetings, stakeholder groups (including working groups of community RepreZent, Classical, Festivals, Venues, Heritage and an internal Council representatives group). A planning “design sprint” event called the Pollinator held at Dewsbury Town Hall (7 April) with 95 delegates from across Kirklees and the region, including 22 young people (16 – 25).
- Conscious Youth Consultation with over 650 young people (aged 16 – 25) from across Kirklees – final report due mid May 2022.
- The Music Partnership Board continues to meet bi-monthly to advise and act as critical friend to the project; membership by voluntary commitment x 10 members including Qaisar Mahmood as Chair.
- Appointed an Artistic Programmer for the Year of Music 2023, Project Officers, and an Executive Producer to develop a robust programme, budget and evaluation frameworks for the Year of Music project overall. Projects are being developed in partnership with the sector, and some level of funding has been achieved including Arts Council Grant to support Pollinator and R&D work and Volunteering Futures bid to DCMS.
- Strategic Leads in Education (Shape North Ltd) and Health & Wellbeing (Hoot Creative Arts) appointed and working to develop programme of events and longitudinal interventions for KYOM23 programme.
- Local PR firm WildPR engaged and initiating social media build for project during the “Tuning Up” year of 2022.

How well have we done it?

- Engagement throughout this planning phase has gone very well, with direct conversations, focus groups, working groups, and reaching out to non-music sectors such as with health partners, business, communities and faith groups, through leaders in those areas.
- We have worked with the right partners to reach and engage with key groups and have appointed experts in fields to act as the conduits and champions for the area.

Priority action 9. Implement delivery arrangements for the whole West Yorkshire Transport Fund programme.

Deliverables: Deliver a rolling programme of West Yorkshire Transport Fund schemes over the next 10 years, with phased delivery of schemes.

Impacts and Outcomes

- The council has recently started to deliver the first major WYTF schemes (A62 Smart Corridor and Huddersfield Southern Corridors).
- At this stage it is too early to confirm the detailed monitoring and evaluation of these schemes but all schemes are subject to business case development which assesses their benefit to cost ratio in accordance with Government guidance published on this matter and all schemes represent value for money and planned benefits which outweigh currently expected costs.

How much have we done?

- All the major transport projects involve numerous multi-service/multi-stakeholder (internal and external) project management activity, engagement/public consultation, detailed design and analysis work, the preparation and submission of planning applications and business case submissions to draw down external funding.
- All projects are subject to impact assessments as appropriate.
- Work delivered this year includes:
 - A wide range of project feasibility work.
 - Major public consultations and engagement exercises on all the WYTF schemes.
 - Business case development and submission for externally funded transportation investment to the WYCA.
 - Major procurement and legal work in association with the construction and delivery of the A62 Smart Corridor scheme.

How well have we done it?

- The completion of each major stage of these infrastructure projects culminates in an externally audited business case by WYCA in order to proceed to the next stage of the process (including an assessment of likely scheme delivery, costs and the adequacy of public consultation). All submitted business cases in 2020/21 were approved by WYCA. The WYTF programme has also been assessed by relevant Scrutiny committees.

Priority action 10. Resolve the council's strategic concerns on the Trans Pennine Upgrade so our communities' needs are included in Network Rail's investment programme.

Deliverables: Negotiate with Network Rail to resolve the majority of the council's concerns on the Trans Pennine Route Upgrade (TRU) Transport Works Act Order. TRU Transport Works Act Order granted and conditions/agreements in place during TRU construction to protect our communities' needs.

Impacts and Outcomes

- These activities will provide the framework for the Council to protect and manage many of the risks and issues which will be created for our communities through the supported large scale investment in rail infrastructure, including town planning, environmental protection/health, biodiversity/climate change, highways and highway network management, waste services and wider environmental and heritage implications.

How much have we done?

- Council objections discussed with Network Rail resulting in agreed planning conditions, work flow processes to mitigate risks/issues on an ongoing basis and signed legal agreements to ensure council objections were met as far as possible.
- A significant number of workshops and meetings were held with Network Rail and multiple teams/services across the Council to identify individual risks/issues, ensure appropriate processes/mitigations could be achieved and for the legal agreements to be agreed.

How well have we done it?

- The end result of the negotiations with Network Rail are enshrined in legally binding and sealed legal agreements between Kirklees Council and Network Rail to the satisfaction of legal advisors for both organisations and also the satisfaction (through the TWAO public inquiry process) of the Government Planning Inspector appointed to determine the TWAO application on behalf of the Secretary of State for Transport.



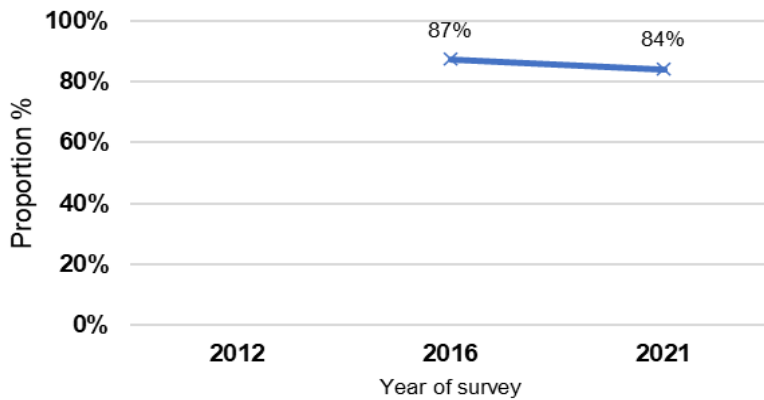
Safe and Cohesive: People in Kirklees live in cohesive communities, feel safe and are protected from harm

Outcome Definition

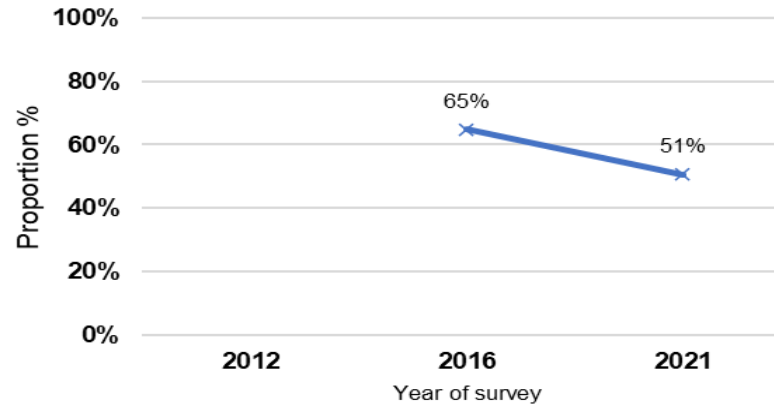
We want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district.

Population outcome indicators (“tracking our progress”)

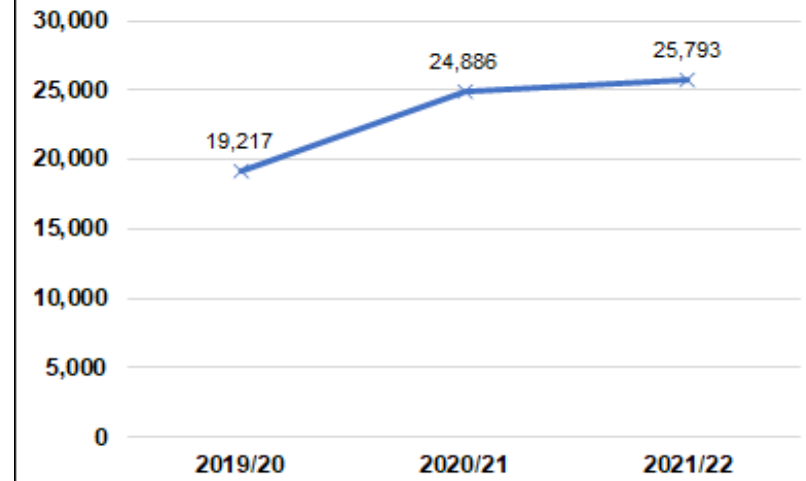
Proportion of residents who agree that they feel safe when outside in their local area during the day, by survey year



Proportion of residents who agree that they feel safe when outside in their local area after dark, by survey year



Recorded Crime in Kirklees



- Younger residents aged 16 to 34 were the least likely to agree that they feel safe in their local area after dark (39%)
- 36% of residents living in the most deprived areas (quintile 1) said they feel safe in their local area after dark. Feeling safe after dark increases as deprivation decreases
- Females were significantly more likely say they feel unsafe in their local area after dark (34%) compared to males (22%). Feeling unsafe after dark has increased by 14% in females and 8% in males since 2016

Priority action 1. Tenant safety: agree and implement tower block replacement/renewal and refurbishment programme.

Deliverable: Complete high rise fire door programme.

Impacts and Outcomes

- Completion of the fire door programme has made living in high rise blocks safer for tenants. It offers greater assurance about safety, helping to reduce anxiety and improve wellbeing.
- Further work is needed to understand the impact on customers with different characteristics, and to ensure appropriate systems are in place to manage and validate fire safety data.

How much have we done?

- **198 doors fitted** to same number of homes predominantly single households some of whom are vulnerable. 17 tenancies are for temporary accommodation housing homeless people who are awaiting an allocation of permanent housing
- Specified doors, engaged with suppliers to procure the door, carried out 20 test installations given the complexity of fitting new doors into existing door openings to ensure compliance with new regulations, engaged with tenants and elected members before fitting the doors, temporarily decanted some tenants into hotels due to drying time for wet trades and coordinated on site work ensuring tenants were kept informed

How well have we done it?

- The high rise fire door programme was fully complete, but a missing specification detail was identified resulting in a need to return to complete remedial work to some doors. The procurement of communal corridor doors proved problematic and caused delays but contractor on site now installing the doors.
- Time and capacity pressures have led to some details being missed and risk has been escalated to the strategic director, the Building Safety Assurance Board, the Housing Advisory Board and the portfolio holder. The costs of the fire door programme have risen as a result of the need to go back and add the architrave detail and added a cost of £150k.

Priority action 1. Tenant safety: agree and implement tower block replacement/renewal and refurbishment programme.

Deliverable: In line with the Cabinet's approval to remediate, refurbish and redevelop the high rise blocks, and having tendered the works in July 2021, let the contract to carry out the fire safety works to Harold Wilson Court and deliver the appropriate interim fire safety measures to Buxton House.

Impacts and Outcomes

- The works will improve tenant safety and wellbeing, but further work is needed to quantify this with a particular focus on the impact on tenants with different characteristics.

How much have we done?

- The contract for Harold Wilson Court has been delivered in line with the Council Plan. The compartmentation works to Buxton House will be on hold until the delivery strategy is reviewed in relation to both the remaining compartmentation works as well as the wholesale refurbishment plans approved by Cabinet in July 2021.
- **48** fire doors fitted – same number of tenants temp moved into hotels on a floor-by-floor basis. Specified the doors, procured supply, conducted test installations, agreed installation methodology, engaged with tenants and elected members.

How well have we done it?

- The contract for Harold Wilson Court has been let in April 2022 and we are now in the pre-contract services agreement stage. The delay was due to the tender period being extended at bidders' request as well as staff capacity issues which continue to challenge delivery.
- The fire doors at Buxton House are fully complete but compartmentation works have been put on hold since further investigation has identified stock condition issues – leaking roof and damp and disrepair in some of the flats – which have a bearing on the sequencing of works.

Priority action 2: Support our communities to live well together by developing an Inclusive Communities Framework that this year will introduce a new way of working with communities to keep everyone safe

Deliverable: Co-produce a partnership Inclusive Communities Framework to help to achieve safe and cohesive outcomes by providing a guide on how to put principles into action. Set out a framework for responsibility and accountability for how all partners contribute to the building blocks of inclusive communities

Impacts and Outcomes

- An inclusive community values all its members and creates the conditions in which all people can thrive, engaging actively with their community.
- Three design circles have been held one with a focused on measures and impact. The framework will provide guidance and good practice on potential measures both at an individual project level and for Communities Board to have oversight of impact. We have coproduced our key principles and approaches with our partners and are currently condensing them into an accessible and usable document
- The Framework will wrap around existing areas of work and aims to improve the way we work across the system with communities – it involves case studies, links to good practice, principles and approaches, self assessment and a toolkit that can be used to reflect on practice. Measures are built into the framework to evaluate impact.

How much have we done?

- The Inclusive Communities Framework (ICF) has been subject to widescale involvement of partners from all parts of the system including health, Police, the voluntary and community sector and across the Council.
- The ICF development was enhanced by three design circles involving over **20** partners and has been presented and discussed at a wide range of partnership meetings and forums.
- The Communities Board have strategic oversight of the development of the ICF and its development has had input from Scrutiny, Partnership Exec and the Health and Wellbeing Board. We have been supported by the Belong Network, a national Cohesion based organisation.
- The Framework is in its final stages of development with principles and approaches coproduced with partners attending the design circles. We are working alongside and aligning with key strategies currently in development including the Health and Wellbeing strategy, the Economic strategy and the Sustainable Environment Strategy.

How well have we done it?

- We have involved a wide range of partners in an open and reflective process with design circles independently facilitated. How well we have done it will be reflected in the delivery stage and buy in from the Council and its partners.

Safe and Cohesive

Priority action 2: Support our communities to live well together by developing an Inclusive Communities Framework that this year will introduce a new way of working with communities to keep everyone safe

Deliverable: Pilot new approaches to community engagement and prevention to respond to post pandemic community pressures and use the learning to inform the development of the Inclusive Communities Framework

Impacts and Outcomes

The ICF will be completed in the next quarter and will include a range of measures that can be used with individual projects as well as by Communities Board to give oversight of the impact of the Framework.

Community Champions will have contributed to the following changes:

Deprivation: July 2021 vaccination uptake was significantly lower in the most deprived areas and significantly higher in less deprived areas for those aged 18+. The difference in uptake between the most and least deprived areas in Kirklees is 35%.

July to October 2021 showed that the inequality gap in uptake between the most and least deprived areas in Kirklees reduced from 35% to 32%.

Ethnicity: July 2021 uptake was lowest in people of any other ethnicities and highest in White British, where the difference in uptake between these two groups is 44%. July to October the biggest percentage increase was seen in Pakistani/British Pakistani ethnicities, where uptake increased by 7% across this time period. This increase equates to over 2,300 additional vaccinations in Pakistani ethnicities across Kirklees.

Health Economics (see final report for assumptions made): For every £1 invested we achieved a £3.70 return on investment

How much have we done?

Community Champions

- Involved **58** voluntary and community organisations, **2** community radio stations and **78** individual champions.
- The Champions recorded over **20,000** conversations, in **9** different languages, and with people from **11+** different ethnic backgrounds and in all of our most disadvantaged communities.
- 17%** of those engaged with live with a learning or physical disability.

How well have we done it?

There are over 40 Case Studies and there are many more quotes from individuals impacted by the work of Community Champions. Themes are as follows:

Continuous support and reassurance, Overcoming anxieties, Challenged and informed conversation, The power of changing 1 mind, If it wasn't for you.....

A full evaluation of community champions has been completed. Reported on separately.

Total engagement attendees: IROKO	
Launch	111
#HearMyVoice - Virtual	63
#HearMyVoice - Face to face	33
#GrowMyVoice	65
#SupportMyVoice	77
Total	349

Safe and Cohesive

Priority action 3: Work alongside voluntary and community sector in Kirklees to create a relationship that best delivers our outcomes

Deliverable: Engage more people and grow support for our 'we are working alongside' approach (which describes how voluntary and community organisations, Kirklees Council and health partners want to work together to make our local places even better) by:

a) Promoting our co-created statement of shared values.

Impacts and Outcomes

Our shared values were originally developed in late 2020, as a way for voluntary sector, health and council partners to articulate how we want to work alongside each other. This was particularly inspired by the improved working relationships during the first year of Covid, and people's desire to continue to grow these relationships (and not go back to how things were before). The impact of this approach so far is best demonstrated through the development of the VCSE Investment Strategy, where a significant piece of work has been commissioned, developed and delivered in a way that is different and more meaningful, as a direct result of embracing the 'We are working alongside' shared values. But we can also see these values in action in many other ways, which we need to do the storytelling work to capture.

How much have we done?

Some examples of our activities are:

'The way we do things around here' - Video animation

We worked with local animation company Fettle Animation on a series of three video animations which share key aspects of our Democracy and Place Based Working approach. One of these is a 2 minute animation which focusses on our shared values. The animation is voiced by a local mutual aid co-ordinator and a member of staff who has worked alongside mutual groups during Covid. This engaging video will be a key part of all our 'We are working alongside' promotion.

VCSE Investment Strategy development

The VCSE Investment Strategy is our first significant partnership work which is based on the 'We are working alongside' shared values. Partners used the shared values as the starting point for the work, so the way that the strategy has been developed reflects our shared values in action, in addition to the content of the strategy being influenced by the shared values. This has made the work very different from previous strategy development and has resulted in a strategy that is about investing in our relationships. We have agreed with partners to promote the values and the strategy in tandem. *[Note: delays to the formal adoption of the strategy have had a knock-on effect in terms of promoting our shared values]*

Working with the Place Based Working Board

In November 2021 we agreed a communications approach for 2022 with the Place Based Working Board. This plan includes a 'People, Partners and Places' campaign for staff and partners, to highlight key aspects of Place Based Working. 'We are working alongside' will be shared prominently as part of this work. *[Note: this is the work that is awaiting Strategic Communications support]*. We have also made sure that the shared values are clear in our key messages and planned outcomes for the Place Based Working Programme, which is creating more opportunities for people to engage with this way of working.

Safe and Cohesive

Priority action 3: Work alongside voluntary and community sector in Kirklees to create a relationship that best delivers our outcomes

Deliverable: Engage more people and grow support for our 'we are working alongside' approach (which describes how voluntary and community organisations, Kirklees Council and health partners want to work together to make our local places even better) by: (a) Promoting our co-created statement of shared values.

How much have we done? Continued...

Engagement at events

A Kirklees Leadership Forum about Place Based Working was held on 12th May 2022 and the next Picture of Kirklees event (to be held on 6th July 2022) will have a focus on Shaped by People and how partners are working alongside each other in local places. These are opportunities to raise awareness of our shared values with staff and partners, and to encourage more people to demonstrate these values day to day.

Embedding our shared values, within the council

We have started to look at how we can embed key aspects of Place Based Working (including our shared values) in People processes such as Staff induction, Performance management and the Leadership and Management Programme. We are also taking opportunities to include these values in roles and expectations – for example, “Working alongside partners and citizens” is included in our ‘Week in the life of a Lead Councillor’ statement, which describes the new role for Place Partnerships Leads.

How well have we done it?

The shared values are proving effective at articulating the kind of relationship people want, so the quality of what we’re sharing is good and relevant. However, we are yet to promote the ‘We are working alongside’ approach as widely as intended (and this would give us a better idea of whether it feels as relevant for everyone).

Deliverable: Engage more people and grow support for our 'we are working alongside' approach (which describes how voluntary and community organisations, Kirklees Council and health partners want to work together to make our local places even better) by:

(b) Gathering and sharing stories of how we're working together differently, inspired by our shared values, demonstrating how putting these values into action is helping to deliver our shared outcomes.

How much have we done?

We have done some initial work on gathering stories which demonstrate our shared values in action, talking with colleagues and partners to understand their experiences and to explore the impact of using the ‘We are working alongside’ approach. However, these stories have not been finalised or shared as yet.

The ‘We are working alongside’ shared values were developed prior to the Shaped by People shared outcome, and in some ways the deliverables have been overtaken by the work we need to do to gather stories as part of measuring our progress towards that shared goal. This may however create an opportunity to join up our storytelling activities.

How well have we done it?

The conversations are yielding useful and relevant insights but, as the stories have not yet been shared, we cannot say how useful these feel to others.

Priority action 4: Make our community buildings more inclusive and progress inclusive asset transfers

Deliverable: Continually monitor outcomes from the Community Asset Transfer (CAT) programme and review council processes and procedures in line with the updated 2020 CAT Policy to ensure that communities and community need are at the forefront of asset transfers.

Impacts and Outcomes

The Community Asset Transfer programme acts as a catalyst for realising local aspirations by:

- improving local assets: community groups investing in and/or attracting investment for improving local assets;
- supporting local initiative: supporting and building on local community initiative and enthusiasm, which encourages community participation and volunteering; and
- building new connections: local citizens and groups developing new partnerships in their communities (including to support community cohesion).

How much have we done?

- Cabinet has approved 2 asset transfers in 21/22.
- 1 asset transfer fully completed during 21/22.
- 4 transfer cases in the final stages of the CAT process.
- 3 transfers at various stages of the CAT process.
- A total of 22 asset transfers have been completed to date.

How well have we done it?

- The Community Asset transfer programme continues to be successful. Assets transferred include public buildings, community facilities, sports and recreation grounds.
- The pandemic has reinforced the important role that the third sector plays in supporting our communities. The Council continues to work with communities to ensure the long-term viability and success of asset transfers.
- Work is ongoing, in accordance with the Community Asset Transfer Policy 2020, to review and improve the asset transfer process to make it quicker and more efficient.



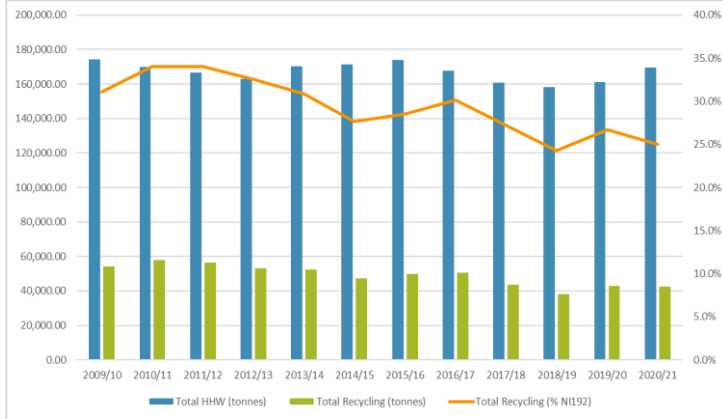
Clean and Green: People in Kirklees enjoy a high quality, clean and green environment

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.

Population outcome indicators ('tracking our progress')

Recycling rates & waste volumes

Household waste and recycling volume (tonnes) and recycling rates



Source: WasteDataFlow, August 2021 (verified data)

- Annual waste and recycling data available **Oct/Nov**.
- Just under 170,000 tonnes of waste were collected from Kirklees households in 2020/21.
- **25% of household waste was recycled in 2020/21**.
- In the meantime, 170 tonnes in 9 months of commercial recycling (120 schools and 208 businesses) has been achieved and Kirklees Council has introduced the collection of more plastics in green bins; established reuse containers at household waste sites (40 tonnes collected since Nov 2021); delivered 86 food waste workshops; and has 56 registered Recycling Champions from across Kirklees communities.

Air quality

Kirklees annual mean nitrogen dioxide (NO₂) concentrations

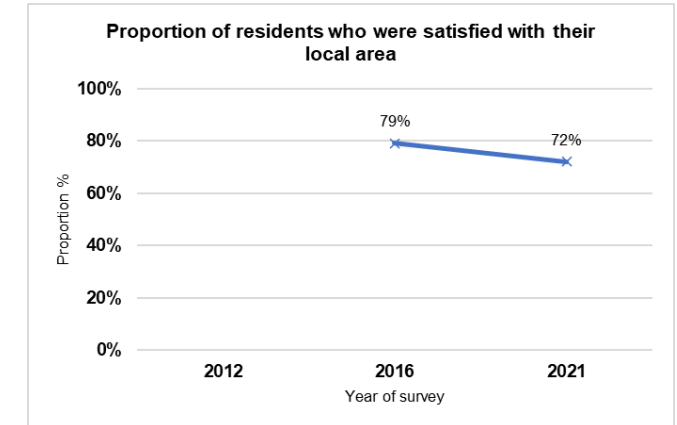


Source: Kirklees Council Air Quality Annual Status Report, June 2021

- The two primary pollutants that provide an indication of air quality are nitrogen dioxide (NO₂) and particulate matter. In Kirklees, at June 2021, **the concentration of NO₂ had fallen districtwide**, but in some hotspots, this had stagnated over the last 5 years prior to the pandemic. Reduced traffic volumes during the pandemic are likely to have contributed to improved air quality. This will be monitored on an ongoing basis.
- Particulate matter (PM_{2.5}) concentrations across Kirklees are compliant with UK target levels. However **concentrations do not comply with the limit values proposed by national government** which are currently out for public consultation (ending 27 June) and could potentially be adopted by 31 October 2022.

Satisfaction with local area

Percentage of people satisfied with their local area as a place to live



Source: Kirklees Current Living in Kirklees (CLiK) Survey 2021

- **72% of people are satisfied with their local area as a place to live**
- This is a significant (7%) fall since the previous CLiK survey in 2016 (79%) although higher than the results from the 'Your Views' (PCC) survey undertaken in 2020 across all West Yorkshire Local Authorities which showed that 66% of people in Kirklees were satisfied with their local area.
- The CLiK survey sample (over 6000) is significantly larger than the PCC survey sample (just over 600) and likely to be a more accurate gauge of local perceptions and **inequalities**
- The CLiK survey shows that people living in **less deprived** areas were more likely to say that they are satisfied with their local area than those living in more deprived areas. Residents **aged over 65** were more likely to be satisfied with their local area than younger residents and **white British** residents were more likely to be satisfied with their local area than residents in other ethnic groups.

Clean and Green

Priority action 1. Housing supply: ensure delivery arrangements are established for new homes across all sites where the council has interests, including direct delivery as well as larger strategic sites.

Deliverable: Start construction of 319 new homes at Soothill, Batley with 20% affordable homes. Complete construction of 161 homes at Ashbrow.

Impacts and Outcomes

- The benefits of the Modern Methods of Construction (MMC) being deployed at **Soothill** include an increased pace of delivery and the production of higher quality, energy efficient homes. This development will include 65 affordable homes, meeting local need and will also feature public rights of way, enhanced landscaping, biodiversity and high-quality open space, including play spaces.
- Once completed the **Ashbrow** development will have provided 161 high quality new homes – 98 x 2-4 bed homes for market sale, 13 x affordable homes and a 50 unit council extra care scheme, all of which will help meet local housing need in Ashbrow ward.

How much have we done?

- The **Soothill** project is supported by funding from Homes England and West Yorkshire Combined Authority (WYCA). The Homes England grant comes from the agency's Local Authority Accelerated Construction Programme, which aims to help unlock public land and increase the speed of housing delivery using innovative MMC.
- The site has many constraints including challenging topography and a history of mining activity. The grant funding received from Homes England's Accelerated Construction Programme has been used to remediate the site in preparation for the delivery of 319 homes, including 20% affordable. This remediation is largely complete and the homes will start to be constructed in summer 2022.
- At **Ashbrow**, groundworks and infrastructure for phase 1 has been largely completed. Keepmoat Homes has commenced work on the 29 market and 7 affordable homes in phase 1. Market and affordable homes due to be completed in late 2023. Council Extra care scheme due to be completed in spring 2023.
- As of 28th April 22 approximately 4 of the phase 1 homes have been constructed to roof level and construction is underway on the others.

How well have we done it?

- An assessment of quality cannot as yet be provided given the current stage of construction at **Ashbrow**. Once the Council extra care scheme is under construction the works will be inspected regularly by the Council's Development Inspector.
- The **Soothill** site has been well managed by Keepmoat Homes to minimise disruption to neighbouring communities. All works carried out have been inspected by a Compliance Inspector appointed by the council.

