

Public Document Pack



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

Julie Muscroft

Governance and Commissioning

PO Box 1720

Huddersfield

HD1 9EL

Tel: 01484 221000

Please ask for: Sheila Dykes

Email: sheila.dykes@kirklees.gov.uk

Monday 28 August 2023

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Meeting Room 3 - Town Hall, Huddersfield** at **1.30 pm** on **Tuesday 5 September 2023**.

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

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

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

Julie Muscroft

Service Director – Legal, Governance and Commissioning

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

The Overview and Scrutiny Management Committee members are:-

Member

Councillor Elizabeth Smaje (Chair)

Councillor Bill Armer

Councillor Andrew Cooper

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Committee

To receive apologies for absence from those Members who are unable to attend the meeting.

2: Minutes of Previous Meeting

1 - 6

To approve the Minutes of the meeting of the Committee held on 1st August 2023.

3: Declaration of Interests

7 - 8

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

4: Admission of the Public

Most agenda items take place in public. This only changes where there is a need to consider exempt information, as contained at Schedule 12A of the Local Government Act 1972. You will be informed at this point which items are to be recommended for exclusion and to be resolved by the Committee.

5: Deputations/Petitions

The Committee will receive any petitions and/or 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 submit a petition at the meeting relating to a matter on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10, Members of the

Public must submit a deputation in writing, at least three clear working days in advance of the meeting and shall subsequently be notified if the deputation shall be heard. A maximum of four deputations shall be heard at any one meeting.

6: Public Question Time

To receive any public questions.

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

Any questions must be submitted in writing at least three clear working days in advance of the meeting.

Please note that in line with pre-election rules, questions relating to the Batley East Ward and By-Election issues will not be heard.

7: Corporate Financial Management - Quarter 1 Report 9 - 74

The Committee will a report in respect of the Corporate Financial Monitoring Report for Quarter 1, 2023/24 and a verbal update in respect of the Medium Term Financial Statement.

Contact: Service Director, Finance/Section 151 Officer.

8: Corporate Performance and Impact Report - End of Year 2022/23 75 - 154

The end of year, 2022/23, Corporate Performance and Impact Report will be submitted.

Contact:

Andy Simcox – Service Director for Strategy and Innovation

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

9: Establishment of Joint Health Overview and Scrutiny Committee 155 - 160

The report will seek approval from the Committee for the process to be followed for the appointment of Kirklees representatives to a Joint

Health Overview and Scrutiny Committee (JHOSC) with Calderdale and Wakefield Councils in respect of the Older People's Inpatient Mental Health Services Transformation Programme.

Contact:
Yolande Myers – Principal Governance Officer

10: Lead Members' Updates

161 -
170

The Lead Members for the Children's Scrutiny Panel and the Health and Adult Social Care Scrutiny Panel will update the Committee on the work being undertaken by their panels.

Contact:
Sheila Dykes – Principal Governance Officer.

11: Work Programme 2023/24

171 -
176

The latest version of the Committee's Work Programme for 2023/24 will be considered.

Contact:
Sheila Dykes – Principal Governance Officer

This page is intentionally left blank

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Tuesday 1st August 2023

Present: Councillor Elizabeth Smaje (Chair)
Councillor Bill Armer
Councillor Andrew Cooper
Councillor Yusra Hussain
Councillor Jackie Ramsay

12 Membership of Committee

All Members of the Committee were in attendance.

**13 Minutes of Previous Meeting
Resolved –**

That the minutes of the meeting of the Committee held on 20th June 2023 be agreed as a correct record.

The Chair updated the Committee as follows:

The meeting of the Committee held on 6th February had considered reports in relation to the Kirklees Communities Partnership Plan, the Annual Strategic Impact Assessment, and the Domestic Abuse Strategy.

Responses to the issues raised at the meeting had been shared with Members of the Committee in respect of:

- The reporting of speeding offences using the Police online crime reporting portal.
- Responses made/action taken in response to the data gathered from speed indication devices and how this is shared with partners.
- How data in respect of collisions not involving injury is collated and utilised.
- An update on widening the provision of 'safezones', particularly in the Rural and Batley and Spen areas
- The approach being taken across adjacent NHS Trusts in relation to the identification of people who may need support due to domestic abuse.

and these would be noted in the next formal report to the Committee, along with the response to the other issues raised.

14 Interests

During the meeting, and in the interests of transparency, Councillor Smaje disclosed that she was a trustee of a building that had been subject to a community asset transfer.

15 Admission of the Public

All items were considered in public session.

16 Deputations/Petitions

No deputations or petitions were received.

17 Public Question Time

No questions were submitted.

18 Kirklees Active Leisure

Adele Poppleton the Service Director, Culture and Visitor Economy, who was responsible for managing the relationship with Kirklees Active Leisure (KAL) on behalf of the Council, and the Chief Executive of KAL, Alasdair Brown, were in attendance and gave a presentation which highlighted the following:

- The background to the establishment of KAL, in 2002, to manage leisure facilities throughout Kirklees.
- The partnership agreement with the Council had been extended, for a period of twenty years, in 2012.
- KAL was an independent, not for profit, charitable trust, with a Board of twelve trustees including two Councillors.
- The KAL offer included provision of preventative health and wellbeing work.
- The customer base and the diversification undertaken in the last few years.
- Mapping of visits from inside and outside the district.
- The role of KAL as a local employer and the staff demographic.
- Ratio of funding to turnover.
- The current key challenges for the organisation and the measures taken, and being taken, to respond to the financial pressures.
- The Leisure Centre Review Programme, which was taking a strategic approach to the future offer and long-term operating model for the leisure centres.
- The purpose and membership of the Leisure Centre Review Programme Board and some of the mapping, data collection, benchmarking and analysis undertaken to date.
- The range of potential options for the model of operation.
- Next steps and timeline.

Councillor Paul Davies, the Cabinet Member with responsibility for the Corporate Portfolio, was also present. He stressed the need to establish a sustainable service in the long-term and that significant detailed work was ongoing so that the necessary decisions could be made.

Questions and comments were invited from Committee Members, with the following issues being covered:

- All the possible operational models were under consideration in the first instance and a shortlist would be agreed after further study and evaluation.
- The application to the Swimming Pool Support Fund, administered by Sport England, would cover those pools that were at risk of closure and would entail a commitment from the Authority to ensure that those pools would remain open for three years. This potential funding was welcomed.
- In respect of the level of expertise and capacity in place to explore and develop alternative income streams, it was considered that KAL was pro-active in this

Overview and Scrutiny Management Committee - 1 August 2023

area. There was a very strong partnership with the Council and work was also undertaken with other leisure operators to ensure awareness of what commercial opportunities might be available, a number of which had already been introduced.

- In terms of the suggestion that decision-making processes may be quicker in a model with less political/local authority involvement; the strengths and weaknesses of each of the options were being considered but it was acknowledged that the significant investment by the Kirklees must be monitored to ensure due diligence of this public money.
- Clarity on the financial implications of the different options would be available at a later stage.
- Consideration had and continued to be given to a cross-authority collaborative approach.
- The importance of the links with health and wellbeing and the scope for joint working on preventative programmes was emphasised.
- Public Health and Communities were included in the membership of the Review Programme Board to ensure that this focus was maintained.
- The offer in terms of certain seasonal activities had narrowed due to the challenges being faced. The provision of these services could be financially demanding which meant they would be more likely to be impacted in the current circumstances.
- The work undertaken on energy management to date had been excellent. Further investment in respect of energy efficiency and performance would be beneficial for the future but was highly unlikely to be viable at this time.
- It was noted that the issues for KAL were associated with the costs of staffing as well as energy costs.

Resolved -

(1) That the Service Director, Culture and Visitor Economy and the Chief Executive of KAL be thanked for attending the meeting and their comprehensive and informative presentations.

(2) That the views of the Committee be sought during the review consultation period and that the results of the analysis of the different models of operation be provided to members of the Committee when available.

(3) That the importance of the links with health and wellbeing be acknowledged.

19 Leader of the Council - Priorities 2023-24

Resolved –

That the item be deferred until the October meeting of the Committee.

20 Portfolio Priorities 2023-24

Councillor Carol Pattison, the Cabinet Member with responsibility for the Learning, Aspiration and Communities Portfolio, was in attendance at the meeting. Her portfolio included crime and disorder and community safety, the scrutiny of which fell within the remit of the Committee.