Priority action 1. Housing supply: ensure delivery arrangements are established for new homes across all sites where the council has interests, including direct delivery as well as larger strategic sites.

Deliverable: Appoint a Principal Designer for the council's Passivhaus pilot.

Passivhaus is a design standard for highly energy efficient homes (often net zero). It can be applied to existing buildings, but is often achieved through detailed design and construction methods.

Impacts and Outcomes

- This project is designed to tackle inequality of access to affordable housing, providing quality homes and an inclusive place for new and existing residents.
- It will also be addressing the cost of living crisis, and will be designed to tackle climate change issues and reduce the carbon footprint of new homes.
- The scheme will be designed to achieve and exceed regulatory standards in housing. The scheme will be designed to help to shape the locality and it will provide opportunities for jobs, skills and training and learning for residents and those colleagues who will also manage and maintain the buildings.
- The council also seeks to learn from, and share information to help to lift the quality and standard of homes in Kirklees.

How much have we done?

- The Principal Architect/Designer has been appointed following a rigorous procurement and evaluation process.
- The scheme is at the earliest stages of the project planning and design process, although the formal project launch and inception meeting has been undertaken with the consultant team.

How well have we done it?

- The procurement exercise was based on quality, price and social value. The successful bidder was the highest scoring organisation in relation to the quality of their proposed approach, delivery team and experience. The impacts on quality will be shown during the commission and through the planning, design and stakeholder engagement process.

Clean and Green

Priority action 2: Greening the fleet: deliver our innovative green fleet programme, working closely with the Energy Saving Trust to build on the 52 hybrid and 60 fully electric vehicles currently in our fleet and provide an accelerated roadmap to a fully net zero fleet for the 1,100 vehicles we operate.

Deliverable: Finalise charger installation arrangements (25 home chargers and five dual rapid chargers for Flint Street, Highways), to facilitate the use of electric vehicles by council services

Deliverable: Undertake comprehensive trials of specialist vehicles e.g. refuse collection vehicles to establish effectiveness for service delivery and inform future fleet procurement decisions.

Impacts and Outcomes

- The introduction of these 35 EV's vans supports the Councils vision of reaching carbon net zero by 2038 by reducing fleet tailpipe emissions, providing an accelerated roadmap to a fully net zero fleet.
- EV comparison data will be captured as part of the new telematics contract moving forward.
- The new Citroen E-Dispatch vans are cheaper to fuel than their diesel counterparts and provide zero tailpipe emissions.

How much have we done?

- 10 depot and 10 home chargers installed.
- 3 home chargers pending installation and 12 awaiting allocation.
- 35 EV vans have been procured of which 34 are now in service. The remaining EV van will enter service once EV training has been completed by the Homes & Neighbourhoods operative (scheduled for late May 2022).

How well have we done it?

- Services are satisfied with the introduction of EV vans. Initial driver feedback has been very positive
- Delays were encountered with the project due to a number of factors. These included covid absences impacting on supplier availability to install chargers and the outcome of the initial home surveys, which reduced the number of applicants who could go forward to install.

Impacts and Outcomes

- The trials have enabled initial thoughts and driver feedback on the vehicles tested, although prolonged test periods are required in-order for analytical performance data to be captured and reviewed.
- Cabinet has agreed £6.25m for our Vehicle Replacement Programme - to replace standard vehicles with greener models and purchase a number of electric vehicles (including an electronic refuse collection vehicle)



Cllr Simpson pictured with electric refuse collection vehicle at Green Market in Dewsbury during COP26 in November 2021

How much have we done and how well have we done it?

- Six EV vehicles tested in 2021-22
- More thorough testing was requested, but due to high customer demands and lead-times, the test vehicles were provided for limited periods.
- Initial Service and driver feedback has been positive with the exception of the E-Sweepers (insufficient range).

Clean and Green

Priority action 3: Tree planting and improving bio-diversity

Deliverable: Plant over 70,000 trees in 21/22, 40,000 of which will be planted on 22 hectares of council land. Improve net bio-diversity over our public realm through the innovative introduction of wild flower meadows

Impacts and Outcomes

Tree planting has contributed to long-term carbon storage and to reversing biodiversity decline; helps to mitigate the effects of climate change; and provides communities with opportunities to access high quality green spaces.

How much have we done?

Tree planting

We are on target to have planted trees on 22 hectares of council land by the end of 2022.

Woodland sites planted so far in 2021/22:

- Council land - 8 sites planted. Further sites being planned for Nov-Dec 2022
- Private land - 3 sites delivered by White Rose Forest (WRF) core team.

Trees planted & woodland created 2021/22	Council land	Private land (via WRF)	Combined total
Woodland created	19.4 Ha	2 Ha	21.4 Ha
Area physically planted	10.9 Ha	1.3 Ha	12.2 Ha
No. trees planted in woodland	11,714	6,000	17,714

- 414 standard trees (individual trees in council highways and parks) also planted.
- Further 10 hectares (Ha) woodland tree planting proposed for Nov-Dec 2022
- Potential 5,000 – 10,000 additional trees facilitated by natural regeneration in newly planted woodland areas.

How well have we done it?

- Tree planting design meets national guidance set by UK Forest Standards. To reflect these standards (including, density, spacing, natural regeneration areas, etc) future tree planting targets should be quantified by area of woodland created rather than number of trees planted.
- Tree planting on Council land included a wide range of volunteer engagement, including staff via the Green Employee Network and community groups. These schemes were well received and successful.

Wildflower meadows

- We have created approximately 5-6 acres of wildflower meadow at Dewsbury Country Park, sown in October and cut in September.
- The existing wildflower area at Thongsbridge Recreation Ground has been extended in partnership with River Holme Connections from a 100m² area of wildflower area, to 200m²
- Wildflower seeds spread at Honley Old Woods (potential for this to develop into wildflower meadow)

Clean and Green

Priority action 4: Develop the Climate Change Roadmap to 2038

Deliverable: Develop a roadmap that will inform and aid the development of the council's Climate Change Programme and help prioritise measures for consideration beyond the initial Phase 1 priorities. The roadmap will also inform the work of the Kirklees Climate Commission and help prioritise initial areas of focus

Impacts and Outcomes

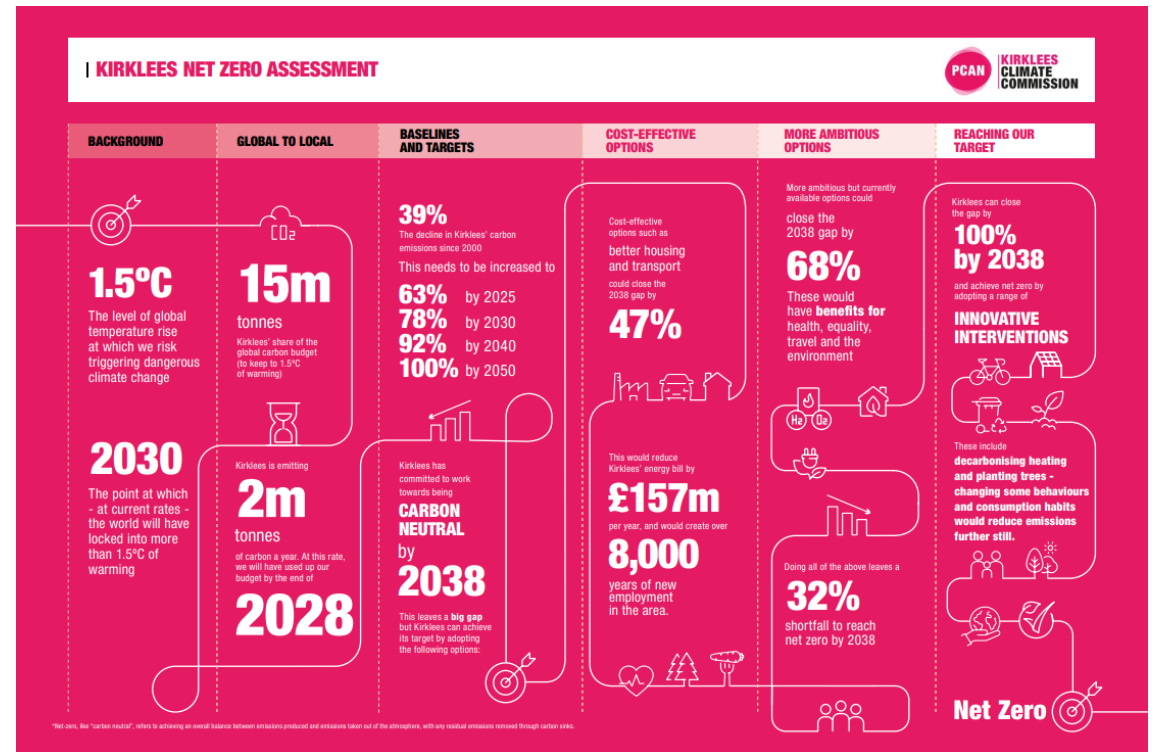
- The evidence and assessments within the roadmap (now re-named as the 'Net-zero assessment for Kirklees: A Technical and Economic Options Appraisal') report give the Council and partners technical and economic information about the suitability of the many options we have on actions to take to reduce our and the district's carbon emissions.
- It will have a significant impact by giving us independent technical evidence to shape our further strategy and action plans, including the Kirklees Environmental Sustainability (ES) Strategy.
- Appropriate measures will be developed to monitor the impacts of the partnership ES Strategy and action plan and the work of the Kirklees Climate Commission.

How much have we done?

- Kirklees Council commissioned academics from the University of Leeds led by the renowned climate scientist Andy Gouldson to prepare a '**Net-Zero Assessment for Kirklees: A Technical and Economic Options Appraisal**'. This will act as a roadmap to support Kirklees Council and our partners such as the Kirklees Climate Commission to develop plans for action beyond the Council's own phase one actions.
- The [report](#) was published in March 2022 on the Kirklees Council Climate Emergency [website](#) as well as on the Climate Commission website. Work is now underway on the Council's Phase 2 action plan as well as developing an **Environmental Sustainability Strategy** which will be one of the key strategies of the Council.
- This deliverable has been completed; we committed to develop a 'roadmap' and the above report has now been published.

How well have we done it?

- The net-zero assessment is exactly as commissioned, i.e. a technical and economic assessment of actions to support the transition to net zero using the mini-STERN methodology used by many within the [PCAN](#) (Place Based Climate Action Network) on which the Kirklees Climate Commission is based.
- The assessment has followed the same methodology as all other commissions, designed by leading climate scientists, based on Sir Nicolas Sterns methodology; widely held up as best practice.



Clean and Green

Priority action 5: Deliver the Resources and Waste Strategy: Delivery of the initial 12 month's milestones following agreement at Full council in September 2021

Deliverable: Open a reuse shop in Huddersfield

Impacts and Outcomes

- Data on the impact of the donated items is kept when known, e.g. donated items of clothes and bedding have been used specifically to help a person in social service care; an electrical item was donated to support a café that raises money for people to access the musical arts.
- During stage two of the reuse shop trial – the opening of a Kirklees based Reuse Shop - we will be able to demonstrate the impact of the donated items and reuse related activities, for example, the hosting of reuse based workshops.

How much have we done?

Reuse containers

- Since Nov 2021, **over 33 tonnes of reusable items** have been collected from the two 8ftx10ft Reuse containers that have been sited on the Weaving lane and Emerald Street HWRCs.
- The reuse container service for residents, sited at two household waste and recycling centres (HWRC) was **delivered on time in November 2021**.
- This involved hiring and siting of containers at the two sites; promotional communications via press releases and social media campaigns; design and siting of signage; and coordination and review of collection process.
- Donations from residents have been of such volume that we have increased the number of times the containers are emptied from one to three times each week.

Reuse shop

- A variety of different shop units are currently being explored to deliver this as soon as possible.

How well have we done it?

- Collection containers at HWRCs are operational and we are monitoring the timeliness of donation collections, response to public enquiries, and the tonnage and item data.
- All three partners – Kirklees Council and two external contractors, SUEZ and Revive – attend regular meetings to discuss operational performance. All have responded quickly and positively to any changes required to maintain the containers, e.g. a change in collection frequency and repair of damaged signage. Monitoring data has been processed on time and accurately. The scheme is running so well to date that the meeting frequency has been reduced.
- Items donated via the reuse containers are checked before resale to any resident at an affordable cost. The ethos of our reuse partner, Revive, is to provide quality reusable items to others. The majority of items donated via reuse containers are of good quality and are placed into existing reuse shops.



Cllr Mather pictured dropping off items at a new reuse collection container

Deliverable: Introduce a new bookable bulky waste collection system

Impacts and Outcomes

- Providing a dedicated bookable bulky waste service has made a huge difference to the residents of Kirklees, the Kirklees landscape and the Operational planning of workloads within the cleansing service.
- Prior to the bookable service, residents would not be allocated a collection date but would be asked to place their bulky item outside their property for collection within 3 weeks (at peak times this collection date could be much longer (6 – 7 weeks)). These arrangements were not ideal and uncollected bulky items in gardens or on the streets had many associated risks including the threat of fire, degradation of the item, general unsightliness and provide the motivation for fly tipping.
- The new dedicated bookable service alleviates these risks.

How much have we done?

- Procurement of vehicle and order placed to operate the dedicated service.
- Recruitment of new cleansing posts for Drivers & Loaders.
- Launch of new bookable bulky waste collection service.
- The bookable bulky waste website went live on the 20th April 2022 for bookings to be made. The first day of collections took place on Monday 25th April 2022.
- The bookable service has been operational for 4 weeks and has received **1587 submissions**.

How well have we done it?

- The service is running well with no complaints or missed collections.
- In the first 4 weeks of the service being operational, 109 out of 1587 customers provided feedback on the service. **73% of customers rated the new service 5* out of 5***. The average 'star' rating was 4.6*.
- The customer's experience has vastly improved as they are now able to select a collection date and know in advance when their collection will be, and know to put their item out on the morning of their collection.
- The new dedicated bookable service improves operational performance as the manual process of triaging and allocating collections each week is now carried out automatically and done electronically.

Deliverable: Commence a trial of kerbside glass collections

- Trial not due to commence until November 2022.
- Glass collection trial activities are still in the development stage.

Deliverable: Deliver new measures to tackle fly tipping

Impacts and Outcomes

- Environmental crime is on the increase nationally and impacts on the appearance of local places as well as the safety and wellbeing of residents and clear-up costs for the council.
- CCTV monitoring of fly tipping can achieve good results but it is labour intensive and it may take up to 18 months for a successful prosecution to be achieved through the Magistrate's Court.
- In the last 18 months it has cost the Council in excess of £30,000 to clear waste from the fly tipping hotspots used in the CCTV trial.

How much have we done?

- A CCTV starter kit was purchased to record people committing environmental crime.
- Capabilities tested by Senior Enforcement Officers who worked with Police and attended courses on Regulation of Investigatory Powers Act 2000 (RIPA),
- Main trial was over a 6-week period at 2 fly tipping hotspots using one mobile camera and one camera attached to a streetlighting column.
- To explore CCTV capability, areas were scoped and CCTV deployed and daily visits undertaken to retrieve data and observe changes to the area.

How well have we done it?

- Fly Tipping team cleared the sites and collected evidence, ensuring no contamination took place.
- 16 significant investigations, involving around 30 individuals are being progressed through to legal proceedings. These include the fly tipping of cannabis waste and waste from households and gardens, bed manufacturing, building and trade waste.
- In the last 18 months it has cost the Council in excess of £30,000 to clear waste from these areas.

Priority action 6: Recovery of frontline services

Deliverable: Deliver a plan of additional activity across frontline environmental services to recover the significant impacts of the response to COVID-19 on these service areas

Impacts and Outcomes

- We have accelerated the completion of backlog **food hygiene** inspections created by the pandemic and exceeded the Food Standard Agency's (FSA) recovery plan targets.
- We have cleared the backlog of **licensing applications** created by the pandemic and got licensing processing times back within service standards.
- Increased efficiency of **home to school transport** to support recovery from the pandemic with additional routes, fewer staff and issues with transport operators.

How much have we done?

- We have put Councillors at the heart of our covid recovery. We set up a series of ward recovery meetings where we worked with Cllrs to take a place based approach to recovery by identifying a series of ward priorities.
- In round 1 of the meetings we held **22 ward meetings** with 56 out of a potential 69 Councillors attending.
- From these meetings we identified 73 recovery priorities. Of the 73 priorities 28 have been completed and all others are in the process of being delivered.
- The recovery activities have involved a wide range of services and include activities relating to highways safety, park maintenance, gully clearance, fly tipping, vegetation cutback, highways maintenance, enforcement, sign cleaning, streetlighting, litter bins/picks, street cleaning and waste management.

Parks, greenspaces and highways highlights

- Additional resources introduced to clear litter in parks due to more people using them post COVID, which will continue into this summer.
- Tackling the backlog of forestry to work to ensure people are safe and our trees are healthy.
- Reducing the backlog in hedge cutting on our Homes & Neighbourhoods estates, to keep them healthy and looking their best.
- Additional weed spraying and moss clearance of hot spots throughout the district, and through engaging with local ward Councillors.
- A winter blitz of flooding hotspots to clear gullies ahead of the bad weather.

Food hygiene safety highlights

- 100% (26) of category A food hygiene inspections completed (in line with Food Standards Agency (FSA) recovery plan target).
- 100% (127) of category B inspections completed (exceeding FSA target).
- 592 category C, D and E inspections completed.
- 450 new food business onsite inspections completed.
- Undertaking 207 school kitchen inspections will exceed the requirements of the FSA recovery plan

Home to school transport highlights

- Additional Q Routes software licences purchased to support improved efficiency of home to school (H2S) transport services

How well have we done it?

- On track to achieve 100% of FSA phase 3 recovery plan by June 2022.
- Q Routes made the H2S transport routing process quicker and more efficient in time for the new academic year as well as in day to day route adjustment for new pupils.

Priority action 7: Make our roads greener

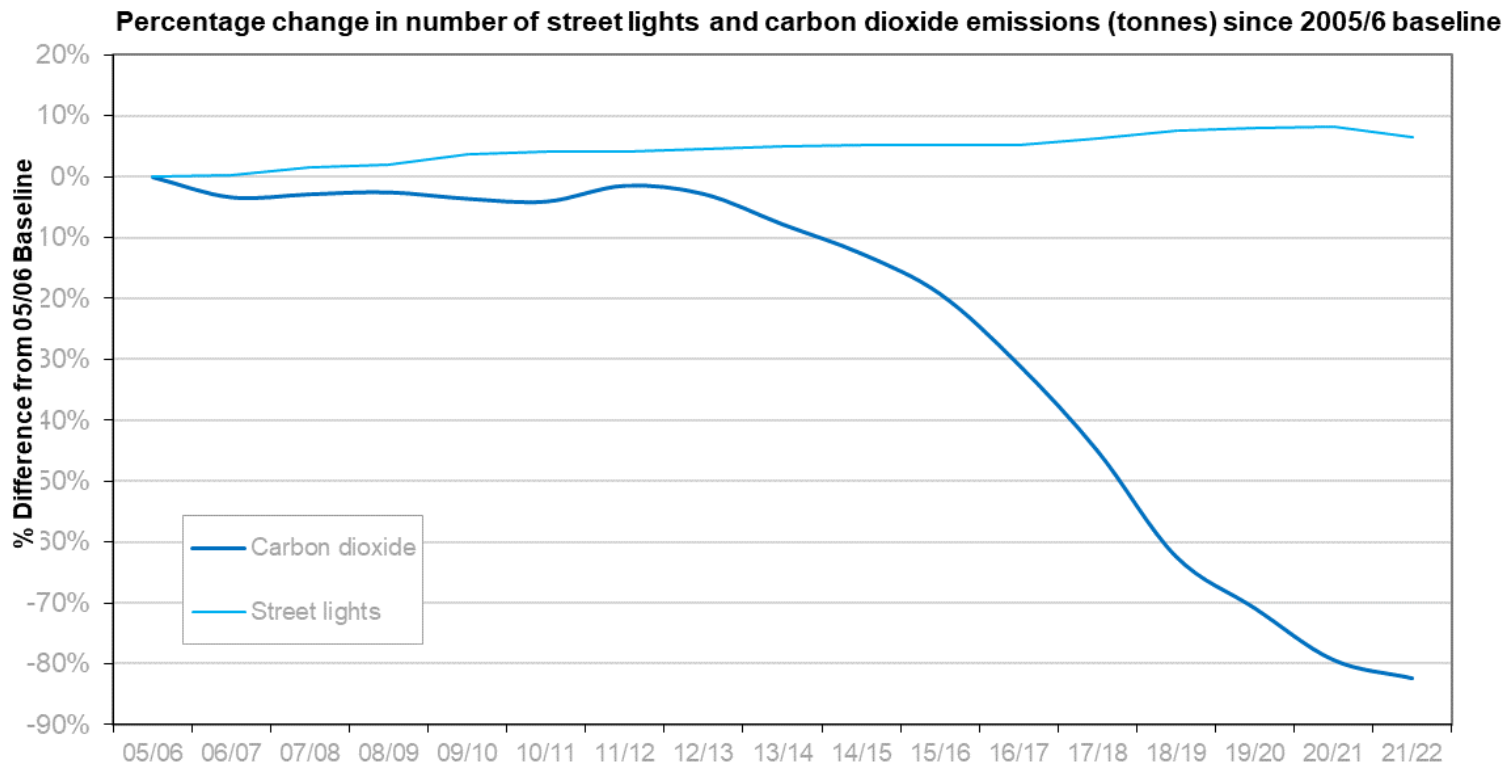
Deliverable: Deliver an LED street lighting scheme that will deliver 100% LEDs across the network by March 2022

Impacts and Outcomes

- At the end of 2021/22 the energy consumption of Kirklees street lighting had reduced by just under 60% from the 2005/6 baseline and **carbon had reduced by 82%** from just over 12,000 tonnes CO₂ to just over 2,000 tonnes.

How much have we done and how well?

- 8513** street lights have been replaced with LED lights
- Approximately **94% of street lights are LED**.
- The target of 100% LED street lights is expected to be achieved by end of March 2023
- Around £3.5 million out of £3.7 million has been spent, equating to 94% spend
- At the end of Sept 2021 Kirklees had over 53,000 street lights (a 6% increase from 2005/6).
- In Sept 2021, Over 99% of street lights were 'in light' (in working order), a trend which has been maintained since April 2020.



Priority action 7: Make our roads greener

Deliverable: Introduce a Green Parking permit

Impacts and Outcomes

- Increased uptake following the launch of our enhanced green parking permit offer suggests that more electric vehicles are being parked in the district.
- The effectiveness of the Green Parking Permit offer is to be reviewed by Parking Services in August / September 2022. This review will compare the costs of delivering the permit with the environmental benefits it brings and will explore what other impacts can be measured.
- Loss of parking revenue associated with increasing numbers of free parking permits for electric will also need to be monitored.

How much have we done?

- During 2021 work was undertaken to design, order and establish a recharging scheme for a parking clock to accompany the physical permit.
- Since the enhanced offer was launched in September 2021 (i.e. in the last 6 months) Parking Services have issued **212 Electric Vehicle Permits and 3 Low Emission Vehicle Permits** as well as 88 Parking Clocks.

Electric & Low Emission Vehicle Permits issued	2014	2015	2016	2017	2018	2019	2020	Apr-Sept 2021	Oct-Mar 21/22
	4	12	25	31	43	55	46	48	215

How well have we done it?

- The Green Parking Permit was introduced later than planned. With the onset of the Covid-19 pandemic, all parking in Kirklees was made free of charge from March 2020 until September 2021 so there was no merit in introducing a new Green Permit. The enhanced Green Permit offer was ultimately launched in September 2021 to coincide with the cessation of general free parking concessions.
- Approaches to monitoring customer satisfaction with the green permit application process and parking experience are being explored.
- Ongoing financial cost to the service area is minimal, the only outlay being parking clocks which are recharged to the user.



Cllr Mather and Cllr Simpson pictured with giant green parking permit by council electric vehicles and a charging point

Deliverable: Invest in a network of Electric Vehicle Charging Facilities

- A fully resourced project team is now in place, including legal, procurement and EV Delivery and a significant amount of pre-procurement scoping work has been carried out.
- A long list of potential sites has been identified; a procurement strategy, contract type and land lease/license requirements has been identified
- A 'meet the buyer' procurement event has been scheduled for summer 2022 and procurement planned for autumn 2022.
- Delivery on the ground is planned for Spring 2023

Priority action 8: Make our roads better: A high profile programme of maintenance for 21/22 including principal roads, community roads and the unclassified roads programme

Deliverable: Deliver the Locality Based Unclassified Roads (LBUR) programme following the prioritisation of schemes by ward councillors. Years 2 and 3 of the programme will deliver 132 schemes across 23 wards

Impacts and Outcomes

The 61 completed schemes (primarily carriageway) have resulted in:

- Re-surfacing of 91,600 m² of carriageway
- Re-surfacing of 5,400m² of footway
- Re-kerbing of 850m of kerbing

How much have we done?

- Of 141 LBUR Schemes, **61 are fully complete** with a further 18 partly complete as of 1 April 2022.
- A further 62 schemes will need to be completed in 2022/23 along with the 18 partly completed schemes.
- The 61 completed schemes cost a total of £3.3million (£850,000 under the original £4.15million budget)

How well have we done it?

- There have been minimal quality issues with any substandard areas being remediated with the contractor in line with contractual specifications.
- The specification has been enforced by Clerk of Works
- Programming of the works has been difficult due to the large scale of the works.

Deliverable: Deliver a capital programme of around 40 schemes as approved including the surface dressing of circa 25km of highway

Impacts and Outcomes

- We treated in total **38.1 km of highway network** of which 28.2km was resurfacing and 9.9 km was surface dressing
- 11.2km of footway was resurfaced .
- A total of **62812 potholes** were repaired in 2021-22.

How much have we done?

- The plan comprises of four programme areas, Principal Roads, Roads connecting communities, Local Roads, Unadopted road.
- Works comprise of kerbing, drainage, footway resurfacing and carriageway resurfacing
- Of a budget of £12,817,654 we spent £11,894,361.70 which equates to 92% spend

How well have we done it?

- All works are completed to industry specification. We have a clerk of works in post to ensure compliance with specification

Priority action 9: Make our roads safer: progressing safety schemes in 21/22, borough-wide speed limits review, place-based Speed Indication Device partnership

Deliverable: Deliver 9 community schemes and 13 casualty reduction schemes further supported by education & publicity programmes to address emerging trends

Impacts and Outcomes

- A reduction in the number of people killed or seriously injured (KSI) on roads demonstrates the impact of road safety schemes.
- Since the introduction of a new collision recording system introduced by the Police in April 2021*, which changed how casualties were classified, **KSI numbers have remained relatively stable**.
- The Covid-19 pandemic lockdowns reduced the volume of traffic which contributed to reduced KSI numbers during this period.
- The introduction of City Region Sustainable Transport Settlements (CRSTS) will require an improved focus on monitoring impacts and outcomes across Local Authorities.

Road casualties in Kirklees 2021	Jul-Sep 2019	Oct-Dec 2019	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020	Jan-Mar 2021	*Apr-Jun 2021	Jul-Sep 2021	Oct-Dec 2021	**Jan-Mar 2022
Total casualties	183	176	197	106	162	142	96	247	247	251	251
Slight	149	152	169	84	129	128	72	190	186	199	188
Serious	33	22	25	20	29	10	24	55	57	51	61
Fatal	1	2	3	2	4	4	0	2	4	1	2
Total Killed or Seriously Injured (KSI)	34	24	28	22	33	14	24	57	61	52	63

Source: West Yorkshire Police. *New KSI category definitions introduced in April 2021. **Data for Jan-Mar 2022 is provisional.