She explained that her key priority in this area was working with women and local organisations and understanding their lived experience, to drive culture change and ensure services respond appropriately. This tied in with the priority within the

Overview and Scrutiny Management Committee - 1 August 2023

Communities Partnership Plan to tackle violence against women and was also a priority for the Mayor of West Yorkshire.

There was a desire to address the cause, rather than focussing on dealing with the symptoms or outcomes, of the violence and this would be supported by a number of programmes of work with partners, including the adoption of a pledge to encourage action in respect of the culture within their organisations.

Councillor Paul Davies, the Cabinet Member with responsibility for the Corporate Portfolio presented his priorities for 2023/24 as follows:

Finance –

- Measures were being taken to address the current challenges facing the Authority and achieve financial stability, including plans to reduce the cost base and to increase income, but with the clear aim that the provision of the services and support that residents need will continue.
- Prioritisation and consideration of need would be inevitable.
- There were well-established structures for reporting and information was being shared with a cross-party group.
- Reviews of targets, including the achievement of savings, were being undertaken, at a minimum, on a monthly basis.
- More in-depth reviews, with input from scrutiny, would be undertaken into any specific areas of concern.

Cost of Living –

- Continued to be a focus in light of continued pressures on local people, with a particular concern currently being food inflation.
- Approaches would address the short, medium and longer term and would be integral to the Council's work across all directorates.
- Creation of resilience within communities was very important in order to establish sustainable solutions.
- There was also a continued commitment to support and develop the local economy and regeneration.

Assets –

- A core portfolio of retained assets would be developed with an understanding of what was needed to facilitate the provision of services and good working conditions within the financial constraints.
- Capital receipts from disposal would be considered alongside measures to reduce revenue spend on maintenance.
- Short and longer-term solutions would be considered in each case.
- Community asset transfers would be considered, where appropriate,
- A focus on maximising the use of assets to ensure that they were being fully utilised.

Questions and comments were invited from Committee Members, with the following issues being covered:

- In respect of the affordability of the regeneration plans for Huddersfield Town Centre, the risks had been carefully considered and it was believed that these

investments were crucial to the creation of more economic wealth and the support of residents in maintaining a vision and hope for the future. Re-phasing of gateways had been undertaken and an assurance was given that the finances would continue to be reviewed. It was noted that the Growth and Regeneration Scrutiny Panel would be maintaining a detailed overview of the district's major regeneration projects.

- In addition to the economic and other factors, such as the impact of the pandemic, that affected all local authorities, there was a whole range of key elements which varied across different authorities but which had a cumulative effect. These included the levels of reserves and levels of income (from business rates and Council Tax), the level of deprivation, pressures from demand continuing to rise in a number of services areas and the distribution of funding by central government. It would be helpful if this could be looked at retrospectively on a regional and national basis to understand how the current position for local authorities had been reached.
- The Cost of Living Action Programme could be shared with Committee Members.
- Where issues of sustainability were being experienced by groups that had been party to a community asset transfer, work was being undertaken to identify other community groups that might be able to take over.
- The crucial role of the voluntary and community sector, and the importance of partnership working with the Council and the need to ensure sustainability and resilience was recognised.
- Pre-decision scrutiny of the Asset Management Strategy was included within the Committee's Work Programme.
- The targeting of resources towards those with most need was supported. More affluent areas tended to be more resilient than the more deprived areas in terms of the voluntary and community groups and this should be taken into account.
- It was noted that there could be pools of deprivation within otherwise affluent communities and also that the loss of key people within a community group could have a significant impact.

21 Council Financial Management - Energy

The Committee received a presentation in respect of a review of the Council's arrangements and budgets for energy, by Dean Langton, the Service Director, Finance and Section 151 Officer. The following points were highlighted:

- The impact of the global energy crisis on prices.
- The steps taken by the Authority to address the impact of the increase in prices including re-procurement and plans to reduce usage through asset rationalisation and energy efficiency measures.
- The current approach to procurement and contractual arrangements.
- The difference between domestic and business energy pricing.
- The annual costs over the last three years.
- The top ten users of electricity and gas within the Council.
- The budget for energy for 2023/24.
- The measures undertaken to improve efficiency, consumption and monitoring.