How much have we done?

- Delivery of schemes has been delayed due to design changes needed following consultations and Road Safety Audits; reduced staffing levels due to a challenging recruitment environment in the highways service and construction sector; the continuing impact of Covid-19 on the workforce and availability/supply chain issues of construction materials.
- As of 17 May 2022 three of the nine community schemes are fully completed** (two traffic calming schemes and one pedestrian crossing). Three (one pedestrian crossing and two traffic calming schemes) are programmed for delivery in Q2, 2022-23 and three are in design (one traffic calming scheme, one pedestrian crossing and one junction improvement scheme)
- As of 17 May three casualty reduction schemes are fully completed** (one traffic calming scheme, one crossing improvement and one road surfacing improvement). Three schemes have been abandoned due to other work in the area that will deliver the same safety benefits and five schemes are either programmed for build or in the final design stage ready to be built in 2022/23. Of the remaining 7 schemes, one (traffic calming scheme) is due for completion in Q2 2022-23 and the remaining schemes are in design stage, for completion end March 2023.

How well have we done it?

- Improved customer insights (from surveys and monitoring requests and complaints) are needed to help us to understand the quality of these schemes
- A recent independent review of speed limits in Kirklees concluded that local speed limits across Kirklees are broadly appropriate for their circumstances. A number of recommendations for future improvements have been made and will be implemented by the Highway Safety team. Provisional headlines have been shared with Councillors via ward recovery meetings
- Vision Zero is a West Yorkshire Strategy aimed at eliminating all traffic fatalities and serious injuries by 2040. It is built on 5 safe system pillars (behaviours, speeds, roads, vehicles and post-collision learning & care). The new Kirklees Road Safety Strategy will embed Vision Zero within it.

Deliverable: Purchase Speed Indicator Devices and launch a new two year programme of deployment in consultation with ward councillors to begin in Jan 2022

- Speed Indicator Device (SID) locations have been agreed with all but seven wards. SIDs have been procured and **35 new SIDs will be delivered May 2022**.
- This is a 2 year programme ending May 2024. The impact of SIDs on driving speeds will be evaluated in a sample of sites of different types.



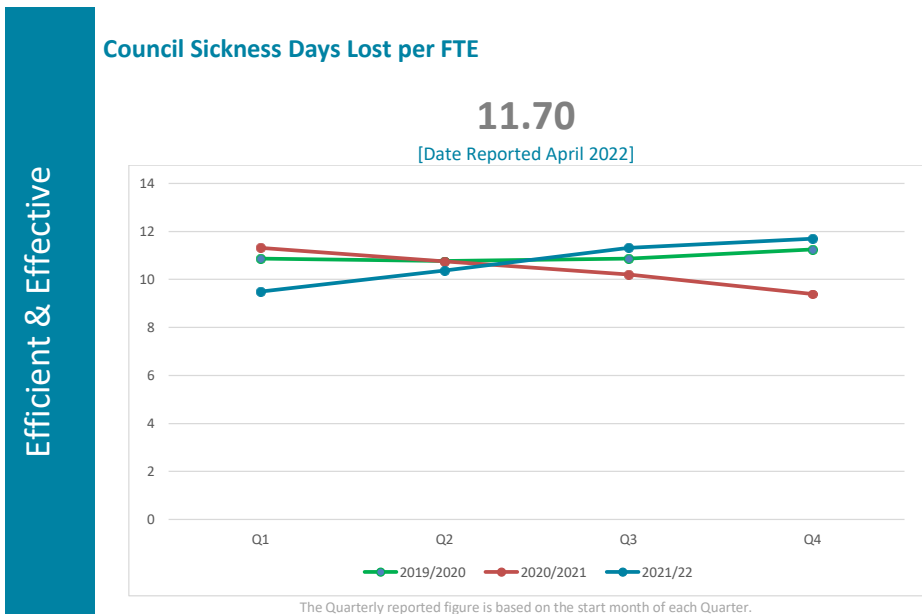
Efficient and Effective: Kirklees Council works smart and delivers efficiently and effectively

Outcome Definition

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.

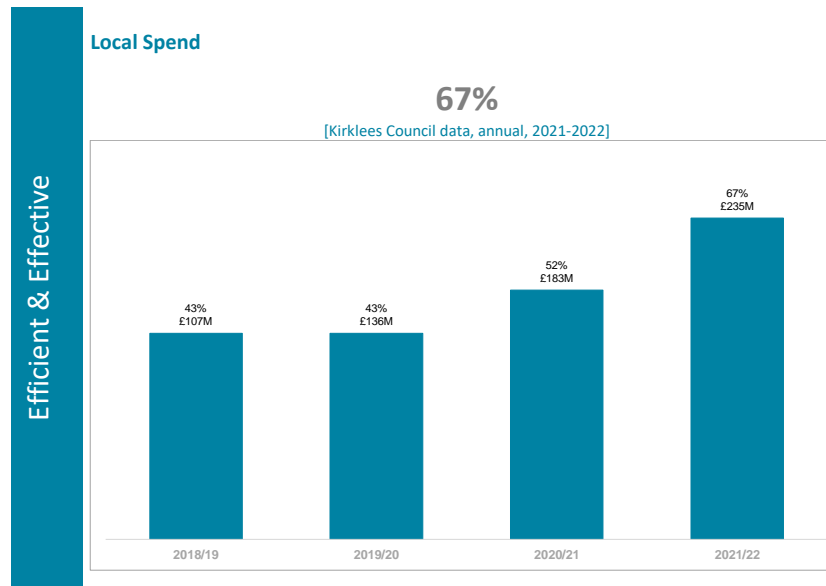
Population outcome indicators ('tracking our progress')

Indicator 1



- Sickness Days Lost per FTE in Financial Year 2021/22 have increased each quarter throughout the year.
- Sickness days lost had decreased in the previous financial year but the most recent financial year follows a more similar pattern to that seen before the pandemic.

Indicator 2



- Spend with local suppliers in Kirklees or suppliers with a branch in Kirklees has **increased** over the last financial year to around 67% of total spend.
- In 2021/22, £235M was spent with local suppliers, up from £183M in the previous financial year.
- A Procurement Strategy is aiming to be finalised by the Summer. The Strategy will include an ambition for Inclusive Procurement, promoting the use of local goods and services.

Efficient & Effective

Priority action 1: Promote Digital Inclusion

Deliverable: Work with the public, third and voluntary sectors to discover what digital exclusion means beyond the pandemic across Kirklees, and deliver pilot solutions in different parts of Kirklees

Impacts and Outcomes

- The Digital Inclusion Partnership worked together to share experiences and identify areas where we needed to respond throughout the pandemic. Changes to the VCS anchors will be reflected in the group's attendance from April 2022 onwards alongside existing members from the council, health and education sectors. The Partnership supported the development of the "Let's Talk Digital" survey and have continued to share stories that help us understand where and how digital services may be deployed in future that's supported by evidence collected from our communities.
- There has been successful provision of around 10,000 laptops and Chromebooks to school children. A number of those devices were provided via CSR funding from Locala and we are now providing some devices to community groups who work directly with children. The first group to benefit from that was Conscious Youth for their Huddersfield town centre hub.
- Our EDURoam has been rolled out across all council buildings to support Post 16 students gaining seamless access to their college or University.

How much have we done?

- (April 2021 – March 2022) Completed the delivery of 10k laptops to pupils across Kirklees funded by the DCMS, the Council and with a grant provided by Locala – worked in partnership across agencies to deliver outcomes for those disconnected from school.
- (April 2021 – March 2022) 2 new digital hubs, 200 devices out in the community, 65 for people supported by Works Better, 135 loaned through digital hubs, 150 of the devices were funded by the Dewsbury Town Board the rest funded by the council. at least 5 people have gained employment and have attributed this scheme to gaining the digital skills and attending an online interviews. 12 devices provided to Conscious Youth through Locala CSR funding linked to educational attainment for young people. 375 F1 Frontline worker licences provided for members of the dispersed workforce, primarily for access to the Employee Portal. Ongoing programme roll out to the workforce.
- (December 2021) 150 Mobile phones with 3 months credit were distributed across Kirklees from The Good Things Foundation and Community Calling to organisations that worked with individuals who had no phone.
- (Jan 2022) Completed the rollout of EDURoam across all of our buildings [How Kirklees Council is tackling digital inequality through eduroam | Jisc](#)
- (Jan 2022) Undertook the CLiK Survey to consult with a representative sample of Kirklees residents to understand digital access and usage. The intention was to provide a good understanding of the basics as a basis for better decision making.
- (March 2022) Carried out a survey of Private Sector Care Providers across Kirklees to ascertain their readiness for being more digitally connected to health and care systems – 76% of providers responded. Typically 60% have most of what is needed in place with a spread of issues around wifi connectivity, systems and skills making up the 40% of those who cannot readily switch to digital solutions.

How well have we done it?

We will need to analyse the data we collect from both the CLiK and "Let's Talk Digital" surveys with existing data sets and discuss with voluntary sector leaders on where we will deliver digital interventions.

Priority action 1: Promote Digital Inclusion

Deliverable: Build on the cross-sector learning - to consider how we can make best use of our assets and, by working with people, deliver sustainable inclusive digital solutions and services across Kirklees..

Impacts and Outcomes

To support the transition from the previous deliverable, the Let's Talk Digital Survey was launched to provide a more in depth view of digital exclusion (Feb 2022). We are now engaging community champions to push this survey into specific areas to gain a deeper understanding of the impacts of digital inclusion in our communities (May 2022).

- March 2022 – Re-engaged with the new community anchors and lead community groups to push the Let's Talk Digital Survey into more communities and to share more stories around how Digital can help with wider inclusion issues.
- April 2022 – Provided an improved wifi service into Thornton Lodge Community Centre and talked to them about how better local digital services can assist with the services they deliver.
- June 2022 – July 2022 (Planned) – Continue to work with community groups and reflect on the emerging inclusive communities strategy.
- July 2022 – September 2022 – Engage with the corporate asset management team to overlay the learning through the summer to the asset strategy and where new digital services can be deployed.
- April 2021 – December 2023 – Engage with infrastructure providers to support the rollout of Gigabit and 5G technology across Kirklees.
- June 2022 onwards - Support DCMS / WYCA in the rollout of Lot 8 of Project Gigabit into the Denby Dale ward.

How much have we done?

Work is in progress as detailed above. Delivery will be monitored.

Priority action 2: Effective Financial Management

Deliverable: Work with political and officer leadership, budget managers and key partners to ensure delivery of council outcomes within approved budgets.

Impacts and Outcomes

- Draft Council 2020-21 financial statements published by officers ahead of the 31 July statutory deadline, on 9 July 2021. Subsequent unqualified and unmodified Auditor opinion of Council 2020-21 financial statements sign-off in November 2021.
- Auditor annual report 2020-21 presented to Corporate Governance & Audit Committee in March 2022 identified no significant weaknesses in arrangements to secure financial stability, governance and delivering economy, efficiency and effectiveness.
- Regular reporting of 2021/22 in-year overall Council financial position to Cabinet, Scrutiny, Corporate governance & audit committee and Council as required, including any management actions as required to bring forecasting in line with overall resources available; predicted overall delivery within available planned resources in 21/22.
- Delivery of balanced budget position for 2022-23 approved at Budget Council on 16 February 2022.

How much have we done?

High level regular in-year reporting as per annual planning cycle into corporate member arena.

How well have we done it?

- Auditor unqualified opinion on efficacy of annual statutory accounts as representing a true and fair view of the financial health of the organisation, and arrangements for delivering value for money (annual report). These auditor activities (i.e. auditor assessment) were delivered in 21/22, in relation to 2020/21 financial statements alongside auditor reporting of no significant weaknesses in Council financial management arrangements to deliver VFM.
- Successful outcome to the Council's participation in the Government's Round 2 Safety Valve deficit reduction programme.
- Positive reputational standing with residents/tax-payers on the robustness and efficacy of our statutory account reporting and VFM delivery arrangements in relation to use of public funds.

Priority action 2: Effective Financial Management

Deliverable: Engage with government on a five-year management plan for the delivery of improved outcomes for children and young people with additional needs within available resources.

Impacts and Outcomes

Formal engagement between senior Council officers, Schools Forum and Department for Education (DfE) through the latter half of 2021 to February 2022 as part of our participation in Round 2 Government Safety Valve Dedicated Schools Grant (DSG) deficit reduction programme. DSG management plan formally submitted to DfE in February, and signed off by the Secretary of State in March 2022. Overall Government funding agreement approval for £33.5m towards Council DSG deficit over 2021-27 period.

Funding agreement has resulted in improved Council financial stability because in the absence of Government funding, the Council would otherwise have had to meet the equivalent of £33.5m DSG deficit from available Council one-off reserves. These are reserves otherwise set aside from other significant budget risk issues identified in the Council's corporate risk register. Receipt of full Gov't £33.5m funding subject to subsequent delivery of agreed in-year Council DSG savings over the 5 year plan; in particular relating to the SEND transformation programme and in-district capacity investment over the same period.

How well have we done it?

Summary Funding agreement published by Gov't in March 2022 for successful Round 2 Safety Valve Council participants. Resultant 5 year management plan 2022-2027 to bring the current DSG deficit back into balance over the period, supported by £33.5m Gov't funding over the same period; early release of £13.5m funding to reduce the Council DSG deficit in 2021/22; the remaining £20m funding to be released over the subsequent 4 years, subject to satisfactory Council performance to deliver agreed annual savings targets against the in-year DSG funding deficit position.

Priority action 3: Become an inclusive employer of choice

Deliverable: Develop and launch a Kirklees Careers site to showcase the variety of roles available in the council and the benefits of working for an inclusive and flexible employer

Impacts and Outcomes

- Careers site was launched in September 2021. We currently 'spotlight' careers in Adult Social Care, Children's Social Care, highways, Schools, Catering & Cleaning and Apprenticeships – we are able to flex and update these to meet demand in other areas. The site also includes information on inclusion and safeguarding as well as employee benefits to support attraction.
- Further features include support and guidance for candidates in terms of applying and other help and guidance available from external agencies such as Works Better and Better Works.
- The site is an extension of the recruitment ATS contract. Should any re-procurement be with an alternative supplier this may have implications for the careers site and alternative options may need to be sought.

How much have we done?

There is a gap in terms of data and insight relating to users of the website and where they come from/land, how long they spend there etc.

How well have we done it?

We have confidence that we now have strong, attractive market leading landing page to support further promotion of jobs and careers in Kirklees and as a platform to support wider activities.

Deliverable: Rollout My Space - a digital engagement tool - to all our frontline staff, supported by a digital upskilling development programme

Impacts and Outcomes

My Space engagement portal has been developed and rolled out.

How much have we done?

Technical development of 3 iterations of My Space completed. Communication colleagues developed 1 of 3 promotional videos to date and delivered a poster campaign.

Frontline worker insight workshops are due to commence 27th April 2022. This will determine My Space future developments and develop an understanding of what is required to increase take up/usage.

How well have we done it?

Rolled out to 8,279 (80%) of colleagues, with 2,463 (30%) take up. Highest levels of access are seen around pay days.

Frontline colleagues are accessing pay details, council messages, discounts, well being information and job opportunities via My Space. They are also able to access Council e-mails and respond to employee surveys.

Impacts and Outcomes

- Jan 2022 – One intern gained full-time employment with TransDev Bus company and therefore ended his rotation early and left Project Search.
- April 2022 – 7 interns successfully completed their first rotation.
- April 2022 – 7 interns suitably matched to offers of a second rotation to commence early May 2022.

How much have we done?

01.08.2021 – Assessment Day for 2021/2022 Project Search Cohort – 10 Candidates attended. 9 were Successful. One further Candidate Joined later (September) after a successful interview to bring the cohort total to 10.

Oct 2021 – Official launch and start date of Project Search Kirklees.

Nov 2021 – One Intern left the programme to return to an alternative course at Kirklees College due to not engaging with Project Search.

Jan 2022 – 9 Interns commenced 1st rotations.

- 39 teams have been engaged with across the organisation.
- 18 rotations have been offered
- A further 13 service areas have shown interest in offering a September 2022 rotation
- A total of 29 Managers have engaged to offer a current or September 2022 rotation

As the 1st rotational placement just finished a questionnaire for all managers is being sent out to gain their feedback of the programme from the initial engagement of Project Search through to the end of the placement including the support offered by the on- site team has been developed and approved by the Project Search Steering Group. Including the impact on their awareness and understanding of issues relevant to employment of people with learning disabilities and autism. The findings of this questionnaire will be available by the 2nd week in May.

How well have we done it?

2 Interns have successfully gained employment. 1 into full-time and has left the programme and 1 into part-time and is continuing on Project Search. A further intern was successful in gaining employment but did not maintain it.

3 interns have applied for apprenticeships within the council

7 Interns have completed 1 successful rotation with excellent support offered from managers/mentors throughout the Council.

Evaluation surveys will be sent to managers to gather their feedback – including quality of support, impact on their awareness and understanding of issues relevant to employment of people with learning disabilities and autism

DFN Project Search (licensing body) has carried out a 6 monthly review highlighting the positive elements and areas to further strength.

Efficient & Effective

Priority action 3: Become an inclusive employer of choice

Deliverable: Put flexibility at the heart of all our jobs through our Timewise Project

Impacts and Outcomes

- Meeting with Timewise to scope out the activity required to gain accreditation.
- Collaborative meeting with Locala to assess if we can do a joint narrative for both organisations, however, it was agreed that we would embark on separate workstreams in line with our own corporate plan. However, work will follow accreditation with Locala with regards placed based working and wider systems thinking around common themes such as recruitment to hard to fill posts.
- Initial assessment has been completed, with input from the corporate People Strategy Steering group including the Trade Unions.
- Mapping exercise has been undertaken to assess where we are on our journey of improvement linked to key activities in the People Strategy whereby, we now know where we are and where we need to progress to on the maturity model.
- Further consultation with key managers linked into the workforce planning activity is scheduled for May 2022.
- Further information will become available from the front-line workers survey again to inform what our front-line workforce need in terms of flexibility as a group of employees where flexible hiring/working is not as achievable as our office-based workforce.

How much have we done?

- Original assessment from Timewise was supported by data from SAP.
- Consultation with middle managers/senior leaders as to their view on where the council was with regards the maturity assessment @ 20 in total including the Trade Unions. This group, represented most council services.
- Front line survey covers a different demographic of our workforce and will allow us to ascertain what gaps we have and what, if any, steps need to be put in place to address these.
- Evidence of inequalities, at this stage, cannot be supported by clear evidence, however, the gap in data supports more robust monitoring of workforce in terms of carers, flexible working requests etc.

How well have we done it?

The council is more advanced than timewise originally thought we would be with strategies in place linked to the People Strategy with regards recruitment, careers site and supporting managers to reflect if a role that they wish to advertise can be undertaken on a flexible basis (constructive challenge). The council has already advertised posts where we encourage flexible working applications so that those conversation can be upfront.

The quality of conversation with the groups has been good, albeit there is some work to do to promote the council as a flexible employer and by having these conversations as part of workforce planning strategies we can ensure this is embedded.

We will know more through our next round of focus groups/workshops with managers and timewise and the data that is produced from the frontline worker survey which is due in May.

Priority action 3: Become an inclusive employer of choice

Deliverable: Pilot a Workforce Planning toolkit in priority areas

Impacts and Outcomes

- A project team and project plan is in place to support delivery
- An introductory priming session has been developed and piloted in a number of services and will be rolled out and available early summer
- Intelligence have rolled out Head of Service dashboards to support workforce planning
- SharePoint site has been developed to host supporting materials and completed workforce plans
- Supporting tools and materials are in the process of being developed with priorities being determined from themes arising from priming session pilots
- Additional HR Resource has been recruited which will support acceleration of the project

How much have we done?

- 6 pilots of the priming session have been delivered to services across the council with broader conversations with other priority services. A further three pilots of the priming session are booked. All sessions include a focused element on exploration of workforce demographics in the services.
- Due for completion in Autumn 2022.

How well have we done it?

- 6 services are now more conversant with their workforce demographics and are starting to develop plans to address some of the issues highlighted in their introductory sessions.
- A questionnaire has been developed to evaluate effectiveness of the priming session and to provide a baseline for future project evaluation.

Priority action 4: Make Citizens Proud of Kirklees

Deliverable: Engage with citizens, councillors, partners and staff and agree the council's long-term Communications Strategy.

Impacts and Outcomes

Activities carried out to date:

- Internal staff workshops x3, Councillor consultation x2, Informal Scrutiny session x1, Staff business planning sessions x7 and Management workshops x3,
- Strategy and business plan has been drafted. The strategy is now (May 22) in draft form and will be subject to a flightpath through Executive Team and Informal Cabinet over the coming weeks. We anticipate having sign off in July/August 22.

How much have we done?

This deliverable is still in development. One of the key parts of the new strategy will be to implement a new evaluation framework for major communications campaigns and to develop KPIs for the service. This will allow us to establish evidence of inputs, outputs and outcomes. Data and narrative to support these questions will be available once the strategy is agreed and implemented.

How well have we done it?

Once of the key issues the Communications Strategy aims to address is the data and insight gap in our communications activity. Only once we have agreed the strategy – and an evaluation framework - will we be able to address the main issues raised by this process.

Deliverable: Demonstrate evidence of increased reach and engagement in the council's work with citizens and communities.

Impacts and Outcomes

- The timescale for this activity, as set out in the Council Plan, is October 2022.
- The Communications Strategy has been in draft form since May 2022. This follows a period of engagement with staff and councillors around its content.
- We anticipate developing an evaluation framework for communications work as part of the new Communications Strategy. This will allow us to begin to collect the relevant data by October 2022.

How much have we done and how well?

Metrics on communications activities will be part of our evaluation framework to be agreed by July / August 2022 and we will be in a position to begin measuring impact by October 2022 as planned.

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Name of meeting: Cabinet

Date: 9 August 2022

Title of report: Corporate Financial Monitoring Report, Quarter 1, 2022/23

Purpose of the Report

To receive information on financial monitoring for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 1 (month 3), 2022/23.

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 <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 Strategic Director & name	Rachel Spencer Henshall – 28/07/22
Is it also signed off by the Service Director for Finance?	Eamonn Croston – 28/07/22
Is it also signed off by the Service Director – Legal, Governance & Commissioning?	Julie Muscroft – 28/07/22
Cabinet member portfolio - Corporate	Give name of Portfolio Holders Cllr Paul Davies

Electoral wards affected: All
Councillors Consulted: None

Public or private: Public

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

1. Summary

1.1 General Fund

- 1.1.1 The Council's revised General Fund controllable (net) revenue budget for 2022/23 is £338.7m. The budget includes planned (net) revenue savings in-year of £2.5m.
- 1.1.2 The revised budget is net of a number of planned transfers from reserves during the year, with the most significant being £1.7m from the Revenue Grants reserve and £0.7m from the COVID Grants reserve.
- 1.1.3 There is a forecast overspend of £24.6m against the £338.7m revised budget at Quarter 1; equivalent to 7.3%. This is largely attributable to specific cost of living pressures above budgeted assumptions that are set out in more detail in section 1.2 below.
- 1.1.4 Impacts of cost of living pressures are a broader sectoral local government issue, not just a Kirklees specific issue, and at this stage Government has not indicated that it will consider additional in-year funding to the sector. The in-year forecast also includes provision for up to £10m earmarked reserves to part offset the cost of living pressures.
- 1.1.5 The forecast revenue outturn as at Quarter 1 is summarised at Appendix 1 and in Table 1 below. Headline variances are described in more detail in sections 1.2 to 1.8 of this report.

Table 1 - Overview of 2022/23 forecast revenue outturn position at Quarter 1

	Revised Budget	Outturn	Total variance	Variance split:	
				Cost of Living	Other
	£000	£000	£000	£000	£000
Children & Families	80,747	87,371	6,624	4,500	2,124
Adults & Health	117,050	117,455	405	-	405
Environment & Climate Change	39,015	44,094	5,079	2,000	3,079
Growth & Regeneration	16,187	16,740	553	-	553
Corporate Services	39,066	41,406	2,340	2,000	340
Central Budgets	46,619	56,226	9,607	11,300	(1,693)
General Fund Sub-Total	338,684	363,292	24,608	19,800	4,808
Reserves Drawdown to Offset Cost of Living	-	-	(10,000)	(10,000)	-
Revised General Fund Total	338,684	363,292	14,608	9,800	4,808

1.2 Cost of Living pressures - context

- 1.2.1 The 2022/23 budget plans were approved on 16 February 2022 and reflected the Administration's priorities and Council ambition in the Council Plan, including acknowledgement of the impact of the global pandemic and emerging global recovery, global supply issues, pent up consumer demand pressures on cost inflation, and labour supply recruitment and retention issues across all sectors of the economy.

- 1.2.2 Based on prevailing national and international macro-economic forecasts, it was anticipated that a number of these pressures would be transitory rather than structural in nature and this was factored accordingly into Council forward budget plans.
- 1.2.3 However, the Russian invasion in Ukraine on 24 February 2022 has delivered a further global shockwave with significant and potentially more structural global & national macro-economic and societal impacts.
- 1.2.4 A finance update report to Corporate Scrutiny Panel (CSP) on 5 July 2022 set out a number of key macro-economic factors that were likely to impact on the Council's in-year financial position, including significant price uplifts to gas and electricity, fuel and food. Consumer price index (CPI) inflation is 9.4% as at June 2022 and is expected to be in excess of 10% by current year end.
- 1.2.5 There is also a continued national labour supply shortage with current unemployment rates at about 3.8%; less than pre-pandemic, and outstripped by job vacancies of about 1.3 million currently. Combined, these factors are adding upward pressure on workers' pay across all sectors of the economy and public services; and amidst an anticipated largest fall in the average annual UK standard of living at above 2%, since records began in 1956.
- 1.2.6 The Bank of England base rate has also increased from 0.1% in December 2022 to 1.25% currently, and is anticipated to rise further in August with potential further rises in the remainder of 2022 and 2023 to attempt to counteract inflationary pressures in the economy.
- 1.2.7 The Organisation for Economic Co-operation & Development (OECD, June 2022) forecasts potential zero economic growth for UK through 2023; the 2nd lowest of the G20 countries ahead of Russia.
- 1.2.8 The report presented to CSP on 5 July recognised the significant impact of cost of living pressures on residents, households, communities and businesses, and made reference to a range of current national government and Council 'hardship' support measures for the district's residents and businesses.
- 1.2.9 The report also referenced specific impacts on the Council's finances, and the £19.8m set out in the summary Table 1 above, through this Quarter 1 finance report, is an early indicator of the extent of the in-year pressures; considered in more detail below.

Pay award

- 1.2.10 Salary inflation for 2022/23 was budgeted at 2%. Current national negotiations are underway and there are recent indications from the Local Government Association was that the negotiated settlement nationally could be in the region of 5%. This would equate to an in-year pressure of £4.4m and this is reflected in central budgets at Quarter 1.
- 1.2.11 At the time of writing this report, the national employers association, representing Councils, has put forward an offer of just under £2k per full time equivalent. The modelled impact of this, and any other variant subsequent, will be factored into the forthcoming Medium Term Financial Strategy (MTFS) re-fresh report to Council on 7 September.

Energy inflation

- 1.2.12 There have been unprecedented significant inflationary increases on Council services

energy costs, with electricity uplifts at 110% and gas uplifts at 415% for 2022/23. This is resulting in an in-year pressure of £6.9m on energy budgets, also reflected in central budgets.

- 1.2.13 The Council is currently part of a broader Council consortium of 13 member Councils with a contract through Yorkshire Purchasing Organisation (YPO) who purchase energy on behalf of the consortium members. Electricity has been forward purchased to 31 March 2022, and gas to 30 September 2022. At this stage it is assumed that the remaining 6 months gas supply will be at the prevailing 415%.
- 1.2.14 The consortium contract with YPO runs to 31 March 2023, and consortium members, including the Council, are currently reviewing its options from April 2023 onwards. Given the exceptional ongoing volatility in the global and national energy market, and significant impact on Council energy costs, future options will be brought back to Cabinet in due course for consideration.
- 1.2.15 There is also a £2m estimated pressure on Kirklees Active Leisure (KAL) budgets as a result of significant in-year increases in both gas and electricity costs. This pressure in the summary table 1 above is aligned to Corporate Services (Sports and Active Leisure). The Council has provided extensive support to KAL through the pandemic period 2020-22 and current financial year, with earmarked Government COVID funding totalling £9.5m to date, alongside a Sports England grant of around £1m.
- 1.2.16 There is also an estimated pressure of £4.5m within Children & Families (Learning Services) due to significantly increased annual energy price uplifts above Retail Price Index; the risk for which is borne by the Council in relation to the Council's existing Public Private Partnership (PPP) 1 and 2 contract with 19 schools. While the above RPI risk has been in place since 2007 with these contracts, the unprecedented energy price uplift has significantly skewed the in-year risk.

Fuel/Food inflation

- 1.2.17 Within Environment & Climate change, there is a projected catering pressure of £1m due to increasing food costs, and a projected further £1m pressure on Transport services due to rising fuel prices. Both these inflationary impacts remain volatile and will be reviewed through the remainder of 2022/23.
- 1.2.18 In addition to the Cost of Living pressures noted above, there are other forecast pressures highlighted in this report across Directorates, and these are summarised in sections 1.3 to 1.8 below.

'Other' forecast pressures

1.3 Children & Families +£2.1m

Learning Services – High Needs

- 1.3.1 The Secretary of State for Education confirmed, on 24 March 2022, the Council's successful participation in the Round 2 Dedicated Schools Grant (DSG) deficit reduction (Safety Valve) Programme. This included an initial 2021/22 Government funding contribution of £13.5m made on 31 March 2022.
- 1.3.2 The balance of agreed £20m government funding contribution to the Council's DSG deficit over the next 5 years is dependent on delivery of in-year DSG High Needs savings target. An update report, setting out in more detail the Safety Valve funding agreement and management plan, was presented to Cabinet on 26 July 2022.

- 1.3.3 At Quarter 1, the forecast in-year spend on High Needs spend in excess of the Dedicated Schools Grant (DSG) funding allocation is £9.5m (equivalent in-year deficit in 2021/22 was £12.8m). The overall DSG Deficit is forecast to be £20m by 31 March 2023. This is consistent with Safety Valve modelled projections.

Learning and Early Support +£1.5m

- 1.3.4 The School Improvement Grant has reduced significantly in 22/23 (£429k 21/22, estimated £175k 22/23). To mitigate the impact of this the service are working on a new staffing structure and exploring ways to maximise income generation.
- 1.3.5 Income from Education Penalty Notices reduced significantly during the pandemic and whilst it is starting to recover, levels still remain far lower than pre-COVID. Traded Service income has also reduced since the pandemic. The service is looking to redesign its offer to ensure that this is more in correlation with the expected income levels.
- 1.3.6 Post 16 Transport continues to be a pressure. Additional budget of £0.6m was invested for 2022/23 but the Quarter 1 projection is still an overspend of £421k. Increases in fuel costs have been factored into this figure but the full impact will become clearer later in the year. As at 31 March 2022, 214 children used the service.

Family Support and Child Protection +£0.3m

- 1.3.7 This is largely as a result of increased volumes and complexity of need on demand led CDS (Children with Disability Service) Agency Homecare Packages. The main area of this budget is on Demand Led Sufficiency. The service continues to manage LAC (Looked After Children) numbers very well and these have reduced to 604 (at August 2020 they were at 689). Whilst there are variances within these budgets, the net overall position is approximately balanced and therefore the main pressure areas are effectively managed.

Resources, Improvements and Partnerships +£0.3m

- 1.3.8 There is a projected overspend of £0.3m within Resources, Improvements and Partnerships. This is as a result of increased costs in Internal residential Homes. There are acute capacity issues due to staff shortages, sickness and shielding along with placement demands and a lack of alternative local provision. The service is implementing measures to mitigate the issue through deployment of an additional casual bank of staff, overtime and agency cover, however this comes at a significant additional cost.

1.4 Adults and Health +£0.4m

- 1.4.1 The overall position for Adults is a projected overspend of £0.4m. There is some volatility across key demand-led headings, with the main variance being seen on Self-Directed Support.
- 1.4.2 The main headline demand led variance at Quarter 1 is around Self-Directed Support, with a projected underspend of £1.1m. A significant element of this relates to Older People, predominantly on Direct Payments (reduced activity and lower unit costs). Against this, the Mental Health client group is seeing pressure against its budget, on Commissioned Services and on Direct payments due to higher unit costs.

- 1.4.3 Other headline variances are around employees (with an overspend of £0.4m). Pressures are continuing in relation to recruitment and retention in the workforce, resulting in the use of agency staff where necessary. There are also smaller variances across a number of other headings, and a projected overspend of £0.2m due to the need to cover an increase in the level of bad debts being seen.
- 1.4.4 Independent Sector Home Care is projected at close to break-even for the current year. Within this there is an overspend on the Learning Disability client group due to higher than anticipated market activity. This is offset by underspends on other client groups.
- 1.4.5 Independent Sector Residential & Nursing placements are also close to break-even with a projected underspend of £0.1m. Within this, unit costs are higher than budgeted but married with a lower level of activity. Work continues with providers in the Care home market around key pressures, and trends in the short and long term (with the possibility of it being driven more by people with complex needs). Working with partners continues to be crucial.
- 1.4.6 The current year will see a significant scale of change within Adult Social Care, notably around the Market Sustainability & Fair Cost of Care national programme which is focussed on the markets for Home Care and for Independent Sector Residential & Nursing Placements. Work is ongoing around the impact of this.
- 1.4.7 There is also the lead up to the national Charging Policy Reform in 2023; another fundamental change. These are alongside the increased cost of living impacts on providers. All will require sustained impetus in working collaboratively in a strategic manner, ensuring that we continue to address the issues in the market, whilst bringing the best outcomes for the residents of Kirklees.

1.5 Environment and Climate Change +£3.1m

Environmental Strategy and Climate Change +£2.1m

- 1.5.1 Within Environmental Strategy and Climate Change there is an estimated overspend of £2.0m on Schools Transport; in the main linked to an increase in the number of routes to out of area schools. An additional £0.3m was built into the School Transport base budget as part of the 2022/23 Annual Budget report to address some of the ongoing pressures in this area. This was in addition to the £1.2m uplift previously included in the 2021/22 budget round.

Highways and Streetscene +£0.6m

- 1.5.2 At Quarter 1, a pressure of £0.6m has been identified within parking; largely due to multi storey and other site closures and lower than budgeted parking fees and fines income.

Culture and Visitor Economy +£0.5m

- 1.5.3 Within Catering there is a projected pressure of £0.5m due to a shortfall in income.

1.6 Growth and Regeneration +£0.6m

Development +£0.6m

- 1.6.1 Within Development, there is a projected overspend of £0.6m due to commercial budgets that are unachievable.

1.7 Corporate Strategy, Commissioning and Public Health +£0.3m

Strategy and Innovation +£0.4m

- 1.7.1 At Quarter 1, IT has a projected pressure of £0.4m. This relates to annual application and infrastructure contract inflation, offset in part by temporary underspending on staffing.

1.8 Central Budgets -£1.7m

- 1.8.1 The 2022/23 Annual Budget Report included a provision of £4.0m, reducing by £1.0m per annum over the subsequent 2 years, reflecting the protracted recovery of service income from sales fees and charges and commercial rents as a result of COVID over the medium term. At Quarter 1, £1.7m of this contingency has been released from central budgets to offset service losses held within Directorates. Any further contingency release adjustments will be considered in light of updated service income projections to current year end.

1.9 General Fund Reserves

- 1.9.1 The reserves position at Appendix 2 reflects the Council's reserves strategy and approach reported and approved at Budget Council on 16 February 2022 and subsequent re-refresh in the Financial Outturn report which is on the same Cabinet agenda as this report.
- 1.9.2 At Quarter 1, General Fund reserves and balances are estimated to decrease through 2022/23 by £60.3m; from £166.8m at the start of the year to £106.5m as at 31 March 2023. Of this, £27.7m relates to transfers approved in the 2022-27 Annual Budget report.
- 1.9.3 The remaining £32.6m balance of movement on reserves is broken down as follows:
- i) Forecast £3.7m net planned drawdowns into directorates from reserves during the year, with the most significant being £1.7m from Revenue Grants reserve and £0.7m from COVID Grants reserve.
 - ii) Drawdown of £4.3m from the demand reserve reflecting £2.1m contribution towards the DSG deficit as per the Safety Valve agreement referenced in paragraphs 1.3.2 and 1.3.3, and a further £2.2m to offset the Almondbury Community School deficit.
 - iii) Projected drawdown of £10.0m to offset projected cost of living pressures in-year. It is proposed that £5.0m is drawdown from the demand reserve and the remaining £5.0m from revenue grants/other reserves. This is illustrated in Appendix 2.
 - iv) Transfer of the Quarter 1 projected overspend of £14.6m against earmarked financial resilience reserves at year-end.
- 1.9.4 Regular monitoring and review of corporate reserves will continue to be undertaken as part of the standard monitoring cycle through the remainder of the financial year. Also attached at Appendix 6 is the current version of the Councils Corporate Risk Register, which also helps inform the Council overall reserves requirements in light of known

budget risk issues set out in the register. This includes emerging Cost of Living risks.

1.10 Collection Fund

1.10.1 The Collection Fund accounts separately for council tax and business rates income and payments. Table 2 below summarises the projected financial performance of the Collection Fund at Quarter 1.

Table 2 – Collection Fund Summary

Collection Fund forecast (Council Share)	Council Tax	Business Rates	Total
	£000	£000	£000
(Surplus)/Deficit at 1 April 2022	744	13,398	14,142
Re-payments to/(from) General Fund 21/22	(1,026)	(15,135)	(16,161)
Estimated In year Financial Position	-	-	-
(Surplus)/Deficit at 31 March 2023	(282)	(1,737)	(2,019)

- 1.10.2 At Quarter 1, overall, the in-year Council Tax performance is estimated to be in line with the budgeted position. This projection takes into account the various points outlined below, notwithstanding the volatility of income projections in the current economic climate.
- 1.10.3 The 2022/23 Council Tax Base (CTB), approved as part of the 2022-27 Annual Budget Report, incorporated a series of positive adjustments reflecting the impact of the forecasted economic recovery from COVID on Council Tax income. Adjustments included housing growth projections of 1000 Band D equivalents and a reduction in the bad debt requirement from 2.76% in 2021/22 to 1.5% in 2022/23.
- 1.10.4 The 2022/23 Council Tax Base also assumed a decrease in the number of Council Tax Reduction scheme claimants by approximately 1,000, due to the projected local economic recovery post-pandemic.
- 1.10.5 The local Council Tax Reduction (CTR) scheme supports some of the borough's households on low incomes, is means tested and eligible claimants receive up to 80% discount from their full council tax liability. The local scheme only applies to those of working age. The national pension age scheme means there is no such minimum payment and eligible pensioners can receive up to 100% discount.
- 1.10.6 At 30 June 2022 the working age CTR claimant numbers were 24,000; a reduction of 500 since 31 March. These figures still remain volatile, with the potential of a further rise over time as prevailing economic conditions are likely to mean increased unemployment rates and further growth in households eligible for CTR.
- 1.10.7 As at Quarter 1, the in-year Business Rates performance is estimated to be in line with the budgeted position. The budget assumes a collection rate of 97.4% compared to a pre-pandemic rate of 98.6%.
- 1.10.8 Government is continuing to provide further expanded reliefs in 2022/23 due to the economic impacts of COVID on specific business sectors. Eligible occupied retail, hospitality and leisure properties will receive a 50% relief, up to a cash limit of £100,000 per business. This was factored into the above collection rate assumption.
- 1.10.9 It is acknowledged that at Quarter 1, the collection fund forecasts are subject to

significant degree of volatility. Emerging intelligence will be factored into subsequent monitoring projections, in particular the impact on residents and business of the cost of living crisis and the potential effect this may have on the target in-year collection rates and bad debt provision requirements.

1.11 Housing Revenue Account

- 1.11.1 The Council's Housing Revenue Account (HRA) accounts for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account. The forecast revenue outturn at Quarter 1 is a £275k deficit against an annual turnover budget of £94.8m in 2022/23. This will be monitored closely due to the current pressures caused by inflationary increases.
- 1.11.2 The main variances are £908k on repairs and maintenance which relates to legislative changes for fitting CO2 detectors in all properties, where costs were not initially budgeted for and some inflationary increases to material costs for works. This is netted off by a forecast underspend of £1.1m for management costs; for payroll costs as we are struggling to recruit to a number of technical posts and for other corporate charges. Other variances relate to void rent loss and under recovery of service charges.
- 1.11.3 Forecast HRA reserves at 31 March 2023, which includes providing for business risks and investment needs is £39.1m. A summary of the HRA outturn and reserves position can be found at Appendix 3.

1.12 Capital

- 1.12.1 The budget for the 2022/23 Capital Plan is based on the updated capital plan within the Financial Outturn & Rollover Report 2021/22 at £273.8m, updated to £261.3m at Quarter 1 mainly as a result of £12.6m being re-profiled into subsequent financial years (see also Appendix 5) and other minor budget changes. It is also acknowledged that the budget and forecasts included at this stage are however conditional on Council approval of the Financial Outturn Report 2021/22, on 7 September 2022.
- 1.12.2 The Council's revised capital budget for 2021/22 is £261.3m. The forecast capital outturn at Quarter 1 is £259.4m; forecast £1.9m variance.
- 1.12.3 The Quarter 1 position is summarised in Table 3 below, categorised by Council primary outcomes as set out in the Corporate Plan, which illustrates how the Council's investment proposals align with the Council's ambitions for its residents. Each primary outcome is further structured between strategic priorities, operational work programmes and one-off projects.

Table 3 – Forecast Capital Outturn 2022/23 at Quarter 1

By Category	Revised Budget £000	Actuals to Date £000	Annual Forecast £000	Variance £000
Achieve & Aspire	18,510	1,812	16,898	(1,612)
Best Start	3,341	260	3,341	0
Independent	8,708	63	8,582	(126)
Sustainable Economy	173,502	13,666	173,328	(174)
Well	7,228	657	7,145	(83)
Safe & Cohesive	175	4	175	0
Clean & Green	8,862	1,464	8,962	100
Efficient & Effective	2,821	287	2,821	0
General Fund	223,147	18,213	221,252	(1,895)
Independent –Strategic Priorities	18,828	872	18,828	0
Independent - Operational	19,284	4,184	19,284	0
Housing Revenue Account	38,112	5,056	38,112	0
Total Capital Plan	261,259	23,269	259,364	(1,895)

- 1.12.4 A more detailed breakdown of the capital outturn position is provided at Appendix 4. The largest variance shown in Achieve and Aspire is within Libraries where schemes have been put on pause following reassessment of overall budget requirements due to outcome of feasibility studies and costings for options.
- 1.12.5 Noting that Quarter 1 is an early capital forecast, it is acknowledged that the current financial year, alongside all future years of the capital plan, will be subject to a rigorous forthcoming review. This will be set out in more detail as part of the forthcoming medium term financial strategy (MTFS) re-refresh report to Council on 7 September.
- 1.12.6 Officers will continue to review capital budget profiles in year, including any more detailed recommendations for potential re-profiling of scheme budgets between years (allowable under Financial Procedure Rules 3.10-3.15), as part of future financial monitoring. Any such recommendations would reflect the growing complexities and challenges over the next 5 years in delivering to this scale of ambition.
- 1.12.7 Future capital plan updates will continue to be presented to Council via the annual budget strategy update and annual budget approval reports to Cabinet and Council as a matter of course, as part of the annual planning cycle.
- 1.12.8 The Council has submitted a Levelling Up Fund (LUF) Round 2 bid to regenerate the markets in Huddersfield by consolidating the two sites into a single new market located at the existing Open Market site. The Council contribution requires 10% match-funding which equates to a £2m commitment. The inclusion of match funding in the Capital Plan will be considered as part of the wider MTFS refresh work and early budget process.

2022/23 Capital Scheme drawdown proposals

- 1.12.9 This report also includes a number of specific capital scheme drawdown proposals for Cabinet approval in line with Council Financial Procedure Rules:

Huddersfield District Energy Network (HDEN)

- 1.12.10 The Huddersfield District Energy Network (HDEN) project has completed the Outline Business Case (OBC) Stage of scheme development, which was initiated by a Cabinet

decision in February 2021. The scheme is currently being progressed through the Council's Governance processes for Cabinet in September 2022. Ahead of this approval £200k of existing borrowing has been allocated to the Commercialisation phase of the project (developing the OBC to Full Business Case) in order bring forward workstreams from the OBC which are time-critical.

- 1.12.11 This is to provide funding for additional specialist contractor work, in order to align the HDEN programme with that of the Council's Waste Contract procurement (a key interdependency for the HDEN and the intended source of energy). The second element is for specialist support to complete an application to the Government's Green Heat Network Fund ahead of the August 2022 deadline. This could attract £1m grant for the wider HDEN Commercialisation programme plus grant-fund up to 50% of the subsequent HDEN development and construction.
- 1.12.12 Cabinet are asked to endorse £200k from the commercialisation phase of Huddersfield District Energy Network. The funding will be met from existing funds in the Capital Plan.

Cultural Heart

- 1.12.13 Cabinet on 22 June 2021 agreed to progress the Cultural Heart master plan to Outline Business Case (OBC) and a budget of £6.55m was approved to deliver the Cultural Heart programme to Gateway 2. The budget included fees associated with the appointed Strategic Development Partner (SDP) project managing the programme to Gateway 2.
- 1.12.14 The Strategic Outline Case (Gateway 1) was approved by Cabinet on 16 November 2021. The cost to deliver the Cultural Heart programme was estimated at £210m and at Budget Council in February 2022 additional capital investment was built into the Capital Plan to set the budget at this level. All funding is being provided from Council borrowing.
- 1.12.15 Gateway 2 completed as per target by July 2022. However, the Cabinet report seeking approval to move to Gateway 3 (programme moves into the implementation phases of, detailed design, planning and construction) has been deferred to 20 September 2022.
- 1.12.16 The SDP and design teams continue to make progress on the project e.g. work has commenced on RIBA Stage 3, however, the associated fees can only be contained within the original Gateway 2 budget of £6.55m until August 2022. Therefore, approval is requested to advance £1m from the existing 22/23 Cultural Heart capital allocation to cover the cashflow issues created for the month of September through scheduling the Outline Business Case Cabinet report for 20 September.

2 Information required to take a decision

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

Appendix 1 summarises, by service area, the forecast General Fund revenue outturn position in 2022/23;

Appendix 2 summarises the forecast General Fund reserves and balances movements in-year;

Appendix 3 summarises the forecast HRA revenue outturn position including movements in HRA reserves in-year;

Appendix 4 sets out by Outcome area the forecast capital outturn position in 2022/23

Appendix 5 shows 2022/23 capital budget re-profile proposals into future years of the capital plan; and

Appendix 6 shows the current version of the Council's Corporate Risk Register plan.

3 Implications for the Council

3.1 Working with People

3.2 Working with Partners

3.3 Place Based working

3.4 Climate Change & Air Quality

3.5 Improving Outcomes for Children

3.6 Financial Implications for the people living or working in Kirklees

3.7 Other (e.g. Financial, Legal or Human Resources)

3.7.1 The Council has a statutory duty to balance its budget under section 31A of the Local Government and Finance Act 1992 and to take any necessary steps in-year to ensure this. Section 151 of the Local Government Act 1972 requires the Council to make proper arrangements for the administration of its financial affairs including budgetary control.

3.7.2 As outlined in section 1.2 of this report, a number of key assumptions incorporated into the budget plans for 2022/23 and key spend and funding assumptions for future years are being impacted by the current volatile global and national economic conditions. There are significant inflationary pressures affecting both revenue and capital budgets and income forecasts are increasingly volatile as a result of the cost of living crisis and its impacts on local residents.

3.7.3 Given the above context, Councils cannot solely rely on a government funding solution to accommodate any forecast in-year budget pressures, which in themselves remain sensitive in the current environment.

3.7.4 While the Council has identified up to £10m to part mitigate in-year Cost of Living pressures, over-reliance on "one-off" revenue reserves to support annual balanced budgets over the medium term would not be financially sustainable, and any significant depletion in reserves over time would leave the Council very exposed to financial risks.

3.7.5 It is therefore imperative that the Council should continue to ensure that it has robust and sustainable plans to deliver its ambitions and priorities over the foreseeable future within sustainable and available means.

3.7.6 The Council's refreshed reserves strategy approved in the 2022-27 budget plans includes the s151 Officer recommendation that the Council's financial resilience

reserves at £37.1m remain 'non-negotiable' for potential re-direction for any other purpose.

Management actions

- 3.7.7 As at Quarter 1, the general fund revenue forecast overspend is £14.6m (net of up to £10m earmarked reserves offset). This overspend would then be transferred i.e. offset against available Council usable (financial resilience) reserves as at 31st March 2023. This would leave financial resilience reserves at £22.5m; significantly below the minimum requirement set out by the s151 Officer, as noted at 3.7.6 above.
- 3.7.8 It is expected that the Council's Executive Management Team will deliver a range of mitigations in-year, in order to deliver an overall year end balanced budget position against the other costs highlighted in the Table 1 summary in this report.
- 3.7.9 In addition, there are a range of other management actions being considered in-year to narrow the gap against Cost of Living pressures, aside from continued sectoral lobbying to Government for additional funding support, given the unprecedented nature of the pressures. These include a further review of in-year demand forecasts across adults and children's services, continued exploration of all external funding opportunities, a corporate review of fees and charges, corporate led capital plan review, ensuring maximisation of capitalisation opportunities, corporate led asset review, agency costs and vacancy management.
- 3.7.10 These, and other management actions will be brought back to Cabinet for further consideration as appropriate, through the remainder of the financial year.

Medium Term Financial Strategy Refresh

- 3.7.11 The Council budget for 2022/23 approved at Budget Council on 16 February 2022 also included indicative spend and funding forecasts for 2023/24 and future years, including a £16.4m budget gap for 2022/23, even before the additional cost of living pressures set out in this report. Clearly the cost of living pressures set out in this report are likely to wash through as well into future years; the extent of which will in some part remain volatile.
- 3.7.12 Existing multi-year budget assumptions will be refreshed using the best available information to help inform the forthcoming Medium Term Financial Strategy (MTFS) update report to Council on 7 September 2022. This will then provide the financial planning framework for the development of subsequent budget proposals to inform 2023/24. A number of the management actions set out above will also inform the development of subsequent budget proposals, alongside a range of other emerging proposals to be set out as part of the MTFS refresh report. The report will also include a further refresh of the Council's Corporate Risk Register.

4 Consultees and their opinions

This report has been prepared by the Service Director Finance, in consultation with the Executive Team.

5 Next Steps

To present this report to Cabinet as part of the Quarterly financial monitoring reporting cycle.