Overview and Scrutiny Management Committee - 1 August 2023

Questions and comments were invited from Committee Members, with the following issues being covered:

- In terms of the review of opportunities for implementing energy efficiency measures and renewable energy, including the re-appraisal of the cost effectiveness of investment based on changing conditions, it was explained that the Council had a dedicated Energy and Climate Change Team. This team was working toward delivering the Council's Climate Change Action Plan. Opportunities to improve energy efficiency, including government funding, would be considered as they arose but it was noted that such investment, in the current financial climate, was going to be a challenge.
- A response could be provided to members in relation to the use of green electricity suppliers and whether the additional premium would be better used for investment into energy efficiency and renewable energy.
- Data centres were significant users but also produced a lot of heat.
- Energy impacts were always considered as part of the integrated impact assessment on any proposals and was a priority.
- It was the duty of all to identify any opportunities to make savings.
- There was an active Green Employee Network which had put forward a number of ideas and suggestions.
- It would be helpful to study best practice nationally.

22 Kirklees Scrutiny Work Programme 2023-24

The Work Programmes/Agenda Plans for the Overview and Scrutiny Management Committee and the four standing Scrutiny Panels; Children's, Environment and Climate Change, Growth and Regeneration, and Health and Adult Social Care, were submitted for the Committee's consideration.

The Chair of each body gave a brief overview of the key issues that they wished to address during 2023/24. It was acknowledged that the programmes could change during the year.

Resolved –

That the Committee and Panel's Work Programmes for 2023/24 be endorsed.

23 Any Other Business

The Chair reported that Richard Dunne was retiring from the Council after seventeen years having worked with various scrutiny bodies during that time. Members thanked Richard for his excellent support and wished him a happy retirement.

KIRKLEES COUNCIL				
COUNCIL/CABINET/COMMITTEE MEETINGS ETC				
DECLARATION OF INTERESTS Overview & Scrutiny Management Committee				
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: Overview and Scrutiny Management Committee

Date: 5th September 2023

Title of report: Corporate Financial Monitoring Report, Quarter 1, 2023/24

Purpose of the Report

To consider information on financial monitoring for the General Fund Revenue Budget, Housing Revenue Account (HRA) and Capital Plan as at Quarter 1 (month 3), 2023/24 (as set out in the Quarter 1 Corporate Financial Monitoring Report presented to Cabinet on 15th August 2023).

Key decision – is it likely to result in spending or saving £500k or more, or to have a significant effect on two or more electoral wards?	n/a
Key decision - is it in the <u>Council's Forward Plan (key decisions and private reports)</u>	n/a
The Decision - Is it eligible for “call in” by Scrutiny?	n/a
Date signed off by Strategic Director & name	Rachel Spencer Henshall – 2nd August 2023 (for Cabinet)
Is it also signed off by the Service Director for Finance?	Dean Langton – 28th July 2023 (for Cabinet)
Is it also signed off by the Service Director – Legal, Governance & Commissioning?	Julie Muscroft – 2nd August 2023 (for Cabinet)
Cabinet member portfolio - Corporate	Give name of Portfolio Holders Cllr Graham Turner

Electoral wards affected: All

Ward Councillors Consulted: None

Public or private: Public

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

Summary

1. The Council's Financial Procedure Rules require the Service Director Finance to report to the Cabinet on the overall management of the Council's General Fund Budget on a quarterly basis through the year. The report for Quarter 1 of the financial year 2023/24 was considered by the Cabinet on 15th August and is provided at **Appendix A**.

Information

General Fund Revenue Budget

2. As at the end of Quarter 1, there is a forecast overspend on the General Fund Revenue Budget of £20.3m. There are a range of variances across Services, a summary of which is provided at **Appendix B**.
3. If sustained until the year end, and including the planned use of reserves, this would require a drawdown from the Council's Unallocated Reserves of c£45.0m leaving the balance of the reserve at £2.1m. Following an assessment of what is considered to be an adequate balance, a reallocation of reserves has been undertaken so that a Minimum Working Balance of £15m can be maintained.
4. As part of the forecast outturn position for the year, of the agreed savings for the year which total £19.8m, it is forecast that £18.4m (or 93%) will be delivered by the year end.
5. In light of the forecast overspend, and the impact on the Council's reserves, a series of mitigations has been agreed to reduce the Council's projected expenditure and increase income. These are as set out in the recommendations in the report and include:-
 - No further expenditure on non-essential items to be permitted;
 - a recruitment freeze and a sustained reduction in the use of Agency Staff;
 - bringing forward the implementation of savings and income generation proposals already agreed;
 - increasing all discretionary fees and charges by at least the rate of inflation, where it is considered possible to do so;
 - accelerating the sale of assets;
 - continuing to explore external funding opportunities;
 - undertaking a review of the Council's Capital Programme with a view to taking action to reduce the cost of debt to the Council.