6 Cabinet portfolio holders recommendations

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

7 Officer recommendations and reasons

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

General Fund

- 7.1 note the forecast revenue outturn position at Quarter 1;
- 7.2 note the intent to bring proposals to cabinet in due course for the future procurement of the Council's energy contract from April 2023 onwards.
- 7.3 note the forecast year end position on corporate reserves and balances at Quarter 1;
- 7.4 note the regular monitoring and review of corporate reserves in 2022/23 reported to Cabinet as part of the Quarterly financial monitoring cycle;
- 7.5 note the management actions set out at 3.7.7 to 3.7.10 and the intention to bring proposals back to Cabinet for further consideration to address the in-year position

Collection Fund

- 7.6 note the forecast position on the Collection Fund as at Quarter 1;

HRA

- 7.7 note the Quarter 1 forecast HRA position and forecast year-end reserves position;

Capital

- 7.8 note the Quarter 1 forecast capital monitoring position for 2022/23;
- 7.9 approve the re-profiling of the 2022/23 capital plan as set out in this report and at Appendix 5;
- 7.10 approve £200k capital scheme drawdown for the Huddersfield District Energy Network;
- 7.11 approve £1m drawdown from the existing 22/23 Cultural Heart capital allocation to cover the cashflow issues created for the month of September through scheduling the Outline Business Case Cabinet report for 20 September 2022

8 Contact Officer

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- 9 Background papers and History of Decisions**
Annual budget report 2022-27 to Budget Council, February 2022
Budget Update Report to Council, October 2021
Finance Update report to Corporate Scrutiny Panel, 5 July 2022

- 10 Service Director responsible**
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Corporate Revenue Budget monitoring 2022/23 – Month 3

Appendix 1

Strategic Director portfolio responsibilities	Annual					Variance breakdown:	
	Controllable Budget (Net)	Planned use of reserves	Revised Budget	Forecast	Variance	Cost of Living Pressures	Business as Usual
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Child Protection & Family Support	42,884	-	42,884	43,206	322		322
Resources, Improvements & Partnership	19,529	54	19,583	19,857	274		274
Learning & Early Support & Schools	18,280	-	18,280	24,308	6,028	4,500	1,528
Sub Total (Children & Families)	80,693	54	80,747	87,371	6,624	4,500	2,124
Customers and Communities	11,513	-	11,513	11,501	(12)		(12)
ASC - Older People and Physical Disabilities	11,760	-	11,760	10,766	(994)		(994)
ASC - Learning Disabilities and Mental Health	79,017	-	79,017	80,557	1,540		1,540
Adults Sufficiency	14,028	732	14,760	14,631	(129)		(129)
Sub Total (Adults & Health)	116,318	732	117,050	117,455	405	-	405
Environmental Strategy & Climate Change	7,982	183	8,165	10,244	2,079		2,079
Highways & Streetscene	29,087	129	29,216	30,778	1,562	1,000	562
Culture & Visitor Economy	(2,206)	1,683	(523)	957	1,480	1,000	480
E&CC Management & Support	2,157	-	2,157	2,115	(42)		(42)
Sub Total (Environment & Climate Change)	37,020	1,995	39,015	44,094	5,079	2,000	3,079
Skills & Regeneration	3,862	-	3,862	3,862	-		-
Homes & Neighbourhoods	(433)	433	-	-	-		-
Development	10,574	44	10,618	11,171	553		553
Management & Support	1,707	-	1,707	1,707	-		-
Sub Total (Regeneration & Growth)	15,710	477	16,187	16,740	553	-	553
Strategy & Innovation	15,390	-	15,390	15,784	394		394
Public Health & People	277	427	704	2,704	2,000	2,000	-
Governance & Commissioning	14,500	-	14,500	14,446	(54)		(54)
Finance	8,472	-	8,472	8,472	-		-
Sub Total (Corporate Strategy, Commissioning & Public Health)	38,639	427	39,066	41,406	2,340	2,000	340
Central	46,619	-	46,619	56,226	9,607	11,300	(1,693)
General Fund Total	334,999	3685	338,684	363,292	24,608	19,800	4,808
Drawdown from Reserves	-	-	-	(10,000)	(10,000)	(10,000)	-
Revised General Fund Total	334,999	3,685	338,684	353,292	14,608	9,800	4,808

General Fund Earmarked Reserves

	Reserves position as at 1st April 2022	Budget report Approved Movements	Revised reserves position at 1st April 2022	Planned Net Drawdown in-year	Unplanned use of Reserves (Forecast Variance)	Forecasted Reserves position as at 31st March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
Statutory (School Reserves)						
Schools Balances	(15,503)	-	(15,503)	-	-	(15,503)
Public Health	(1,442)	-	(1,442)	-	-	(1,442)
Total Statutory (School Reserves)	(16,945)	-	(16,945)	-	-	(16,945)
Earmarked						-
Transformation/Development Funding						
Ward Based Activity	(1,286)	-	(1,286)	120	-	(1,166)
Strategic Investment support	(4,500)	-	(4,500)	276	-	(4,224)
Waste Management	(2,000)	2,000	-	-	-	-
Mental Health	(639)	-	(639)	32	-	(607)
Inclusive Investment	(3,045)	-	(3,045)	159	-	(2,886)
Place Partnership Theme	(2,000)	-	(2,000)	-	-	(2,000)
Transformation	(4,166)	-	(4,166)	-	-	(4,166)
Place Standard	(1,000)	-	(1,000)	19	-	(981)
Local Welfare provision initiatives	(2,641)	2,641	-	-	-	-
Apprenticeship Levy	(2,915)	-	(2,915)	-	-	(2,915)
Total Transformation/Development Funding	(24,192)	4,641	(19,551)	606	-	(18,945)
Revenue Grants/Other						
Revenue Grants (various)	(18,468)	-	(18,468)	1,659	-	(16,809)
Rollover	(353)	-	(353)	319	-	(34)
Stronger Families Grant	(1,524)	-	(1,524)	-	-	(1,524)
Social Care Reserve	(1,285)	-	(1,285)	-	-	(1,285)
School PFI	-	-	-	-	-	-
Other	(3,645)	-	(3,645)	302	-	(3,343)

	Reserves position as at 1st April 2022	Budget report Approved Movements	Revised reserves position at 1st April 2022	Planned Net Drawdown in-year	Unplanned use of Reserves (Forecast Variance)	Forecasted Reserves position as at 31st March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
Drawdown to offset 2022/23 cost of living pressures				5,000		5,000
Total Revenue Grants/Other	(25,275)	-	(25,275)	7,280	-	(17,995)
Risk Reserves - Specific Purposes						
Insurance	(1,900)	-	(1,900)	-	-	(1,900)
Property and Other Loans	(3,000)	1,000	(2,000)	-	-	(2,000)
Treasury Smoothing	(960)	-	(960)	-	-	(960)
Total Risk Reserves - Specific Purposes	(5,860)	1,000	(4,860)	-	-	(4,860)
Risk Reserves - Budget Risks						
Financial Resilience Reserves	(37,146)	-	(37,146)	-	14,608	(22,538)
Demand Reserve	(17,352)	-	(17,352)	9,313	-	(8,039)
Total Risk Reserves - Budget Risks	(54,498)	-	(54,498)	9,313	14,608	(30,577)
Earmarked (COVID) Reserves						
COVID Response - Unfunded Risks	(3,884)	8,168	4,284	105	-	4,389
COVID Response - Recovery Fund	(2,367)	-	(2,367)	-	-	(2,367)
COVID Response - Collection Fund (Risk)	(6,400)	4,116	(2,284)	-	-	(2,284)
COVID Response - Leisure Support (KAL)	-	(3,500)	(3,500)	-	-	(3,500)
COVID Grants (various)	(2,110)	-	(2,110)	694	-	(1,416)
COVID Business Grants Reserve	(284)	-	(284)	-	-	(284)
Extended Business Rate Relief Compensation	(11,915)	11,915	-	-	-	-
Tax Income Loss Compensation	(3,102)	1,334	(1,768)	-	-	(1,768)
Sub Total Earmarked (Collection Fund)	(30,062)	22,033	(8,029)	799	-	(7,230)
Total Earmarked	(139,887)	27,674	(112,213)	17,998	14,608	(79,607)
GENERAL BALANCES	(9,962)	-	(9,962)	-	-	(9,962)
Grand Total	(166,794)	27,674	(139,120)	17,998	14,608	(106,514)
Total usable reserves (excluding schools and public health)	(149,849)	27,674	(122,175)	17,998	14,608	(89,569)

Glossary of Reserves

RESERVE	DESCRIPTION
School Balances	Statutory reserves relating to both individual schools balances/deficits carried forwards.
Public Health	Timing issues on Public Health grant spend commitments (Public health grant is statutorily ring-fenced)
Ward Based Activity	Set aside reflecting timing issues on ward-based activity spend commitments
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.
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.
Mental Health (including Domestic abuse)	To support a number of local area based mental health initiatives.
Inclusive Investment Reserve	Set aside for a range of targeted development activity that supports the Council's inclusive investment ambition.
Place Partnership Theme	To encourage Place specific local initiatives
Transformation Reserve	Set aside for strategic transformation developments over the next 12 to 24 months.
Place Standard Reserve	Set aside to support the resourcing of emerging Place Standard action plans.
Local Welfare Provision Initiatives	Set aside for a range of existing Local Welfare Provision measures to support some of the borough's vulnerable families and individuals in financial hardship
Apprenticeship Levy	Set aside to fund future payments into the Apprenticeship levy
Revenue Grants	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been occurred.
Rollover	To fund deferred spend commitments against approved rollover
Stronger Families	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
Social Care	Set aside to cover phased rollout of a range of social care expenditure commitments as agreed at Cabinet, August 2018.
Schools PFI Reserve	Utilised to cover reduced DSG budget contributions to council services in 2020/21 and 2021/22
Other Earmarked	A range of smaller reserves earmarked for specific purposes.
Insurance	Mitigates against risk from increased liabilities and insurance claims.
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.
Treasury Smoothing Reserve	This reserve has been set aside to manage the volatility surrounding treasury management budgets with respect to both potential changes in interest rates and the level of delivery of the capital plan.
Financial Resilience	Covers a range of potential costs highlighted in the Council's corporate risk register, including budget risks as set out in the sensitivity analysis within the 2021-26 Annual Budget report.
Demand Reserve	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity
COVID Response Reserve	Specific reserve set aside to cover the costs of the Council's COVID response.
COVID Grants (various)	Represents specific COVID grants recognised in the Comprehensive Income and Expenditure Statement before expenditure was occurred.

RESERVE	DESCRIPTION
COVID Business Grants reserve	Reflects the balance of COVID Business Grants received and recognised in 2020/21 and 2021/22 before expenditure was incurred.
Extended Business Rate Relief Compensation	During 2020/21 and 2021/22, local authorities received S31 grants to offset the reliefs given to businesses during COVID. Under current collection fund accounting rules, the S31 grants received cannot be discharged against the Collection Fund deficit in-year. The additional s31 grants were therefore transferred into the extended business rates relief reserve, to be drawn down the following year against the rolled forwards collection fund deficit.
Local Tax Income Loss Compensation	Local authorities were compensated for the loss of local tax income in 2020/21 as a result of COVID. The compensation amount was transferred into the Tax Income Loss Compensation Reserve to be drawn down in future years against the rolled forwards collection fund deficit.
General Fund Balances	General reserve set at £10m to support general working capital and cashflow requirements.

HOUSING REVENUE ACCOUNT 2022/23 - MONTH 3

	Year to			Annual		
	Date			Revised Budget	Forecast	Variance
	Controllable Budget (Net)	Actuals	Variance			
£'000	£'000	£'000	£'000	£'000	£'000	
Repairs & Maintenance	7,466	7,269	(197)	28,495	29,403	908
Housing Management	6,392	7,010	618	42,318	41,188	(1,130)
Other Expenditure	233	(35)	(268)	26,692	26,692	(0)
Total Expenditure	14,091	14,244	153	97,505	97,283	(222)
Rent & Other Income	(21,792)	(21,724)	68	(94,803)	(94,306)	497
Revenue Contribution to Capital Funding	0	0	0	0	0	0
Planned transfer from HRA Reserves	0	0	0	(2,702)	(2,702)	0
Total	(7,701)	(7,480)	221	0	275	275

HRA RESERVES





	Balance at 31 March 2022	Approved Movement in Reserves	Balance at 31 March 2023
	£'000	£'000	£'000
Set aside for business risks	(4,000)		(4,000)
Forecast in Year Surplus/Deficit To support the Capital Investment Programme		275	275
Planned Drawdown from reserves		2,702	2,702
Set aside to meet investment needs (as per HRA Business Plan)	(44,834)		(44,834)
Working balance	(1,500)		(1,500)
Total	(50,334)	11,208	(39,126)



Corporate Capital Budget Monitoring 2022/23 – Month 3




Appendix 4


	Financial Outturn & Rollover Report Plan £'000	Budget Adjustment incl Re- profiling £'000	Qtr 1 Revised Budget £'000	Actuals to Date £'000	Forecast £'000	Variance £'000	Variance %
General Fund							
Aspire & Achieve	19,960	(1,450)	18,510	1,812	16,898	(1,612)	(9%)
Best Start	3,841	(500)	3,341	260	3,341	0	0%
Independent	8,708	0	8,708	63	8,582	(126)	(1%)
Sustainable Economy	179,699	(6,197)	173,502	13,666	173,328	(174)	0%
Well	8,036	(808)	7,228	657	7,145	(83)	(1%)
Safe & Cohesive	175	0	175	4	175	0	0%
Clean and Green	9,362	(500)	8,862	1,464	8,962	100	1%
Efficient & Effective	2,821	0	2,821	287	2,821	0	0%
GENERAL FUND TOTAL	232,602	(9,455)	223,147	18,213	221,252	(1,895)	(1%)
Housing Revenue Account							
Strategic Priorities	21,490	(2,662)	18,828	872	18,828	0	0%
Operational	19,733	(449)	19,284	4,184	19,284	0	0%
HOUSING REVENUE TOTAL	41,223	(3,111)	38,112	5,056	38,112	0	0%
CAPITAL PLAN TOTAL	273,825	(12,566)	261,259	23,269	259,364	(1,895)	(1%)





	£'000	£'000
General Fund		
Aspire & Achieve		
Basic Need (BL)	(400)	
Capital Maintenance (BL)	(650)	
SEND (OP)	(400)	
Best Start		
Children with Disabilities (SP)	(500)	
Sustainable Economy		
Highways (BL) Woodhead Landslip	(6,182)	
Ward Based Activity	(53)	
Clean & Green		
Waste Management Plant/Infrastructure (SP)	(500)	
Well		
Play Strategy (BL)	(809)	
General Fund Total		(9,494)
Housing Revenue Account		
Independent		
Housing Growth (SP)	(862)	
Council House Building (SP)	(1,800)	
Fuel Poverty (BL)	(449)	
Housing Revenue Account Total		(3,111)
TOTAL CAPITAL PLAN RE-PROFILED		(12,605)
Funding:		
Borrowing	(8,153)	
Grants	(2,363)	
Contributions/S106	75	
Earmarked Capital Receipts	(1,445)	
HRA Reserves	(719)	
TOTAL FUNDING RE-PROFILED		(12,605)





Risk No	Risk – Description of the risk	Management actions already in place to mitigate the risk and proposed actions with timeline	Trend	Risk Matrix Symbol
	Community Impacts & Risks	Delivering service that customers and citizens need		
A1	<p>The risk that the Council’s incident management / emergency planning is insufficient to manage a serious incident or series of related incidents leading to short term or prolonged impacts on the Kirklees community and Council employees and operations.</p> <p>Potential risk causes include, but are not limited to:</p> <ul style="list-style-type: none"> • Weather related events • Industrial accident • Infectious disease outbreak • Terrorist attack 	<p>This position requires specific event related understanding, coordination and action and is often about dealing with areas of uncertainty. Effective business continuity and emergency planning (including mutual aid) is necessary.</p> <p>Mitigations need to relate to and consider:</p> <ul style="list-style-type: none"> • Social and economic consequences (including appropriate council interventions therein). • Management of financial consequences • Recognition of longer-term impacts • Ensuring appropriate communication (to community and staff) • For service delivery, business continuity planning <p style="text-align: right;"><i>Responsible for this chief executive and all strategic directors</i></p>	 5X4=20	
A2	<p>The council does not adequately safeguard children and vulnerable adults, and those subject to elder abuse, because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.</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 Safeguarding Practice Reviews (Children), Safeguarding adults reviews and Domestic Homicide Reviews • Active management of cases with media interest • Completion of the development of the Corporate Safeguarding Policy (approved by Cabinet March 2022) • Review of current practices following the child sexual exploitation in other authorities and the emerging requirements. 		





		<ul style="list-style-type: none"> • Ensure that workloads are balanced to resources, and that this worked is prioritised when there are staff resource availability issues • 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 • Adults Safeguarding Board has own specific risk register • Effective listening to messages about threats from other parts of the council and partner agencies • Proactive recognition of Members role as “corporate parent” • Childrens Ambition Board to assist governance and quality improvement • Additional work to ensure that corporate safeguarding activities include appropriate control arrangements. • Ensure effective record keeping • Ensure routine internal quality assessment • Training to ensure that there is a proportionate reaction, • Recognise that referrals may have been suppressed because of lockdown and other coronavirus related concerns <p style="text-align: right;"><i>Responsible for this risk – R Parry and M Meggs</i></p>	4x5=20	
A3	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. • Provision of support pathways to assist victims • Understand relationship with the Prevent strategy, and issues linked to counter terrorism • Ensure effective record keeping 	 4x4=16	








		<ul style="list-style-type: none"> Learning from external reports on CSE issues re Oxford, Rotherham etc <p style="text-align: right;"><i>Responsible for this risk –M Meggs</i></p>		
A4	<p>Failure to address matters of violent extremism and related safer stronger community factors, including criminal exploitation, (and with the potential of safeguarding consequences for vulnerable individuals), or national or international incidents (e.g., terrorism), out with the councils control, create significant community tension, with the risk of public disorder, and threats to councillors going about their duties. National terrorism threat level raised as a consequence of Ukraine and Russia</p>	<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 some campaigns may give cause to action and reaction. (e.g. black lives matter, LGBTQ) Global events can create ongoing potential issues and tensions, (national risk status raised recently) which the council needs awareness and mitigations strategies. West Yorkshire Violence Reduction Unit will assist Local measures to ensure councillors are/feel protected (and staff and others) including access to relevant information. Protect and Prepare obligations to mitigate terrorism risk on publicly accessible locations (PAL) Assurance processes re ensuring appropriate understanding associated with the use of public and client access to the internet (terrorism and extremism related) <p style="text-align: right;"><i>Responsible for this risk – R Parry and M Meggs (& J Greenfield)</i></p>	<p style="text-align: center;">↑</p> <p style="text-align: center;">4x5=20</p>	
A5	<p>Failure to adequately address the challenges of climate change is a risk both to operational processes, as a result of severe weather events and the Council's ability to maintain services, and reputationally, to demonstrate</p>	<ul style="list-style-type: none"> 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.) Consultancy study advice on how the council might address global warming consequences of higher summer temperature (affecting road surfaces), and 	<p>As a long- term environmental trend</p> <p style="text-align: center;">↑</p> <p style="text-align: center;">4x5=20</p>	 

	<p>compliance with the Council’s own climate change commitments. Certain government grants require demonstration of climate commitments, impacting on funding available and statutory obligations relating to climate change are becoming more stringent.</p>	<p>more volatile weather conditions, (e.g., rainstorms) and heating and ventilation in new and refurbished property</p> <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 such as ensuring appropriate levels of energy efficiency in residential and commercial property, and the financial consequences • Lobbying for financial and other government support in relation to the costs of meeting obligations • WYMCA related projects will require assessment of carbon impacts <p style="text-align: right;"><i>Responsible for this risk – C Parr</i></p>		
<p>A6</p>	<p>The impact of the “cost of living crisis” (specifically inflationary pressure leading to increased prices for food and fuel) on individuals, the community, partners and the business sector, and on their priorities, and their consequent demands for council service Understanding that impact on the voluntary sectors may reduce their ability to support communities, with a consequent impact on the council.</p>	<ul style="list-style-type: none"> • Understand the impacts including those of rising prices-e.g. energy/ changed customer demand for paid for activity • Consider what types of support the council might provide • Engagement in resilience discussions with NHS partners • Secure funding as appropriate (e.g., consider extension of pooled funds • Understanding potential impacts on demand for council services • Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced. • Understand if changes in the availability of council and / or community facilities is affecting Voluntary Organisations • Assess dependency on voluntary organising, and impacts that coronavirus has on their sustainability, and consider actions. • Understand the impact on demand and resources from the broader economic microsystem • Determine which of these are really adverse <p style="text-align: right;"><i>Responsible for this risk – R Parry and M Meggs * all strategic directors</i></p>	<p style="text-align: center;">↑</p> <p style="text-align: center;">4x4=16</p>	



	The finances of the Council	Keeping the Council solvent		
A7	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"> • Significant impacts on incomes and cost pressures on certain service areas • 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 monthly • Monthly (and quarterly) financial reporting • Understand impacts of inflation(see A8) (and make adjustments within funds allocated) <p style="text-align: right;"><i>Responsible for this risk - E Croston & ET</i></p>	 4x5=20	
A8	Above inflation cost increases, impact on the council directly, and on the ability of contractors to deliver activities of the specified quality at the agreed price. (Noting inflation in costs of energy, food and construction, likely to be ongoing)	<ul style="list-style-type: none"> • Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices (e.g., 5-year expectation of cost increases by one quarter on construction projects) • Renegotiate or retender contracts as appropriate. • Ensure that budgets anticipate likely cost impacts • Reduce extent or number of capital projects • Be willing to amend service or activity prices reflecting cost changes • Recognise that some changes such as the costs of energy are longer term (but with severe short-term impacts) • Seek additional funding because of government-imposed cost • Determine if increased costs such as energy make efficiency projects more financially attractive or reduce consumption by less use of heating. • Internal Board to ensure a corporate approach <p style="text-align: right;"><i>Responsible for this risk - E Croston & all strategic directors</i></p>	 5x4=20	





<p>A9</p>	<p>The council has significant financial risks related to</p> <ul style="list-style-type: none"> # Volumes (spending more than budget) of. <ul style="list-style-type: none"> • Complex Adult Care services • Childrens Care Services • Educational high needs # Income impacts on commercial rents and other fees and charges. # HRA Rent collection. (UC roll-out) # Waste disposal and waste strategy # Social care legislation impacts (care cap) # Grant schemes, where the council takes on cost or outcome risk 	<ul style="list-style-type: none"> • Monitor short term loss of income and any continuing additional costs (& be sure they are all captured) and recognise these in budget plans • Scenario plan for changed level of demand, or customer tastes. • Scenario plan for recurrences of coronavirus or similar • Scenario plan for default by debtors <p>Consider impact of changing “costs” to be levied on debtors who default- impact on collection funds, and on operational budgets in Exchequer</p> <ul style="list-style-type: none"> • Seek to recover additional costs where budgets held by other parties or partners • Significant service pressures recognised as part of resource allocation • Responsibility for budgetary control aligned to Strategic and Service Directors. • Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs • Utilise supplementary resources to cushion impact of cuts and invest to save. • Assess grant related risks and seek to mitigate (with the grant regime) • Proactive monitoring as Universal Credit is introduced • Understand, scenario plan and monitor financial implications from Heath & Social Care legislation being prompted by government <p style="text-align: right;"><i>Responsible for this risk - E Croston & ET</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">5x5=25</p>	<p style="text-align: center;"></p>
<p>A10</p>	<p>Making inappropriate choices in relation to lending or and borrowing decisions, leads to financial losses.</p>	<ul style="list-style-type: none"> • Effective due diligence prior to granting loans and careful monitoring of investment decisions. • Effective challenge to treasury management proposals by both officers and members (Corporate Governance & Audit Committee) taking account of external advice <p style="text-align: right;"><i>Responsible for this risk - E Croston</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">2x5=10</p>	<p style="text-align: center;"></p>

<p>A11</p>	<p>Exposure to uninsured losses or significant unforeseen costs, leads to the necessity for unintended savings to balance the councils finances. Insurance market unwilling to cover certain risks. -such a clad building.</p>	<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). • Awareness of risk activity that is not insured or uninsurable. <p style="text-align: right;"><i>Responsible for this risk - E Croston & J Muscroft</i></p>	<p style="text-align: center;">  4x3=12 </p>	
<p>A12</p>	<p>Statutory obligations (eg in relation to social care) create additional resource requirements that are not covered by existing government / other funding allocations. The future national budget position and allocation of funding to local authorities causes a loss of resources or increased and under-funded obligations (e.g., in relation to social care), with impact on the strategic plans. Ref inflation. Medium term risks remain, as the need to address recent high level of national debt, and inflation/ interest, with other spending areas deemed of greater priority. NHS given all social care additional tax revenues initially.</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. • Lobby for appropriate shares of NI levies for local authorities- or similar funding. • Ensuring efficacy of social care levy if ever shared <p style="text-align: right;"><i>Responsible for this risk - E Croston & all strategic directors</i></p>	<p style="text-align: center;">  4x5=20 </p>	

	Governance	Operating legally and ethically		
A13	The councils arrangements to effectively determine policies, are inadequate, leading to the potential for failure or delay	<ul style="list-style-type: none"> • Open policy development • Open decision making, including full consultation • Effective challenge (between officers, officers and members, and between member), with sufficient time for adequate consideration and scrutiny (e.g. timely publication of Key Decision Notices) • Proper recording of all decisions • Clarity of responsibility and understanding <p style="text-align: right;"><i>Responsible for this risk – chief executive and all strategic directors</i></p>	 2x5=10	
	The councils arrangements to effectively implement policies and practices, are inadequate, leading to the potential for failure, error, illegality or delay	<ul style="list-style-type: none"> • Open decision making, including full consultation • Proper recording of all decisions • Carefully following all rules and requirements, particularly those related to Financial Procedures Rules and Contract Procedure Rules • Doing basics well- strong training and effective assurance • Clarity of management responsibility and understanding <p style="text-align: right;"><i>Responsible for this risk – chief executive and all strategic</i></p>	3x5=15	
A14	National legislation, especially that which is not fully funded, impacts on the councils current policies and strategies (Examples Waste Strategy, Social care reforms)	<ul style="list-style-type: none"> • Horizon scanning and work to ensure that the local impacts of national legislation, or other changes are fully understood as soon as practical • Open consideration of options and how these may impact across communities, and impact on current activities • Financial assessments <p style="text-align: right;"><i>Responsible for this risk – chief executive and all strategic directors</i></p>	 5x4=20	 
	Resource Utilisation	Operating successfully and effectively		
A15	Council supplier and market relationships, including contractor failure leads to.	<ul style="list-style-type: none"> • Avoid, where possible, over dependence on single suppliers • Seek to build a panel of suppliers who are available and interested in delivering work to council 		

	<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 decisions and arrangements in respect of significant and long running major outsource contracts, and their extension and renewal. • Inability to secure contractors at all, or to achieve a clear open competition <p>(Recognising higher risk at times of inflation, especially against fixed price contracts)</p>	<ul style="list-style-type: none"> • 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, considering 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: right;"><i>Responsible for this risk – J Muscroft</i></p>	5x4=20	
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<p>A16</p>	<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.</p>	<ul style="list-style-type: none"> • Thorough, understandable information governance policies and practices that are clearly communicated to workforce and councillors • Effective management of data, retention and recording. • Compliance with retention schedules. • 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) supported by an Information Governance Board • Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate • Recognition of increased risk from homeworking may increase risks or change their perspective (e.g., destruction of paper records, extra training) • Compliance with IT security policy. • Increased awareness of officers and members as to their obligations, responsibilities etc, through training • Recognising and understanding “cloud” based products and the advantages and risks that they provide • Business continuity procedures. <p style="text-align: right;"><i>Responsible for this risk – J Muscroft & Rachel Spencer Henshall</i></p>	<p style="text-align: center;">↔</p> <p style="text-align: right;">4x5=20</p>	
<p>A17</p>	<p>Cyber related threats affecting data integrity and system functionality/security</p>	<ul style="list-style-type: none"> • Organised crime and state actors are predominant causes. • Impact mitigation important • Immutable back up equipment to at least preserve data • Thorough, understandable security policies and practices that are clearly communicated to workforce and councillors • Recognition of increased risk from homeworking which may increase or Change mitigations required (e.g., additional training) • Compliance with IT security policy. • Increased awareness of officers and members as to their obligations, responsibilities etc, through training • Recognising and understanding “cloud” based products and the advantages and risks that they provide 	<p style="text-align: center;">↑</p> <p style="text-align: right;">5x5=25</p>	

		<ul style="list-style-type: none"> • Business continuity procedures.(in various scenarios) including recognising that some solutions may involve a return to paper based solutions and records • Proactive management of cyber issues, including additional web controls <p style="text-align: center;"><i>Responsible for this risk – T Hudson, A Simcox & Rachel Spencer Henshall</i></p>		
A18	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 particularly issues of fire safety)	<ul style="list-style-type: none"> • Ensuring appropriate H&S responses, including to infectious disease outbreaks (eg. 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 style="text-align: center;"><i>Responsible for this risk – R Spencer Henshall</i></p>	 3x5=15	
A19	Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, cladding and fire controls 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 • Housing Building Safety Assurance Board established • Develop management actions, categorised over the short to medium term and resource accordingly. • Prioritisation of funding to support reduction of backlog maintenance 	 5x4=16	

		<ul style="list-style-type: none"> • Clarity on roles and responsibilities particularly where property management is outsourced <p style="text-align: right;"><i>Responsible for this risk – C Parr/ D Shepherd</i></p>		
A20	<p>The risk of retaining a sustainable, diverse, workforce, including</p> <ul style="list-style-type: none"> • An appropriately skilled workforce to meet the demands of the council / government agenda • aging and age profile • encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks) • recognising that labour shortage affects a large part of economic activity • and ensuring that the workforce is broadly content, <p>without whom the council is unable to deliver its service obligations.</p>	<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. • Understanding difficult to recruit areas • Understand market pay challenges and considering changes to grading/je structure • 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 (and recognising that young people's skills, knowledge, and expectations may be impacted by coronavirus) • encouraging entrants to professional roles where pay is often below market levels. • 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 style="text-align: right;"><i>Responsible for this risk – R Spencer Henshall</i></p>	<p style="text-align: center;">↑</p> <p style="text-align: center;">4x4=16</p>	

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










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

Code

Community	Finance	Employees	Environmental/ climate	Assets/ Property	Health & Safety	IT/Data	Goods/ supplies	Compliance/ Legal
								

Name of meeting: Cabinet

Date: 9th August 2022

Title of report: Kirklees Joint Health and Wellbeing Strategy refresh

Purpose of report:

The purpose of this paper is to seek the endorsement of Cabinet for the draft refreshed Joint Health and Wellbeing Strategy (JHWS). This will enable the draft to progress along the proposed timeline to seek the endorsement of Full Council, prior to the final version being presented at the September Health and Wellbeing Board meeting for final approval.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Key Decision – No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Emily Parry-Harries, Head of Public Health on behalf of Rachel Spencer-Henshall Strategic Director of Corporate Strategy, Commissioning and Public Health
Is it also signed off by the Service Director for Finance?	Eamonn Croston, 29th July 2022
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft, 29th July 2022
Cabinet member portfolio http://www.kirklees.gov.uk/you-kmc/kmc-howcouncilworks/cabinet/cabinet.asp	Cllr Viv Kendrick Chair, Health and Wellbeing Board

Electoral wards affected: All

Ward councillors consulted: Yes – via political groups

Public or private: Public

Has GDPR been considered? Yes, no personal or sensitive data is included in this report.