Housing Revenue Account (HRA)

6. As at the end of Quarter 1, the HRA is forecasting a surplus of £0.8m against its agreed budget for the year. This reflects primarily an underspend on Management Costs
7. Forecast HRA reserves at 31st March 2024 after investment needs are estimated to be £24m.

Capital Plan

8. The forecast outturn on the Council's Capital Plan for 2023/24 is an underspend of £6.5m. This is largely due to an underspend £5.6m on the Housing Capital Programme.

3 Implications for the Council

- 3.1 The implications are as given in the Quarter 1 Monitoring report to Cabinet.
- 3.2 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 28 of the Local Government Act 2003 requires the Council to review its budget from time to time during the year. Quarterly Budget Monitoring reports fulfil this obligation.

4 Consultees and their opinions

- 4.1 The Quarter 1 Monitoring report to Cabinet was prepared by the Service Director Finance, in consultation with the Executive Team.

5 Next Steps

- 5.1 Not applicable

6 Cabinet portfolio holders recommendations

- 6.1 Not applicable.

7 Officer recommendations and reasons

- 7.1 It is recommended that the Committee note the report.

8 Contact Officer

James Anderson, Head of Accountancy
james.anderson@kirklees.gov.uk

Sarah Hill, Finance Manager
sarahm.hill@kirklees.gov.uk

Safaira Majid, Senior Finance Officer
safaira.majid@kirklees.gov.uk

9 Background papers and History of Decisions

Annual budget report 2022-27 to Budget Council, March 2023
Budget Update Report to Council, October 2022

10 Service Director responsible

Dean Langton, Service Director - Finance.
dean.langton@kirklees.gov.uk



Name of meeting: Cabinet

Date: 15 August 2023

Title of report: Corporate Financial Monitoring Report, Quarter 1, 2023/24

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), 2023/24.

Key decision – is it likely to result in spending or saving £500k 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 – 2nd August 2023
Is it also signed off by the Service Director for Finance?	Dean Langton – 28th July 2023
Is it also signed off by the Service Director – Legal, Governance & Commissioning?	Julie Muscroft – 2nd August 2023
Cabinet member portfolio - Corporate	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.

Summary

General Fund

1. The Council's revised General Fund controllable (net) revenue budget for 2023/24 is **£379.4m** and is partly funded by a contribution from unallocated reserves of **£24.6m**. The revised budget includes planned (net) revenue savings in-year of **£19.8m**. The revised budget is also net of a number of transfers from reserves during the year, totaling £6.4m, with the most significant being £4.0m from Revenue Grants reserve and £1.1m from the Stronger Families reserve.
2. **There is a forecast overspend of £20.3m against the revised revenue budget at Quarter 1.** This is equivalent to 5.3% of the revised budget. If sustained until the year end, this would increase the drawdown from unallocated reserves to £44.9m. In turn, this would reduce the balance of unallocated reserves to £2.1m, significantly below what is considered by the Service Director – Finance to be an adequate balance for the Council. Equally, any overspending not dealt with in 2023/24 would, potentially, carry over into 2024/25 thereby increasing the requirement for savings in that year whilst at the same time providing no scope to draw on the Council's reserves.
3. **The seriousness of the Council's financial position cannot be understated.** The scale of the financial challenge for 2023/24 and 2024/25 is such that, in addition to work currently underway to implement savings in 2023/24 and to identify savings and income generation proposals for 2024/25, those actions implemented by the Council in late 2022 to control expenditure in the last financial year must continue and be strengthened to address the underlying issue that the Council's net expenditure is significantly greater than available sources of funding, including reserves.
4. The actions recommended in this report are, in the view of the Service Director – Finance, necessary to avoid the need to issue a report under s114 of the Local Government Act 1988 at this point. The need to issue that report will, however, remain under review depending on the success or otherwise of the implementation of these recommendations.