1. Summary

The Council, along with NHS partners, has a statutory duty to work together through the Health and Wellbeing Board to agree and implement a Joint Health and Wellbeing Strategy (JHWS) for the district.

The JHWS is a high-level strategy which sets out the vision, ways of working and priorities for health and wellbeing in Kirklees. Responsibility for delivery of the JHWS rests across a wide range of local partner organisations, partnerships with oversight by the Kirklees Health and Wellbeing Board.

The current JHWS is being refreshed and the Board expects to approve the new JHWS at its meeting on the 22nd September.

The JHWS is in the Council's Policy Framework as per Article 4 of the constitution. For this reason, the decision about whether the Council adopts the JHWS must be made at Full Council.

Cabinet are asked to:

- a) Note and comment on the contents of the Joint Health and Wellbeing Strategy, recognising that further minor amendments may be necessary to take account of feedback from Cabinet and other key partners, and that a set of materials to help communicate the JHWS is being developed
- b) Refer this item to the meeting of Council on 7th September 2022 with a recommendation that the Joint Health and Wellbeing Strategy be adopted, subject to final approval by the Health and Wellbeing Board.

2. Information required to take a decision

2.1. Background

The Health and Wellbeing Board has a statutory responsibility to develop, publish and own the Joint Strategic Assessment and Joint Health and Wellbeing Strategy for Kirklees. Taken together these provide the overarching framework for planning, commissioning and delivery of services that impact on the health and wellbeing of the whole population, not just health and care services. The JHWS is a high-level strategy which sets out the vision, ways of working and priorities for health and wellbeing in Kirklees. The detail of how these will be delivered is in the plans and strategies for specific issues that sit underneath it. The current JHWS has been in place since 2014.

The JHWS is being refreshed as one of the four top tier strategies for Kirklees, alongside the Inclusive Economy Strategy the Environment Strategy and the Inclusive Communities Framework. Officers have been working together to ensure alignment between these four strategies, and this work is continuing.

Since Autumn 2021 a wide range of engagement activity has been undertaken, including

- Feedback local partner organisations through engagement sessions, online feedback, presentations at a range of boards/fora etc.
- Survey and engagement data, including 2021 Currently Living in Kirklees (CLiK), Place Standard, Healthwatch Kirklees engagement activity.
- In the Council through discussions at service/directorate leadership teams, political Groups, Scrutiny and the Health and Wellbeing Board.

This has enabled us to identify how we should approach improving health and wellbeing and the priorities, along with the factors that make a difference to our health and wellbeing, both positively and negatively, from what people who live, work and study in Kirklees have told us.

The full draft Joint Health and Wellbeing Strategy is attached as Appendix 1. A 2-page summary is shown in Appendix 2.

Responsibility for delivery of the JHWS rests across a wide range of local partner organisations, partnerships with oversight by the Kirklees Health and Wellbeing Board.

The new Kirklees Health and Care Partnership will have a key role in shaping the health and care services to deliver the JHWS.

2.2. Key issues

a) Proposed Flightpath

The Health and Wellbeing Board has the statutory responsibility for the JHWS as the senior partnership body for health and wellbeing in Kirklees.

The Board agreed a path that gave all partners, including the Council, an opportunity to endorse the JHWS before it receives final approval by the Board on 22nd September 2022.

The JHWS is in the Council's Policy Framework as per Article 4 of the constitution. For this reason, the decision about whether the Council adopts the JHWS must be made at Full Council. This is scheduled for the 7th September 2022.

b) Developing headline actions for each priority

Throughout the engagement phase lots of ideas for action have been identified and collated. Leads for each of the priorities are working on bringing those together with existing plans and ambitions. These will be incorporated into the JHWS presented to the Health and Wellbeing Board in September.

Alongside this the team working on the 4 top-tier strategies are pulling together the full range of strategies and plans across the partners that can support the implementation of the strategies.

c) Embedding the JHWS and ways of working

The engagement activity has highlighted a range of issues about how we work with individuals, families, communities, and partners. These are all consistent with our existing commitments to place-based working, restorative approaches, and the wider shift to collaborative approaches such as personalisation and co-production.

This culture change will be as important as the focus on the priorities and themes and will require determined and consistent effort over the lifetime of the JHWS.

d) Tracking delivery and impact

Delivery of the Strategy will largely be through the wide range of partnership strategies and plans we are currently mapping. Plus individual organisations corporate plans. Each of these will have its own arrangements for tracking delivery and impact.

At a strategic level there are two strands to the proposed approach

- Monitoring the Kirklees Shared Outcomes through the indicator framework.
This is currently being refined and updated by the Corporate Data and Insight Team
- The Health and Wellbeing Board holding partners to account on delivery against the JHWS ways of working, priorities, and themes.
The details of the approach are being developed but the Board's expectation in that having set the strategic direction through the JHWS, partnerships and partners take responsibility for delivery and the Board receives regular updates on delivery and provides 'check and challenge' to the system.

e) Presenting the top tier strategies and the action to deliver them

The process of developing the JHWS has generated a wealth of ideas and comments, and these are reflected in the current full draft. Recognising that this contains a lot of detail a 2-page summary has been developed to highlight the key points in the strategy. The final version will consist of

- a narrative document
- a set of supporting materials that provide an 'easy read' version of the strategy.

The team working on the top-tier strategies are very aware that previously there has been no consistent core narrative or look and feel to our partnership strategies. This has not helped create the sense that the relationships and dependencies between the strategies are critical to achieving the Shared Outcomes. We are working with the Corporate Communications Team to develop a consistent look and feel, initially for the core texts.

Building on this we will also be exploring more creative and engaging ways of sharing the strategies and crucially how these are being turned into action to improve people's lives. Currently this is done, but in a disjointed way.

3. Implications for the Council

- **Working with People & Working with Partners**

The development of the JHWS has been through working with people and partners. We are seeking endorsement from a wide range of partners before the final JHWS is approved by the Health and Wellbeing Board in September.

Working with people and partners is embedded in the commitments in the JHWS and most of the implementation will be reliant on continued improvements in partnership working, including co-production.

- **Place Based Working**

Place based working is embedded in the proposed ways of working, priorities and factors of the JHWS.

- **Climate Change and Air Quality**

Climate change is recognised as one of the key factors impacting on health and wellbeing. On that basis the expectation is that all plans/strategies that are enabling the delivery of the JHWS will considered and respond to the implications of climate change.

Similarly the expectation is that the key cause of poor air quality, transport, and the wider natural and built environment are considered as parts of the 'rainbow' model of health and wellbeing.

- **Impact on cost-of-living crisis**

Poverty is recognised as one of the key factors impacting on health and wellbeing. On that basis the expectation is that all plans/strategies that are enabling the delivery of the JHWS will considered and respond to the implications of poverty.

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

No immediate financial or legal implications.

Do you need an Integrated Impact Assessment (IIA)?

An IIA has been carried out and is included in the documents. The Stage 1 Assessment does not indicate that a full Integrated Impact Assessment is required.

4. Consultees and their opinions

As described above a wide range of engagement activity has been undertaken. This has included:

- Several discussions at the Health and Wellbeing Board, most recently at the June Board meeting
- Consultation sessions with Political Groups and Adults and Health Scrutiny
- A wide range of engagement activity with partnership groups including the Kirklees Partnership Executive, Health and Care Partnership Forum, Mental Health Partnership etc, and with individual organisations/services.

A central element of the process of developing the JHWS has been the work done by Healthwatch Kirklees to engage directly with local people about what is important to them. This work also drew on existing engagement activity undertaken by partners, including the Place Standard work done by the Council. The key themes from this work has informed the draft JHWS and led directly to the creation of the 'I statements'.

The current draft has been shared widely with partners to gather their support and give them a final opportunity to comment on the content, reflect on how the JHWS can be used to shape their work, and share examples of good practice.

Scrutiny hosted a workshop with representatives from all Panels on the 25th July. Several issues were highlighted (see below), and these will be fed into the final version of the JHWS alongside comments from partners.

- Strengthening the emphasis on poverty - the impact it has on health and wellbeing and the need to tackle the causes and consequences.
- Further clarifying what we mean by equity, equality and inclusion and the implications for health and wellbeing.
- The importance of collaborating across Kirklees and West Yorkshire to ensure we have the workforce necessary to deliver the JHWS.

- Recognising the need to use the new health and care partnership arrangements to tackle significant challenges such as NHS dentistry.
- How we learn from our experience on tackling significant health and wellbeing challenges eg tackling infant mortality, local mental wellbeing projects.
- Making best use of the range of sources of intelligence about local health and wellbeing.
- How to connect with key partners on tackling the JHWS priorities eg schools and mental wellbeing of children and young people.
- Highlighting the importance of place/locality-based leadership, planning and delivery eg the new role for Councillors and Primary Care Networks.
- How we will embed the JHWS into Council policy eg Planning policy, and plans eg the Council Corporate Plan.
- Developing a set of simple messages to help local people, staff and leaders to understand what the JHWS means for them.

5. Next steps and timelines

The Health and Wellbeing Board expects the new JHWS to be in place this year – the current JHWS ran until 2020, but Covid delayed the review process.

The Council, as one of the partners, is asked to endorse the JHWS. As the JHWS is part of the Council Policy Framework this must be done through Full Council.

The proposed flightpath assumes that this will be done prior to the HWB Board approving the JHWS on 20th September.

The alternative dates for Full Council is 12 October (or later) – but as this is after when the JHWS is scheduled to be approved by the HWB Board there would be no opportunity to influence the actual content of the JHWS.

6. Officer recommendations and reasons

That Cabinet:

- c) Note and comment on the contents of the Joint Health and Wellbeing Strategy, recognising that further minor amendments may be necessary to take account of feedback from Cabinet and other key partners, and that a set of materials to help communicate the JHWS is being developed
- d) This item be referred to the meeting of Council on 7th September 2022 with a recommendation that the Joint Health and Wellbeing Strategy be adopted, subject to final approval by the Health and Wellbeing Board.

7. Cabinet Portfolio Holder's recommendations

That Cabinet accept the Officer recommendations.

8. Contact officer

Rachel Spencer-Henshall
Strategic Director of Corporate Strategy, Commissioning and Public Health

9. Background Papers and History of Decisions

Kirklees Health and Wellbeing Board report, 30th June 2022:
Kirklees Joint Health and Wellbeing Strategy Refresh
[Item 7 Kirklees JHWS - report to HWBB June 2022.pdf](#)

10. Service Director responsible

Emily Parry-Harries, Head of Public Health

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We would value your thoughts on the following 5 questions

- 1) What are your reflections on the
 - Vision, Values & Ways of Working, I statements
 - 3 priorities and 6 factors
 - ‘plan on a page’ for each of the 3 priorities (see Appendix)
 - contributions to/from the other top tier strategies
- 2) Is there anything missing or that should not be in the JHWS?
- 3) How can you use the JHWS in your organisation/work?
- 4) What are the things that we should plan and deliver at a locality, Kirklees and West Yorkshire level?
- 5) Have you got examples of where you are already delivering?

NB Please bear in mind that the JHWS is a high-level strategy – the detail is in the plans and strategies for specific issues that sit underneath it.

Please send any feedback to jhws@kirklees.gov.uk by 24th August 2022



Joint Health and Wellbeing Strategy 2022

Contents

- Introduction
- Kirklees top-tier strategies
- What makes a difference to our health and wellbeing? The ‘rainbow model’
- “I statements” - what local people told us was important to them
- Our vision, values and approach (ways of working)
- JHWS ‘plan on a page’ – vision; outcomes; priorities and factors
- Kirklees shared outcomes, strategies and partnerships
- Top-tier strategies and supporting plans
- How will we know if we are making a difference?
- Appendices
 1. I statements
 2. Appendix: Ways of working: Placed Based Working and Shaped by People
 3. JHWS priorities action plans:
 - Mental Wellbeing
 - Healthy Places
 - Connected Care & Support
 4. Factors to consider in planning and action to deliver the JHWS and its supporting plans
 5. Shared Outcomes - Headline Indicators
 6. Linking the top-tier strategies

Introduction

The Joint Health and Wellbeing Strategy (JHWS) 2022-2027 sets out the vision, values, ways of working and priorities for action the Kirklees Partnership will be focusing on to improve the health and wellbeing of people who live, work and study in Kirklees.

We have had a JHWS in place since 2014. A review of the progress against the outcomes and commitments it set out provided the starting point for this new version.

Clearly there have been many changes since the previous JHWS was published. Some of the most notable, that were not reflected in the previous JHWS, being

- the Covid pandemic
- recognition of the 'climate emergency'
- changes to the partnership landscape, particularly the creation of the West Yorkshire, Kirklees and locality health and care partnership arrangements.

In addition, there is wider recognition of the importance of

- tackling inequalities and promoting inclusion
- recognising, understanding and working with the distinct communities that make up Kirklees
- working with communities and individuals, rather than just doing things to/for them
- the impact of poverty and housing on health and wellbeing, and
- the potential digital technology has for improving health and wellbeing

However, there are a very wide range of other things that make a difference to our health and wellbeing (see slide 6). We have updated this 'rainbow model of health and wellbeing' that was at the heart of the previous JHWS to reflect the changes in what we know are important influences on people's health and wellbeing.

The vision, values, ways of working, priorities and the factors that we need to take into consideration when planning and taking action to deliver these, have been identified by

- Analysis of the Kirklees Joint Strategic Assessment, the Director of Public Health's Annual Reports and other local and national intelligence
- Engagement with a wide range of local partners who are working on improving health and wellbeing
- What people who live, work and study in Kirklees have told us. This information has been gathered from a wide range of sources, including:
 - Feedback local partner organisations have gathered from people who use or may use their services about what is important to them, their families and friends
 - The 2021 Currently Living in Kirklees (CLiK) survey results (over six thousand residents took part)
 - The local area survey feedback
 - And the 2021/2022 Healthwatch Kirklees surveys for people who live, work and study in Kirklees about what is important and makes a difference to their (and their family and friends') health and wellbeing.

The Joint Health and Wellbeing Strategy along with the other three Top Tier local strategies set out the Partnership's broader ambitions and priorities for Kirklees and are key to local accountability.

To deliver their ambitions all the top-tier strategies will be supported by a range of specific strategies and plans. For example, the Kirklees Health and Care Partnership will have a key role in shaping the health and care services to deliver the JHWS.

We also work closely with our wider partners, including the West Yorkshire Integrated Care System and West Yorkshire Mayoralty to deliver our ambitions.

Kirklees Top Tier Strategies

We have a shared vision for Kirklees. For it 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.

This vision is supported by eight shared outcomes, and we recognise changes in any one of these outcomes impacts others. For example, a population that is more healthy and well means a stronger workforce and a more sustainable economy, and a sustainable economy means more disposable income to help children to have the best start in life. There are countless other examples.

Likewise, we have a shared commitment to tackling inequalities, where outcomes for local places and communities are unfair and unequal.

Our top-tier strategies are partnership-led. They explain where we are at in Kirklees – what our opportunities and challenges are, what we most need to do to improve, and the role each of us as partners to make this happen.

These are the Joint Health and Wellbeing Strategy, Inclusive Economy Strategy, and Environment Strategy while the Inclusive Communities Framework provides an approach to working with communities for these strategies, supporting activity in all areas to contribute to more inclusive communities and a sense of belonging. Like our outcomes, success in one strategy depends on the others.

With a shared sense of purpose, we can bring our collective insight, expertise, and resources together to achieve greater impact and make our local places even better

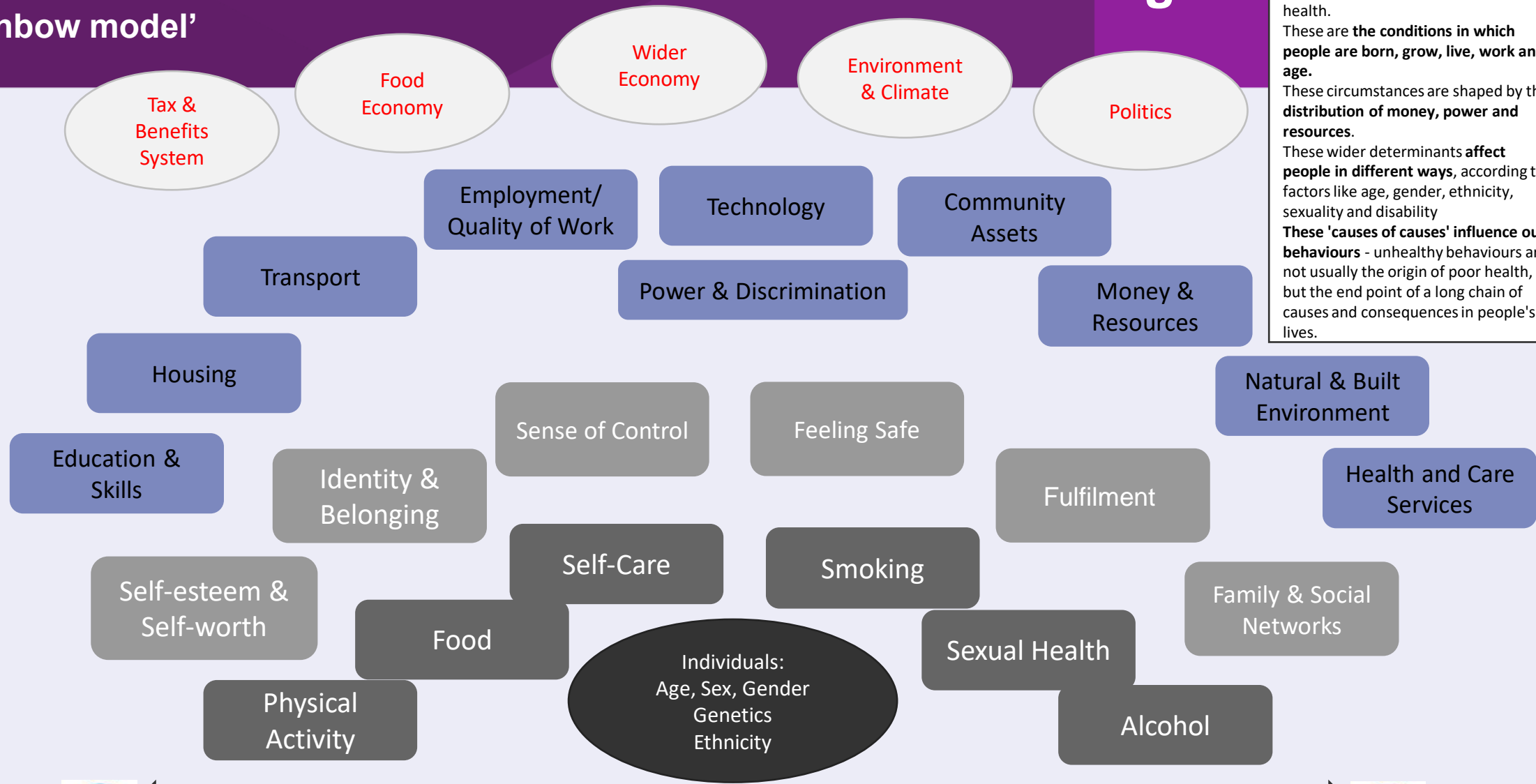
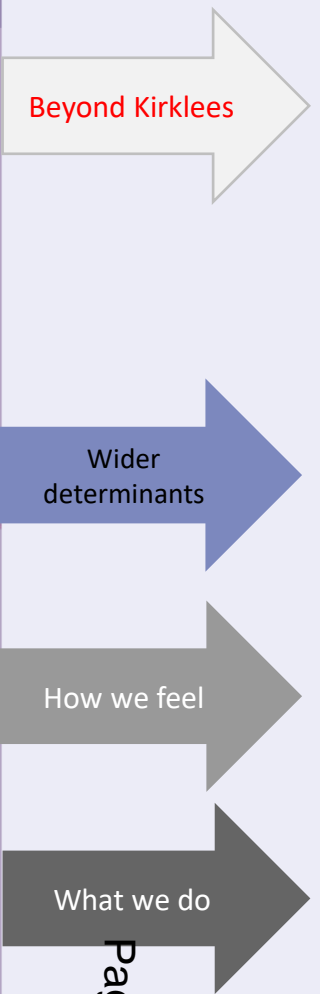


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See Appendix for more details

What makes a difference to our health and wellbeing?

The 'rainbow model'

Wider determinants are a diverse range of **social, economic and environmental factors, such as poverty**, which impact on people's health. These are **the conditions in which people are born, grow, live, work and age**. These circumstances are shaped by the **distribution of money, power and resources**. These wider determinants **affect people in different ways**, according to factors like age, gender, ethnicity, sexuality and disability. **These 'causes of causes' influence our behaviours** - unhealthy behaviours are not usually the origin of poor health, but the end point of a long chain of causes and consequences in people's lives.



“I statements” - what local people told us was important to them

See Appendix 1 for full set of I statements

Mental Wellbeing

- I would like support to help me take control of my own mental health.
- I would like mental health resources, including support and services, to be more focused on prevention.

Healthy places

- I would like safe accessible local places where I can meet friends and we can do activities together regardless of our age and abilities.
- I would like affordable ways to keep fit and be active that includes encouragement and support to improve my physical and mental health.
- I would like green, natural, outdoor spaces in my local area that help me to be active and support my wellbeing.

Integration

- I would like services to improve the way they communicate with me and with each other, so I don't have to tell my story over and over.
- I would like health and care services to work around my commitments such as work, education and family.

Support

- I would like all the different aspects of who I am and how this impacts on my health and wellbeing to be recognised and understood, and that I am seen as a whole person.
- I would like services to know that I am an expert in my own health and wellbeing because I live it every day.

Our Vision

People who live, work or study in Kirklees live their best lives with good health and wellbeing, free from inequality, stigma, discrimination and barriers, so they can do and enjoy the things that matter to them.

Our Values

(principles or standards of behaviour – what is important)

- We believe everyone has the right to good health and wellbeing
- We are committed to getting rid of health and wellbeing inequalities*
- We value difference and promote fair access to opportunities and resources
- We are committed to addressing the wider factors that influence and impact on health and wellbeing
- We are committed to enabling communities and individuals to adapt and thrive

JHWS Approach (ways of working)

1. We work with communities and individuals, and don't do things to them
2. We recognise that who you are, and where you live, work and study, impacts on your health, wellbeing and inequalities*
3. We make the most of the diverse knowledge, experience and skills of our communities and colleagues
4. We develop and strengthen skills and resources in local communities and organisations
5. We have the courage to be creative and innovative
6. We make sure our work is intelligence, evidence and insight driven
7. We focus on prevention and early identification and intervention
8. We build and maintain strong relationships with effective working partnerships and systems
9. We provide high support and high challenge to partners and colleagues

JHWS 'PLAN ON A PAGE'

Vision:

People who live, work or study in Kirklees live their best lives with good health and wellbeing, free from inequality, stigma, discrimination and barriers, so they can do and enjoy the things that matter to them

See Appendix 1 for full set of I statements

The JHWS will focus on 4 outcomes for people who live, work and study in Kirklees across the life course

OUTCOMES

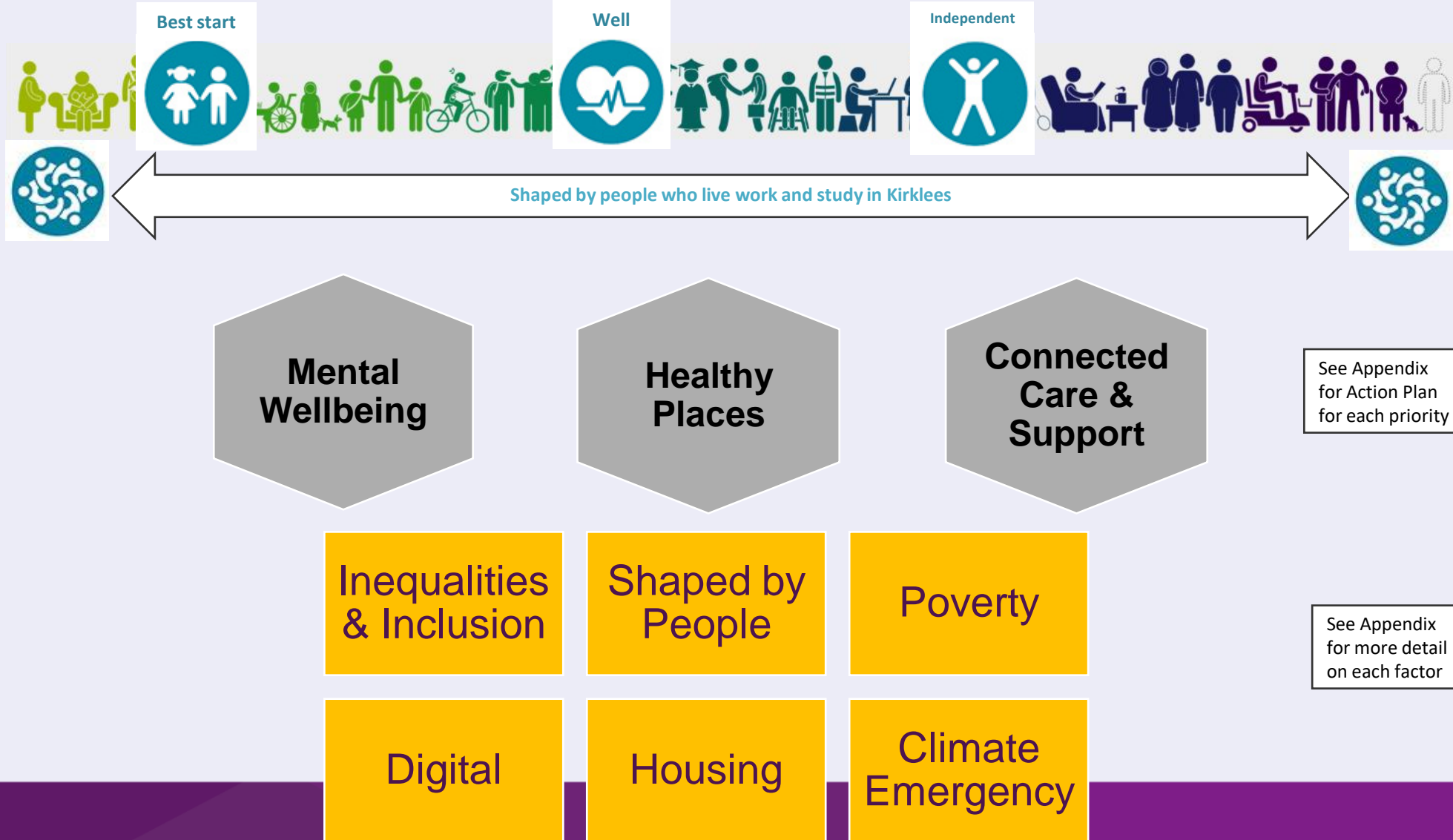
To achieve these 4 outcomes across the life course we will focus on 3 priorities

PRIORITIES

In delivering each priority we will use the lens of the life course and the 6 key factors

FACTORS

The factors are the things that make a difference to our health and wellbeing, both positively and negatively.



See Appendix for Action Plan for each priority

See Appendix for more detail on each factor

Kirklees Shared Outcomes, Strategies and Partnerships

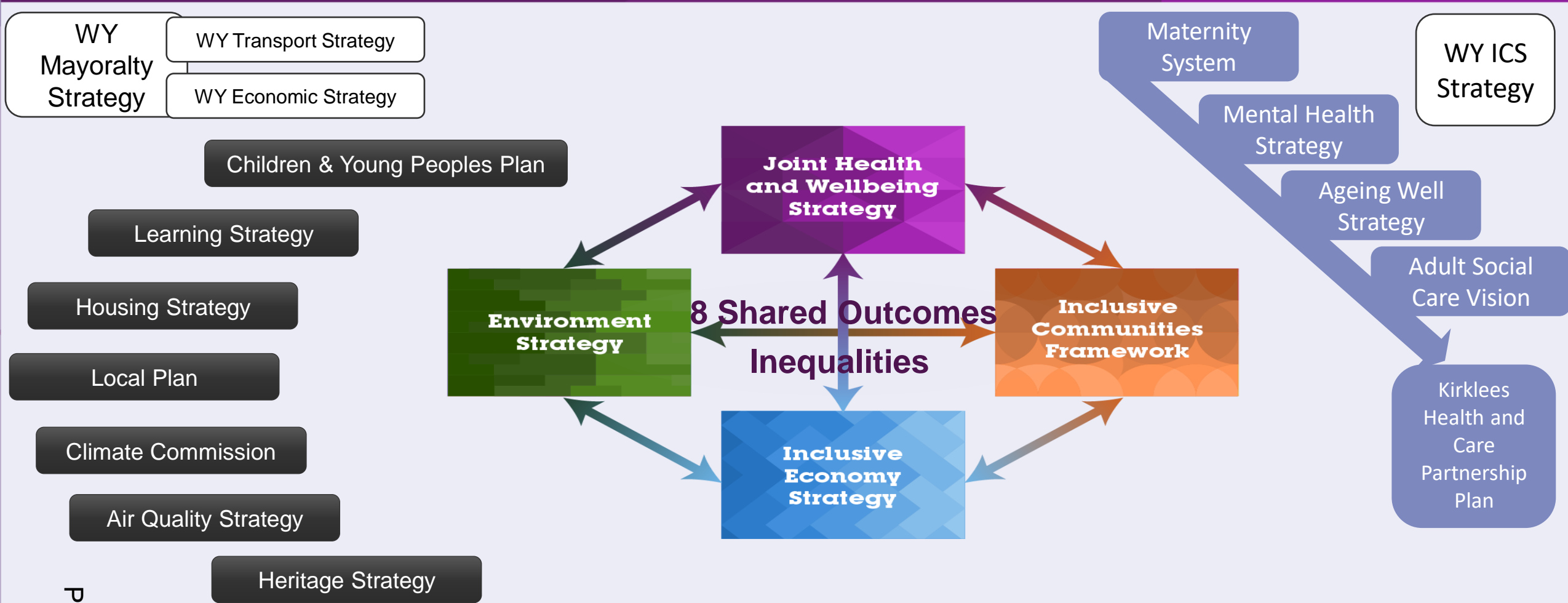
The shared outcomes were developed by the Kirklees Partnership to provide a common focus on the difference we want to make to people lives, and the avoidable and unfair differences in those outcomes. There are a suite of indicators for each outcome.

Each top-tier strategy has

- specific outcomes that it is focussed on, with 'shaped by people' common to them all, but they will also contribute the other outcomes
- a strategic partnership that is leading the delivery of the strategy

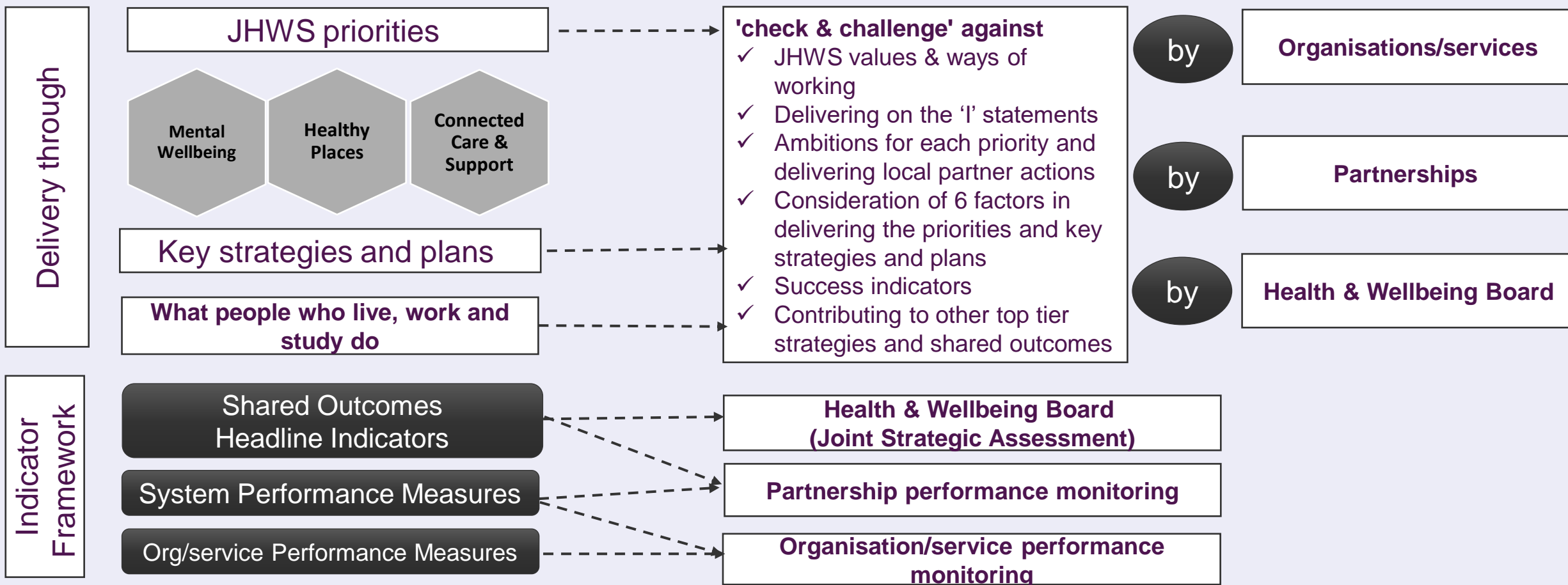


Top tier strategies and supporting plans



To deliver their ambitions all the top-tier strategies will be supported by a range of specific strategies and plans. The strategies and plans shown here are just examples – a more comprehensive picture is being developed

How will we know if we are making a difference?



Appendices

1. I statements – full set
2. Ways of working: Placed Based Working and Shaped by People
3. JHWS priorities action plans:
 - Mental Wellbeing
 - Healthy Places
 - Connected Care & Support
4. Factors to consider in planning and action to deliver the JHWS and its supporting plans
5. Shared Outcomes - Headline Indicators
6. Linking the top-tier strategies

Appendix 1: “I statements” - what local people told us was important to them

Mental Wellbeing

- I would like support to help me take control of my own mental health.
- I would like to know what support and services I can access for my mental health, and how and when I can access them.
- I would like mental health care and support to be available within local my community.
- I would like mental health resources, including support and services, to be more focused on prevention.
- I would like children’s mental health support and services to have short waiting times, and to offer support for my family.
- I would like to be knowledgeable about mental health conditions, including loneliness and healthy relationships, especially if they are affecting my family and friends so I can help them get care and support.
- I would like easy access to stigma free mental health support within my school.
- I would like school lessons to cover issues that we face, including challenges associated with our identities, our personal circumstances, being LGBTQ+, bullying, self-harm and social media impacts.

Support

- I would like all the different aspects of who I am and how this impacts on my health and wellbeing to be recognised and understood, and that I am seen as a whole person.
- I would like services to know that I am an expert in my own health and wellbeing because I live it every day.
- I would like more people who look like me and share my culture/identity working in local health and care services.
- I would like care and support from services and organisations across Kirklees that make a difference to me if I am vulnerable/have additional needs no matter my age.
- I would like my family and carers to be recognised by care and support organisations and be informed about the range of support that is available to them and me.
- I would like to know how to access relevant information about local services and organisations that can support me if I am thinking about starting a family, if I have experienced the loss of a baby or if I am unable to start a family,.
- I would like information and support to help me manage my own health and remain as independent as possible for as long as possible.
- I would like dignity and choice throughout my life, including at the end of it.
- I would like information and support about how to manage on my budget.

Healthy places

- I would like safe accessible local places where I can meet friends and we can do activities together regardless of our age and abilities.
- I would like affordable ways to keep fit and be active that includes encouragement and support to improve my physical and mental health.
- I would like to access affordable activities that I can do with my children that help us to be physically and mentally fit.
- I would like to exercise at places that cater for young people and don't need parents to be there.
- I would like green, natural, outdoor spaces in my local area that help me to be active and support my wellbeing.
- I would like free local play and social spaces that are adaptable and suited to a wide age range and abilities and provide physical activity opportunities.
- I would like my local area to be disability friendly, making sure we are all included regardless of our abilities and needs.
- I would like opportunities to spend time with people in my local community, and to build relationships with local businesses and organisations.
- I would like reliable, affordable and safe public transport so I can easily get around Kirklees.
- I would like our local areas to be well maintained, including the pavements.
- I would like local shops and facilities that are easily accessible however I travel there.
- I would like to have easy access to local places, including shops, regardless of my mobility.
- I would like publicly available toilets that are accessible and clean across Kirklees.

Integration

- I would like services to improve the way they communicate with me and with each other, so I don't have to tell my story over and over.
- I would like health and care services to work around my commitments such as work, education and family.
- I would like to be prioritised when contacting health and care services based on needs, risks and how vulnerable me and people I care for are.
- I would like, where it is appropriate, to choose the type of health and care appointment I can access, including self-referral, face to face, video, telephone and email.
- I would like to speak to health and care professionals who are knowledgeable, friendly, respectful and approachable.

Appendix 2: Ways of working: Placed Based Working and Shaped by People

To achieve the vision and ambitions of this strategy we must work in partnership and share power with people who live, work and study in Kirklees.

We need to create spaces where people who live, work and study can connect with each other in local places and share their experiences, ideas and solutions – and ways of gathering and using that insight to shape partner plans.

Place Based Working

To ensure we work effectively with and alongside people who live, work and study in our local places we will:

- Recognise the unique identities of our local places, their assets and aspirations
- Work in partnership with people at the most relevant level, e.g. Kirklees wide, towns, villages, neighbourhoods and smaller
- Recognise people who live, work and study in Kirklees are best placed to understand local priorities, strengths and challenges
- Recognise people may need some support to make things happen
- Meet people and communities where they are on their journey (emotionally, mentally, physically and/or geographically)
- Put relationships first, working as connected people, not as organisations
- Think and act as people of Kirklees, strengthening everyone's stake in our local places

Shaped by People

To ensure our work is shaped and powered by people who live, work and study in Kirklees we will:

- Recognise everyone
- Involve others early
- Recognise we are coming from different places
- Work on mutual trust
- Grow mutual confidence
- Be flexible with each other
- Take courage from kindness
- Share with each other
- Be open and honest
- Listen with curiosity
- Be flexible in our approaches, and
- Learn by doing

Appendix 3: JHWS priorities action plans

- Mental Wellbeing
- Healthy Places
- Connected Care & Support

Our ambition

Everyone in Kirklees achieves good mental wellbeing and has a good quality of life with purpose and fulfilment throughout their lives.

- ✓ I would like support to help me take control of my own mental health.
- ✓ I would like mental health care and support to be available within local my community.
- ✓ I would like mental health resources, including support and services, to be more focused on prevention.
- ✓ I would like to be knowledgeable about mental health conditions, including loneliness and healthy relationships, especially if they are affecting my family and friends so I can help them get care and support
- ✓ I would like easy access to stigma free mental health support within my school.

Why is this important

There is no health without mental health.

- People with good mental health are more likely to feel able to engage and contribute to their communities
- People with good mental health are more likely to be in work
- There is a reciprocal relationship between being lonely and the development of mental health problems.
- If more people in Kirklees are equipped to cope with the challenges of life; less people reach crisis point
- CLIK survey (2021) showed that anxiety and depression are the two most common long term health conditions
- Children from the poorest households are more likely to have serious mental health difficulties than those from the wealthier households
- Around 1 in 8 children in Kirklees have some level of special educational need or disability (SEND)
- People with serious mental illness, die on average, 15 years earlier than those without serious mental illness
- Personal financial pressures increase stress and persistent stress can trigger or worsen mental health problems

What are local partners going to do

- ❑ We will work together to promote the protective factors for mental health for all ages: connection to others, learning, being in work, good housing, physical activity, giving back and purpose
- ❑ We will work together to raise awareness about mental health, create a positive culture, reduce stigma, and promote prevention, early intervention and recovery throughout all we do across Kirklees
- ❑ We will provide opportunities to increase protective factors for children’s mental health; being active, eating well, connecting with peers and friends, learning a new hobby.
- ❑ We will continue to develop partnership based approaches to supporting children and adults who have special educational needs and disabilities to lead happy and fulfilled lives
- ❑ We will raise awareness of safe and anonymous spaces in Kirklees where young people can seek early help with their mental health
- ❑ We will recognise people as experts in their own mental health, work in partnership with them and support them to self-care
- ❑ We will work together so mental ill-health and physical ill-health are viewed equally
- ❑ We will have good data, and use it and personal stories to understand people who live, work and study in Kirklees to inform evidence-based approaches to tackling mental wellbeing
- ❑ We will work together so supports and services provided are easily accessible to and meet the needs of those that require them the most and, where possible, are available in local communities
- ❑ We will lead by example as good employers ensuring mental wellbeing is embedded within all organisational policies e.g. **basic mental health training for staff and managers**

What can people who live, work and study do

- ❑ Know how to keep yourself mentally well
- ❑ Be a champion for mental wellbeing in your workplace, community, or place of study
- ❑ Be resourceful; equip yourself with knowledge about what local services are available in Kirklees to help support your mental wellbeing, including crisis care
- ❑ Undertake training around mental health to be able to recognise poor mental health in yourself and others
- ❑ Access green spaces to improve wellbeing
- ❑ If you are an employer, know how to look after staff wellbeing and what exists locally to help

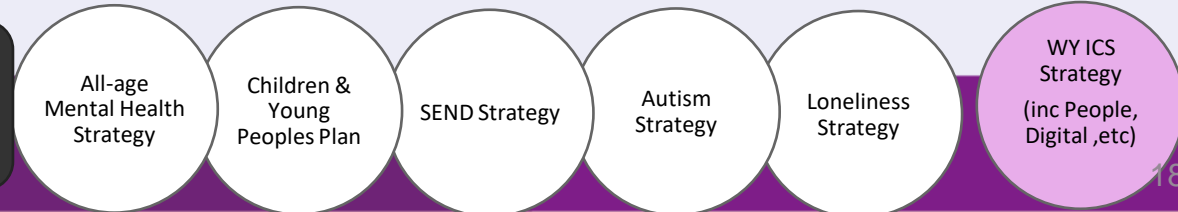
Success Indicators

- % of people feeling happy
- % of people feeling that life is worthwhile
- **% of people feeling lonely***
- Self-reported mental health
 - **Adults emotional wellbeing***
 - **Emotional wellbeing of 13/14 year olds***

- Self-harm rate
- Suicide rate
- Qualitative
 - News stories
 - Testimonies with people with lived experience

***bold** = shared outcome headline indicator

Key delivery plans/strategies eg



Our ambition

The physical and social infrastructure and environment supports people who live, work and study in Kirklees to maximise their health opportunities and to make the healthy choice the easy choice.

- ✓ I would like safe accessible local places where I can meet friends and we can do activities together regardless of our age and abilities.
- ✓ I would like to access affordable activities that I can do with my children that help us to be physically and mentally fit.
- ✓ I would like my local area to be disability friendly, making sure we are all included regardless of our abilities and needs.
- ✓ I would like green, natural, outdoor spaces in my local area that help me to be active and support my wellbeing.

Why is this important

Built and natural environments impact on our health and wellbeing across our lives, influencing our physical and mental health. Physical and social environments that nurture good health can help to reduce health inequalities.

- Accessibility to open green spaces, employment, education, services and goods, including healthy food options can support health and wellbeing and help reduce health inequalities
- Those living in areas of greater deprivation are more likely to be exposed to harmful environmental factors, such as poor air quality, and less likely to have access to beneficial ones, such as greenspace
- People living closer to greenspace are likely to be more physically active than those who do not. Greenspaces support neighbourhood connectivity and social networks
- Just over half (51%) of adults aged 19+ in Kirklees are meeting the recommended 150 minutes of activity per week, with residents living in the least deprived quintile (65%) most likely to be achieving this
- Active travel, such as walking and cycling, offers an important source of physical activity and a sustainable means of transport. Nearly 2/3 of residents regularly walk as a means of getting around but only 7% regularly cycle
- Noise pollution is associated with poorer mental wellbeing and greater levels of stress, while air pollution in the UK is estimated to have an annual effect equivalent to 28-36,000 deaths
- Good quality housing is associated with improved physical and mental health
- 13% of Kirklees residents have respiratory problems (such as asthma or chronic obstructive pulmonary disease) which rises to 20% in social rented housing
- 5% of residents have no access to the internet at home, leaving them digitally excluded and unable to engage with education, work and services

What are local partners going to do

- ❑ We will work with partners to ensure quality planning, design, construction and management of spaces, places and homes
- ❑ We will facilitate development and implement local plans that respects and creates safe and attractive places, thriving, cohesive communities and supports health and wellbeing for those that live, work and study in Kirklees
- ❑ We will develop and maintain open spaces and green infrastructure that encourage physical activity and support positive emotional wellbeing
- ❑ We will work with local communities to enable people to travel safely and actively to and from where they study, work and spend time
- ❑ We will implement identified measures which improve air quality and pollution
- ❑ We will work with communities to offer a variety of opportunities to come together for leisure, physical activity, recreation, and connection
- ❑ We will support our communities to gain access to the internet from their homes

What can people who live, work and study do

- Identify local issues and opportunities and instigate change drawing support and action from Kirklees partners as required
- Actively participate in engagement activities to ensure their voices are heard
- Walk or cycle for short journeys and utilise public transport combinations for longer journeys
- Be active members of their local communities and respect and protect their local assets and greenspaces
- Support measures that reduce pollution and improve air quality

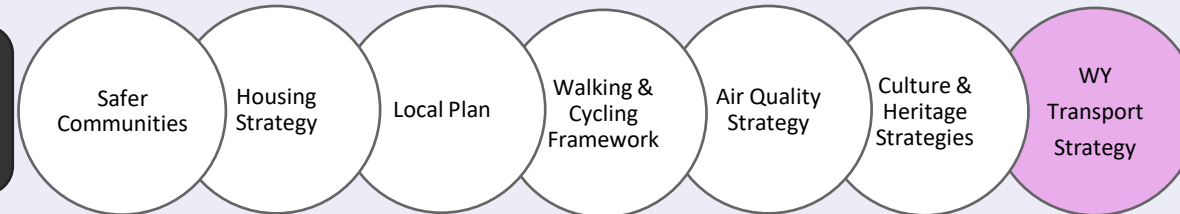
Success Indicators

- **Overall satisfaction with local area***
- **Air quality/pollution (annual concentration of PM2.5)***
- **CO2 emissions***
- **Proportion of adults who say they feel safe in their local area***
- Increase in journeys taken on foot or by cycling
- **Housing suitability for household***
- Use of parks and greenspaces
- Increase access to the internet at home

***bold** = shared outcome headline indicator

Key delivery plans/strategies

eg



NB These high level plans for each priority will be further developed and refined prior to the final approval of the JHWS by the HWB Board

DRAFT

Connected care & support

Our ambition

Organisations and professionals across the health and care system working together to ensure people are able access the right care/support for their needs, first time/timely, making the best use of all available resources.

- ✓ I would like all the different aspects of who I am and how this impacts on my health and wellbeing to be recognised and understood, and that I am seen as a whole person.
- ✓ I would like services to know that I am an expert in my own health and wellbeing because I live it every day.
- ✓ I would like services to improve the way they communicate with me and with each other, so I don't have to tell my story over and over.
- ✓ I would like information and support to help me manage my own health and remain as independent as possible for as long as possible.
- ✓ I would like dignity and choice throughout my life, including at the end of it.

Why is this important

- Access: health and care systems which are easy to access and navigate, enable the best outcomes for people, reduce inequalities.
- Quality of experience: When there is a coordinated systems approach people have a better experience of care across the life course (including at end of life), that is timely and where people don't need to retell their story.
- Efficiency: With people living longer and with more complex needs and technological advances, the system needs to respond in a coordinated way.
- Resources: Across the system there are significant and ongoing challenges in terms of funding, resources and workforce capacity (recruitment and retention). Alternative and more joined up ways of working are required to support a sustainable future.
- Pressures: The system is managing the ongoing legacy of covid and other pressures including the cost-of-living crisis
- National Policy: policy is changing to facilitate partnership working.
- Sustainability: To deliver quality of care and the best outcomes, maximise opportunities and be sustainable, the system needs respond to the challenges, adapt and be creative.

What are local partners going to do

- We will work with partners to ensure quality planning, design, construction and management of spaces, places and homes
- We recognise carers as a local asset and will create an environment where carers feel confident to identify themselves
- We will work together to improve and deliver services which are more accessible, joined up and where appropriate in community settings.
- We will reduce unintended and unnecessary duplication in services.
- We will work as partnership across the West Yorkshire Integrated Care Partnership to identify areas for improvement and sharing of learning on a larger scale, where it adds value.
- We will improve the way we communicate with each other to prevent you needing to telling your story over and over again.
- We will recognise that individuals are expert in their own health and care because you live it every day and work with you rather than do to you.
- We will support you to take ownership and control of your own care the management of long term conditions. We will support you in connecting with local resources, groups and individuals.
- We will maximise the use of digital technology, when it is right for the individual, to access care and support.
- We will use the resources available to us responsibly taking into account the impact on the wider system.
- We will share data to enable a joined up approach to planning and delivering care and support
- We will develop a 'one workforce' approach with partners locally and across West Yorkshire
- We will take an integrated approach to monitoring and improving the quality of health and care services
- We will minimise the impact of the services we provide on the environment, and adapt to changes in the climate.

What can people who live, work and study do

- Take ownership and control of your own care and the management of long term conditions to help us make the best use of our resources.
- Access local resources, groups and individuals who may be able to support you in managing your own health and care.
- Use all options including digital technology to access care
- Work with us to co-produce better health and care services for the future

Success Indicators

- **Healthy birth weight***
- **Healthy life expectancy***
- **Social care support***
- Avoidable admissions
- Length of (hospital) stay
- Patient/user satisfaction
- Choice and dignity at end of life
- People's stories
- Workforce sufficiency

*bold = shared outcome headline indicator

Key delivery plans/strategies eg



Appendix 4: Factors to consider in planning and action to deliver the JHWS and its supporting strategies and plans

Inequalities & Inclusion

Inequalities are avoidable unfair differences in health and wellbeing between people of different social groups. Inclusion is what allows people to feel comfortable and confident to be themselves, living, working and studying in a way that suits them and delivers the outcomes we want to achieve. Inclusion helps ensure that everyone feels valued and adds value.

- ✓ We will put tackling inequalities and promoting inclusion at the heart of everything we do.

Shaped by People

We want everyone to be able to take part in making the places where they live, work and study better, through

- ✓ People taking pride in improving things and feeling inspired to take part, because they believe it's worthwhile and that something positive will come out of it.
- ✓ People having the confidence to get involved and tackle local issues, and feel self-worth from working together and helping each other.
- ✓ People feeling connected to others and really getting to know people in our communities.

Poverty

Poverty is the most significant factor impacting on the health and wellbeing of people who are experiencing it. There are many dimensions to poverty including income, food, fuel, credit/debt, financial literacy, digital, housing etc

- ✓ We want to ameliorate the impact and stigma around poverty by ensuring all plans consider the impact of poverty.

Digital

Digital technologies have changed all our lives, and there is huge potential to harness this to improve health and wellbeing.

- ✓ We want people to have the option, and the skills and resources, to use digital tools to improve their health and wellbeing, and feel more in control of their own health and wellbeing
- ✓ We will keep information safe, only sharing it to improve the support we offer to improve peoples health and wellbeing.
- ✓ We will continue to offer non digital alternatives.

Housing

Where we live significantly affects our health and wellbeing – both by the physical nature of our accommodation and how secure and happy we feel in the place we call home.

- ✓ We want everyone to live in good housing that is affordable, warm, safe and stable, and that meets their diverse needs and helps them connect to community, work and services.

Climate Emergency

Local partners have declared a climate emergency because we must all take urgent action to improve and protect our environment. We will focus on both

- ✓ Mitigation by dramatically reducing carbon emissions, and
- ✓ Adaptation to climate change to reduce the potential impacts of flooding, storms and higher temperature

Appendix 5: Shared Outcomes - Headline Indicators



Children

Children have the best start in life

- Healthy birth weight
- Healthy weight at age 5
- Children in poverty
- Emotional wellbeing of 13/14 year olds



Healthy

People in Kirklees are as well as possible for as long as possible

- Healthy life expectancy
- Confidence managing health (w/ 3 or more LTCs)
- Adults' emotional wellbeing



Independent

People in Kirklees live independently and have control over their lives

- Overall life satisfaction
- Loneliness/isolation
- Suitable housing
- Proportion of people who live with social care support



Shaped by people

We make our places what they are

- Local area is a place where people trust each other
- People pull together to improve their local area
- People involved in their community and something positive came out of it

Appendix 5: Shared Outcomes - Headline Indicators



Safe & Cohesive

People in Kirklees live in cohesive communities, feel safe and are protected from harm

- Proportion of adults who say people get on well together
- Proportion of adults who say they feel safe in their local area
- Crime rate
- Proportion of people who say that ASB is a problem in their area



Achievement

People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning

- School readiness at age 5
- Educational achievement at age 11
- People qualified to Level 2
- People qualified to Level 4



Economic

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses

- Economic growth (productivity/GVA per head)
- Gross disposable income per household
- Average minimum travel time to nearest employment centre



Clean & Green

People in Kirklees experience a high quality, clean and green environment

- Overall satisfaction with local area
- CO2 emissions
- Amount of household waste produced - residual household waste per household
- Air quality/pollution (annual concentration of PM2.5)
- % premises with access to superfast broadband

Appendix 6: Linking the top-tier strategies

- To ensure that we are making the most of the inter-relationships between the top-tier strategies we are mapping the key contributions and impacts
- A map for each of the 6 interdependencies will be developed
- The final version of the JHWS will have
 - A short summary of each of the top-tier strategies (a summary the Inclusive Communities Framework is shown on the next slide)
 - A map of the interdependencies (an example of the interdependencies between the Joint Health and Wellbeing Strategy and the Economic Strategy is show below)
- These interdependency maps will be further developed and refined prior to the final approval of the JHWS by the HWB Board



Kirklees Inclusive Communities Framework

The ICF provides a toolkit to help partnerships/organisations work better with communities. The ICF and JHWS share the same ethos of supporting and encouraging all partners to work this in this way, helping to break down the barriers that continue to exist for some people.

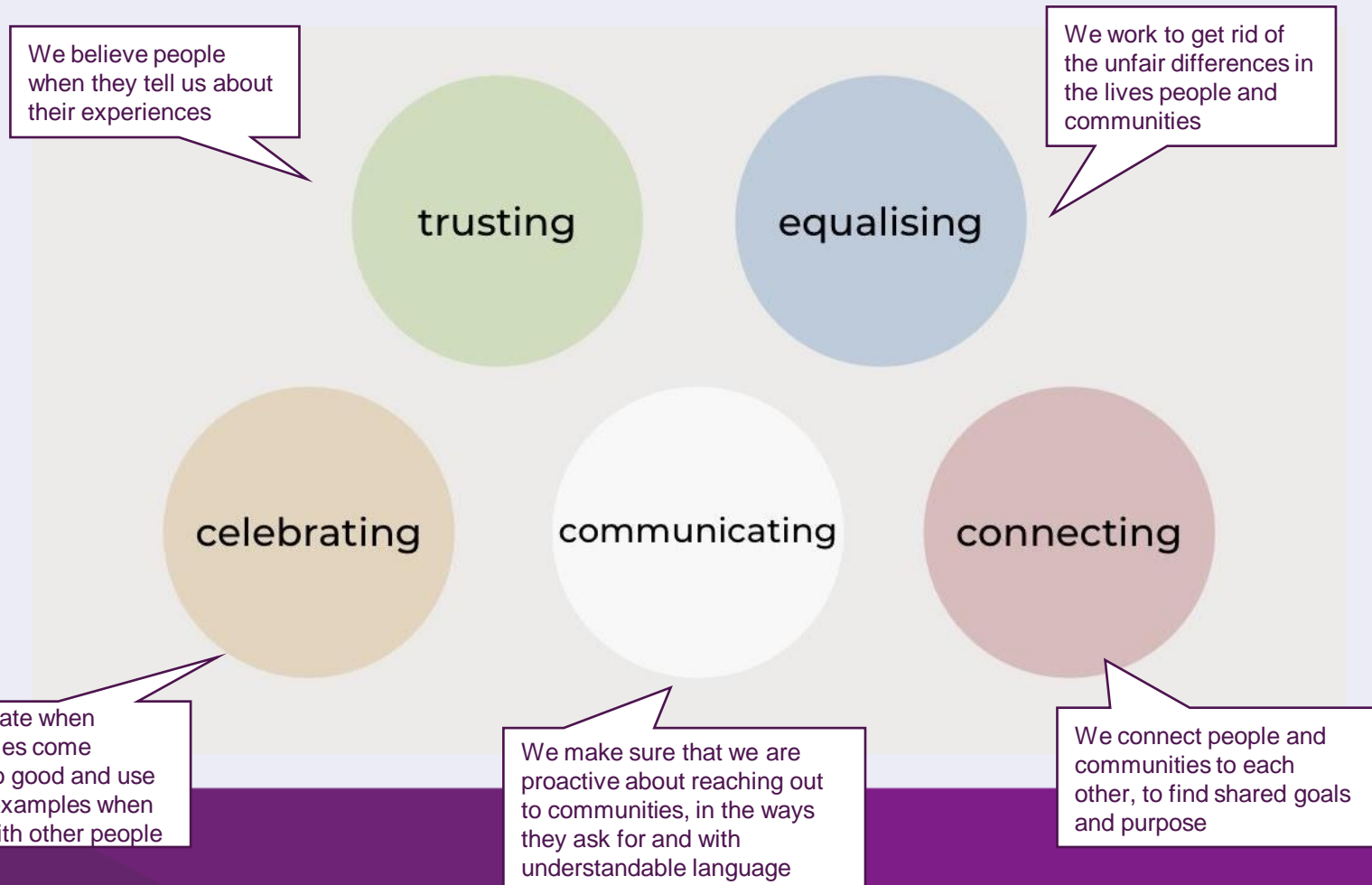
Kirklees Pillars of Inclusive working

We believe that communities hold solutions, with skills and knowledge that is valuable and will help us achieve our shared goals

We build belonging and trust with and between our diverse communities on shared interests and challenges, celebrating what is good in local places

We care about what matters to local communities and own our shared actions that give us a collective purpose to make a change

5 inclusive approaches that constitute the Kirklees way of doing things



Mapping the interdependencies between the JHWS and the Inclusive Economy Strategy

The Joint Health and Wellbeing Strategy (JHWS) and the Inclusive Economy Strategy (IES) work together to improve health, well-being and the economy.

We want to help people living, working and studying in Kirklees feel healthier and happier.

We know that health and well-being impact our lives and in turn, our economy. Improved health means a better community and a strong economy for people, services and businesses to thrive.

How the JHWS can contribute to an Inclusive Economy		How the Inclusive Economy Strategy can contribute to health & wellbeing
Give everyone who works, studies or lives in Kirklees access to support.	Learning and development	Offer training/skills for career progression, employability and quality of life.
Help people feel happy, valued and motivated in their work and learning environments. And ensure they have the tools and opportunities needed to succeed.	Career and jobs	Foster the benefits of flexible working: <ul style="list-style-type: none"> • jobs and working patterns that meet people's needs. • recruiters to consider job shares, work from home options and to see the positive aspects in career gaps/wider non-traditional work experiences. • promote work-life balance that leads to increased productivity. Champion the need for employers to support wellbeing and mental health Promote healthy, safe, diverse workforces and workplaces.
For Kirklees to be a place with a lot to offer: a strong workforce, secure jobs and attractive career opportunities, a place people want to visit, invest or live, work and study in that is cultural, diverse and inclusive.	Community	Invest in community spaces i.e. parks and green spaces.
Kirklees health and care sector is one of the biggest employers in the region and growing. It will continue to invest in skills for people and opportunities for innovation. By buying goods and services locally this sector brings money into the area.	Health and Care Opportunities	Choose and support local goods, businesses and services that prioritise sustainability and social responsibility.
Help people manage their money more effectively and help reduce the impact of cost of living pressures	Income	Increase household incomes, especially of those on the lowest incomes
Create new opportunities for businesses through digital technologies and skills.	Digital Future	Develop digital tools that focus on health, wellbeing and productivity.
Encourage healthier choices in food, housing and travel to reduce congestion, local spending and absenteeism from work or study	Lifestyle	Offer good quality, energy-efficient housing; healthy food choices and sustainable transport to help reduce living costs and improve health.

Kirklees Joint Health & Wellbeing Strategy (JHWS) 2022 - 2027

PURPOSE OF THE JHWS

The Joint Health and Wellbeing Strategy (JHWS) 2022-2027 sets out the vision, values, ways of working and priorities for action the Kirklees Partnership will be focusing on to improve the health and wellbeing of people who live, work and study in Kirklees. The JHWS is a high-level strategy – the detail is in the plans and strategies for specific issues that sit underneath it.

OUR VISION

People who live, work or study in Kirklees live their best lives with good health and wellbeing, free from inequality, stigma, discrimination, and barriers, so they can do and enjoy the things that matter to them.

OUR VALUES

- We believe everyone has the right to good health and wellbeing
- We are committed to getting rid of health and wellbeing inequalities
- We value difference and promote fair access to opportunities and resources
- We are committed to addressing the wider factors that influence and impact on health and wellbeing
- We are committed to enabling communities and individuals to adapt and thrive

JHWS APPROACH (WAYS OF WORKING)

1. We work with communities and individuals, and don't do things to them
2. We recognise that who you are, and where you live, work and study, impacts on your health, wellbeing and inequalities
3. We make the most of the diverse knowledge, experience and skills of our communities and colleagues
4. We develop and strengthen skills and resources in local communities and organisations
5. We have the courage to be creative and innovative
6. We make sure our work is intelligence, evidence and insight driven
7. We focus on prevention and early identification and intervention
8. We build and maintain strong relationships with effective working partnerships and systems
9. We provide high support and high challenge to partners and colleagues

SHARED OUTCOMES

The JHWS will focus on 4 of the Kirklees Shared Outcomes for people who live, work and study in Kirklees across the life course:

Best Start	Children have the best start in life
Well	People in Kirklees are as well as possible for as long as possible
Independent	People in Kirklees live independently and have control over their lives
Shaped by People	We make our places what they are

Also recognising these outcomes are both influenced by the other 4 Shared Outcomes (Safe & Cohesive; Achievement; Economic; Clean & Green), and in delivering the JHWS we can make a significant contribution to the other 4 Shared Outcomes.

I STATEMENTS - what local people told us was important to them

We will use 'I statements' to help us focus on what local people told us is important to them e.g.

- ✓ *I would like support to help me take control of my own mental health*
- ✓ *I would like all the different aspects of who I am and how this impacts on my health and wellbeing to be recognised and understood, and that I am seen as a whole person*
- ✓ *I would like safe accessible local places where I can meet friends and we can do activities together regardless of our age and abilities*
- ✓ *I would like services to improve the way they communicate with me and with each other, so I don't have to tell my story over and over*

PRIORITIES

To achieve the 4 outcomes across the life course we will focus on 3 priorities

- **Mental wellbeing**
Our ambition is that everyone in Kirklees achieves good mental wellbeing and has a good quality of life with purpose and fulfilment throughout their lives.
- **Healthy places**
Our ambition is that the physical and social infrastructure and environment supports people who live, work and study in Kirklees to maximise their health opportunities and to make the healthy choice the easy choice.
- **Connected care and support**
Our ambition is that organisations and professionals across the health and care system working together to ensure people are able access the right care/support for their needs, first time/timely, making the best use of all available resources.

In delivering each priority we will use the lens of the life course and the **6 key factors**

- **Inequalities and inclusion**
- **Housing**
- **Climate emergency**
- **Poverty**
- **Digital**
- **Shaped by people**
(using the Inclusive Communities Framework)

DELIVERY

The JHWS is one of the 'top tier' strategies in Kirklees. Delivery will be supported by, and contribute to, the Inclusive Economy Strategy, Environment Strategy and the Inclusive Communities Framework.

There is a 'plan on a page' for each of the 3 priorities. These will be supported by a wide range of partnership strategies and plans that will focus on specific issues or target groups.

Responsibility for delivery of the JHWS rests across a wide range of local partner organisations, partnerships and oversight by the Kirklees Health and Wellbeing Board.

The new Kirklees Health and Care Partnership will have a key role in shaping the health and care services to deliver the JHWS.

Increasingly we will shift planning and delivery to the most appropriate level: local place based working arrangements, Kirklees district level partnerships and West Yorkshire level partnerships.

TRACKING PROGRESS

We will keep track of progress on our 3 priorities and the key strategies and plans that will help deliver these through a 'check and challenge' against

- ✓ JHWS values & ways of working
- ✓ Delivering on the 'I' statements
- ✓ Achieving the ambitions for each priority and delivery of local partner actions
- ✓ Progress against the success indicators for each priority
- ✓ Consideration of the 6 factors in delivering the priorities and key strategies and plans
- ✓ Contributing to other top tier strategies and outcomes

We will also monitor progress in the Shared Outcomes using a set of headline indicators and system performance measures.



Name of meeting: Cabinet

Date: 09.08.2022

Title of report: Operational Services Asset Management System - Replacement Project

Purpose of report:

The purpose of the report is to seek Cabinet approval to proceed with the expenditure of up to £1.8m over a 5-year period from the agreed Capital Plan for resourcing, procurement and onboarding of a new asset and data management system, identified as the Operational Services Asset Management System (OSAMS) project within the Capital Plan. There may be a requirement to drawdown some of the capital allocation to meet project resource commitments and to support the procurement and onboarding of one or more suppliers to deliver an updated asset management system. The proposed expenditure will fund replacement of existing outdated end of life IT systems which support asset management, planning and maintenance within the highways, greenspace and waste arenas.

<p>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</p>	<p>Yes (06/07/2022)</p> <p>The estimated cost is £1.8m 22/23 to 25/26</p>
<p>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></p>	<p>Key Decision – Yes</p> <p>Public report and private appendix</p>
<p>The Decision - Is it eligible for call in by Scrutiny?</p>	<p>Yes</p>
<p>Date signed off by <u>Strategic Director</u> & name</p> <p>Is it also signed off by the Service Director for Finance?</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning?</p>	<p>25 May 2022 Colin Parr (Strategic Director - Environment and Climate Change)</p> <p>1 July 2022 Eamonn Croston (Service Director – Finance)</p> <p>30 June 2022 Julie Muscroft (Service Director - Legal, Governance and Commissioning)</p>
<p>Cabinet member http://www.kirklees.gov.uk/you-kmc/kmc-howcouncilworks/cabinet/cabinet.asp</p>	<p>Cllr Naheed Mather - Cabinet Member for Environment</p>

	Cllr Will Simpson - Cabinet Member for Culture and Greener Kirklees Cllr Paul Davies - Cabinet Member for Corporate
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Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public, private appendix.

- Appendix A is recommended to be taken in Private because the information contained within it is considered to be exempt information under Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that it would not be in the public interest to disclose the information contained in Appendix A as it contains commercially sensitive information, and disclosure could potentially adversely affect the parties, including the council, which is considered to outweigh the public interest in disclosing information including, greater accountability, transparency in spending public money and openness in council decision-making.

Has GDPR been considered?

- Yes – no personal data is contained within this report or within appendices

1 Summary

- 1.1 Highways and Streetscene is made up of Highway Services, Parks and Greenspaces, and Waste, Recycling and Cleansing services. Highways and Streetscene services manage similar activities (reactive maintenance, cyclic activities etc), but services use a wide range of unconnected and outdated systems to manage information. This often leads to inefficient and isolated working practices.
- 1.2 The ageing digital architecture within the services is impacting service delivery and is a blocker to a transition to a more modern future operating model which supports [Council Plan Objectives](#) – in particular [Effective and Efficient](#) and [Clean and Green](#) (Climate Emergency). Assets managed by Highways and Streetscene services account for the largest value maintained by Kirklees Council (Highway Service assets alone are valued at circa £5Bn (Gross Replacement Cost)). Assets managed by existing systems include roads, structures, verges, play areas and street lighting. Services manage circa 1900km of roads, 2300km of footways and cycleways, 58,000 street lights and illuminated signs, 76,000 gullies, 1500 bridges, structures and retaining walls, 22,000 traffic signs and over 1400 hectares of parks, greenspaces and facilities for young people.
- 1.3 Modern asset and data management systems are a critical enabler in the development of strategic service delivery. They manage complex asset data, inspection records, plan delivery of works and associated customer requests. They facilitate improved performance management and serve as information management systems (documents, images, drawings, maps). They allow data driven and holistic decision making to take place, supporting value for money decision making. They are fundamental to the delivery of day-to-day operations, interactions with citizens and the delivery of local priorities and the wider [Council Vision](#).
- 1.4 The Capital allocation identified in the agreed Capital Plan in February 2022 will support funding to rationalise existing asset and request management systems, associated hardware and resource costs to deliver and implement a new system. The procured system will aim to rationalise the diverse systems and platforms in use within Highways and Streetscene (some of which are circa 20yrs old), or where existing IT systems must be retained, link with them to give service staff the opportunity to manage data holistically in a common, responsive and futureproof environment.
- 1.5 The estimated Capital costs for the project is £1.8m over a 5-year period. This is based on the procurement of a cloud-based system. Capital investment required has been identified based upon known information at this stage and may increase or decrease following market engagement. Subject to cabinet approval for the project, subsequent procurement and delivery of the scheme will be undertaken in accordance with the relevant council financial and contract procedure rules.

2 Information required to take a decision

Background

- 2.1 As part of developing an approach to replacing current systems, a series of workshops have been held with existing system users and some extensive pre-market engagement has taken place with potential suppliers to ensure the market can sustain the replacement ask. In addition, dialogue has been held with other Local Authorities who use leading asset management system solutions to further inform the project. These sessions have informed cost and timeline projections.
- 2.2 Via market research officers are aware that much of the functionality supplied by primary and peripheral systems can be provided by asset management systems available within the commercial market. The project will aim to procure a developed “off the shelf” application which has the capabilities to replace identified in scope systems within the council’s greenspace and highways services through an initial phase of procurement, and subsequently waste management systems, either via transition to the new platform, or subsequent procurement. In scope systems are identified in confidential Appendix A; however, these may change following market engagement. It is intended that the system (or systems) procured will have the functionality to manage tasks and activities performed within existing in scope systems. Systems no longer needed will be retired.
- 2.3 System replacement priority will be risk based. Replacement priorities will focus on systems which will become unsupported (when the developer is no longer issuing any software patches or security updates), systems which do not meet service requirements and are creating inefficiencies for staff and citizens, and systems due to expire existing contract arrangements (but extension of arrangements will not deliver value for money (VfM)). Many of the historic IT contracts for systems within use within highways, greenspace and waste services are on short duration or extended agreements, meaning they have expired their original term arrangement and may not necessarily be offering the best VfM for citizens and stakeholders. Engaging the market will not only ensure the council provide the best VfM for citizens and stakeholders, but it will also ensure the council have modern resilient systems which will help further improve services.
- 2.4 Within highways and greenspace services, service requests (e.g., citizens enquiries) are currently managed using an inhouse platform called ROSS2. The system currently handles between 40-50,000 requests for service per year. This system is no longer fit for purpose as it is based on old technology which can no longer be supported. It is intended that funding to replace asset and data management systems will also be used to replace and decommission this system, and at the same time, introduce process improvements which will allow automated and more responsive services for citizens, stakeholders and services. Customer facing web forms will be updated and reviewed so they integrate directly with the new asset management platform and are more streamlined and informative for customers. Undertaking this step will ultimately allow ROSS2 to be decommissioned, further improving processes for customers and resilience in support of regulations covered by the Data Protection Act 2018.

- 2.5 Replacement of ROSS2 supports objectives that have been set within the council's approved [Access Strategy 2021-26](#) and [Technology Strategy 2020-25](#), in particular 'Getting the Basics Right' and 'Class Leading Internet'. ROSS2 does not currently integrate effectively with existing asset and data management platforms or 3rd party applications, meaning officers are often not able to provide accurate and timely responses to customers. Customers may face delays in responses, receive inaccurate updates or may not be updated due to the ability of the service to respond to request volumes. Furthermore, ROSS2 creates a barrier to robustly documenting holistic asset request histories, as service requests may be recorded in multiple systems. Comprehensive asset histories are needed to support the preparation of business cases to secure additional grant funding, defend the council against 3rd party insurance claims, and plan delivery of forward capital spend.

Timescale

- 2.6 It is expected that the procurement for a new asset and data management solution will be tendered through an open procedure, with contract award estimated for Autumn 2023. The implementation and go live will be phased, with in-scope highways and greenspace system replacement estimated to be completed by the Autumn of 2025 (although this is subject to the implementation timescales provided by the successful supplier) and waste services in Autumn 2026 (again, subject to the implementation timescales provided by the successful supplier). An estimated timeline is offered in section 5 of this report.

Scope and Risk

- 2.7 A competitive tender exercise will aim to replace multiple existing solutions with a contract for a solution that provides opportunities for operational efficiencies and service delivery improvements. While full rationalisation is considered feasible, this may take time to achieve and possibly require compromise between existing business stakeholders. For this reason, pursuit of rationalisation of solutions to a single solution should be considered a road mapped goal subject to scope, cost and commercial feasibility decisions. A project board is in place to oversee delivery and ensure the approach meets the needs of services and aligns with council objectives.
- 2.8 Although this is regarded as a sizeable investment, updating systems should be seen as a levelling exercise, as some in-scope systems have been in use for circa 20 years and carry substantial security risks. Whilst updated systems may potentially attract higher annual revenue operating costs, they also facilitate the opportunity for some efficiency measures, along with other associated longer term benefits which support the council's [Shared Outcomes](#) (benefits for [Shared Outcomes](#) are identified in section 3). Potential increases or decreases in revenue operating costs will only be known once the market has been tested. It is intended that potential increases will be managed within existing budgets.
- 2.9 If a procurement exercise is not undertaken, the council will have to continue using a number of solutions that do not adequately meet current or future requirements in terms of business needs. Retention of existing systems will expose the council to compliance failings – existing platforms will fail when security and software updates are no longer supported, resulting in an inability to deliver statutory duties.

- 2.10 Going forward, we will not be able to effectively manage and maintain the Council's assets. This will inevitably be disruptive to a number of key business processes within Highways and Streetscene Services, with likely consequential safety and economic impacts. Current solutions may also not support emerging commitments, such as climate targets, and therefore impact citizen commitments and council objectives.
- 2.11 Furthermore, failure to update existing systems will impact the ability of the authority to secure and manage funding. The inability to provide accurate asset and performance reporting information is paramount to current and future funding awards. The Secretary of State for Transport recently wrote to the West Yorkshire Combined Authority (WYCA) advising that under the new [City Regional Sustainable Transport Settlement \(CRSTS\)](#), the £830m allocation which consolidates funding from previous allocations of the Highways Maintenance Block, Potholes Fund and Integrated Transport Block, may be reduced if agreed schemes are not delivered, modified, delayed significantly or removed. Many of these schemes will be planned, delivered, and managed within the replacement asset management system. Existing systems do not support holistic and efficient performance reporting needed in view of the increased levels of scrutiny resulting from the CRSTS.

3 Implications for the Council

3.1 Working with People

A robust and efficient asset and data management system will improve the way the council manages its highway network and open spaces by allowing services to better plan, maintain and inspect the infrastructure it oversees. This allows citizens and businesses to go about their day-to-day lives with reduced disruption. In addition, effective and rationalised service request reporting facilitated by a new asset and data management system will support improved service levels when issues do occur.

3.2 Working with Partners

Internal and external partners are reliant on council officers for clear, concise and holistic data on the assets the council manages. As outlined in section 1, existing data is often managed in isolation owing to unconnected systems, meaning the information council services and external partners require is difficult to extract, and may not always provide a comprehensive picture to support strategic planning and decision making. Examples of this are carbon reporting to support work with [Kirklees Climate Commission](#) as the council journeys toward net zero, or financial and performance reporting to the Combined Authority, particularly important as the council transitions towards restructured funding as part of the [City Region Sustainable Transport Settlement \(CRSTS\)](#). An updated asset and data management system will improve the reporting and data the council are able to provide.

3.3 Place Based Working

The new asset and data management system will serve operational services who have embraced place based working and presently manage delivery of programmes such as [Locality Based Unclassified Roads \(LBUR\)](#) within exiting technology. The planning and delivery of this programme, and similar programmes, will be greatly improved as a new system will allow improved reporting and recording of asset information in a common environment (customer requests, repair history, inspection history, etc) rather than in multiple unconnected systems. This will give more efficient and improved access to a holistic asset record to inform forward programme planning.

In addition, in scope systems will be replaced with a cloud hosted system which will increase remote working opportunities, as systems can be accessible via the web rather than via

virtual private networks (VPNs). This gives operational teams more access to information out in the field on a wider range of devices, which will facilitate a more place based operating model.

3.4 Climate Change and Air Quality

Efforts to address the Climate Emergency in Kirklees and work towards achieving the 'net-zero' carbon emission target for 2038 will be supported by intelligence-led planning and asset management available via a new asset and data management system. Whilst Highways and Streetscene services are supporting the council to work towards existing targets, managing assets and data in a modern environment will help improve the council's ability to meet targets.

Larger scale mitigations such as network management (vehicle emissions, electric vehicle infrastructure planning), energy consumption reporting (street lighting and lit signs LED replacement and maintenance), infrastructure management (maintenance and replacement programmes) and strategic asset adaption (e.g. drainage) are all managed within in-scope systems. Smaller scales measures will also be supported by a new system. Examples include improved works management and route planning as a result of enhanced scheduling capabilities (reducing vehicle emissions), and a reduction in unnecessary journeys to assess duplicate customer service requests (again resulting in vehicle emission reductions).

3.5 Improving outcomes for children

The procured system will manage highway and greenspace infrastructure planning and maintenance of a substantial network serving schools, healthcare facilities, public spaces and more. It will also support the planning, delivery and maintenance of the council's expanding active travel network. Access to facilities served by these networks is paramount to improving outcomes for children. In particular, the management and development of green assets, which are served by or form part of this network, is critically important to effectively supporting future generations. Ensuring children and young people have access to safe and maintained greenspaces is not only key to physical wellbeing, but also mental wellbeing.

3.6 Financial Implications for the people living or working in Kirklees

It is expected that the procurement and implementation of the new asset and data management system, and associated revisions to service request management, will provide improved Value for Money (VfM) for the people living or working in Kirklees. VfM improvements will be achieved by exposing existing IT system contracts to market competition, and through the identification and implementation of process efficiency improvements within service request management to ensure the most effective use of service resources.

3.7 Other (eg Legal/Financial or Human Resources)

Procurement of the new asset and data management system will comply with the council's Contract Financial and Contract Procedure Rules 2022 and the Public Contracts Regulations 2015. The council has a duty to obtain Best Value under the Local Government Act 1999.

4 Consultees and their opinions

- 4.1 Extensive pre-market engagement has taken place with potential suppliers and Local Authorities who use leading asset management system solutions. Integrated Impact Assessments will support revisions to citizen request management processes and these will be shaped by the council's approved [Access Strategy 2021-26](#) and [Technology Strategy 2020-25](#)

5 Next steps and timelines

- 5.1 Pursuit of rationalisation of solutions to a single solution should be seen as a road mapped goal subject to scope, cost and commercially feasibility decisions. A projected timeline is outlined in table 1

Phase 1 – Ends Autumn 2022	Phase 2 – Ends Autumn 2023	Phase 3 – Ends Spring 2025	Phase 4 – Ends Autumn 2026
<ul style="list-style-type: none">• Requirements Gathering• Market Engagement• Data cleansing• Process mapping• Procurement	<ul style="list-style-type: none">• Data cleansing• Contract award• Process mapping• Implementation planning and onboarding	<ul style="list-style-type: none">• Go live Phase 1• Implementation• Phased onboarding• Training and system decommission• Train the trainer - to deliver future system transition	<ul style="list-style-type: none">• Additional Service onboarding• Go live phase 2• Handover and project close

6 Officer recommendations and reasons

- 6.1 It is recommended that Cabinet approve the expenditure of up to £1.8m from the agreed Capital Plan over 5 years for the resourcing, procurement and onboarding of a new asset and data management system (identified as the Operational Services Asset Management System (OSAMS) project within the Capital Plan). This includes a requirement to drawdown some of the capital allocation to meet project resource commitments and to support the procurement and onboarding of one or more suppliers to deliver an updated asset management system.
- 6.2 Reasons - To ensure Highways and Streetscene Services are able to support the delivery of [Shared Outcomes](#), and to safeguard the council from system failures resulting in an inability to deliver statutory duties.

7 Cabinet Portfolio Holder's recommendations

- 7.1 Councillor Naheed Mather - Portfolio Holder – Environment, supports the recommendation as outlined in item 6 of this paper

- 7.2 Councillor Will Simpson - Portfolio Holder for Culture and Greener Kirklees - supports the recommendation as outlined in item 6 of this paper
- 7.3 Councillor Paul Davies - Cabinet Member for Corporate - supports the recommendation as outlined in item 6 of this paper

8 Contact officer

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9 Background Papers and History of Decisions

[16.02.2022 - Budget Council Meeting, item 2.16.18](#)

10 Service Director responsible

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11 Supplementary Information

Private appendix A

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