Directorate Forecasts

5. Table 1 below shows the Quarter 1 forecast position broken down by Strategic Director portfolios.

Table 1 - Overview of 2023/24 forecast revenue outturn position at Quarter 1

	Revised Budget	Quarter 1 Forecast	Variance
	£000	£000	£000
Children & Families	79,388	86,756	7,368
Adults & Health	125,981	128,080	2,099
Environment & Climate Change	49,077	51,455	2,378
Growth & Regeneration	17,602	19,790	2,188
Corporate Strategy, Commissioning & Public Health	43,094	46,851	3,757
Central Budgets	64,300	66,845	2,545
General Fund Total	379,442	399,777	20,335
Drawdown from Unallocated Reserves	(24,648)	(44,983)	(20,335)
Revised Total	354,794	354,794	

Delivery of Savings

6. Of the £20.3m estimated overspend outlined above, c£1.4m relates to variances against planned savings. There is a total of £19.8m planned savings within the 2023/24 budget and, at Quarter 1, £18.4m or 93% of these are forecast to be achieved.
7. Further details of these can be found at Appendix 1 with key Directorate variances described in paragraphs 14 to 57 of the report.

Impact on Unallocated Reserves

8. Any overspend in 2023/24 must be offset against Unallocated Reserves at year end. Based on the Quarter 1 projections, funding a forecast overspend of £20.335m would reduce the Unallocated Reserves balance to just £2.1m by 31 March 2024; equivalent to 0.6% of the 2023/24 net revenue budget. This is as shown in Table 2 below.

Table 2 – Unallocated Reserves Position

	£000
Opening Balance 1 April 2023	(47,108)
Budgeted Drawdown to support 2023/24 MTFP	24,648
Further Drawdown to Offset 2023/24 Overspend	20,335
Forecast Balance 31 March 2024	(2,125)

9. As the Cabinet will be aware, it is for the Service Director – Finance to provide advice to the Council on what is considered to be an adequate level of reserves and, in particular, the Minimum Working Balance/Contingency that should be held by the Council to both cushion the impact of uneven cashflows (and avoid unnecessary borrowing) and to manage the impact of unforeseen and unexpected events.
10. For the purposes of assessing what is considered to be an adequate level of Minimum Working Balance, the Chartered Institute of Public Finance and Accountancy has produced guidance, the latest of which was issued in March 2023 (CIPFA Bulletin 13 – Local Authority Reserves and Balances (Updated) and which is a supplementary document to various similar Bulletins issued by CIPFA's Local Authority Accounting Panel.
11. Rather than assessing the adequacy of the Minimum Working Balance/Contingency on a broad percentage of Net Revenue Expenditure, as has been previous practice at the Council, the guidance referred to above states that consideration should be given to the strategic, operational and financial risks faced by the Council. Taking this approach, the advice from the Service Director – Finance is that the Minimum Working Balance with the risk profile that Kirklees Council has should be at least £15m. More details of this assessment are provided at paragraph 68 in this report.
12. Whilst acknowledging that the position set out above is based on the Quarter 1 Monitoring position, as the forecast balance of Unallocated Reserves is below the Minimum Working Balance, a range of actions are necessary by the Service Director – Finance to ensure the Council has an adequate Minimum Working Balance. These are as set out at paragraph 69 in this report and summarised in Table 3 below:-

Table 3: Minimum Working Balance

	£000
Forecast Balance 31 March 2024	(2,125)
Transfer of Demand Reserve to Unallocated Reserves	(10,750)
Transfer of Collection Fund Reserve to Unallocated Reserves	(2,500)
Revised Forecast Balance 31 March 2024	(15,375)

13. Accepting that the assessment of the adequacy of the Minimum Working Balance/Contingency is based on the various risks faced by the Council and that its composition is based on the forecast outturn position for 2023/24, it will continue to remain under review as the financial year develops.

Directorate Variances

Children & Families +£7.4m

Learning Services – High Needs

14. The current projection for the High Needs Block is an in year overspend of £11.4m. As part of the Safety Valve agreement we are also anticipating £4m of funding during the year which will help to reduce the historic deficit. The Safety Valve target outturn position is £10.4m. However, £1.8m of savings are targeted in 2023/24 and it is anticipated that the achievement of these will help the Safety Valve target to be achieved.
15. Quarterly reports are submitted to the ESFA to highlight progress towards the safety valve planned position and the Council continues to have regular meetings with the ESFA Safety Valve Team to track progress. The management plan also allows for some flexibility to review spend and funding profiles over the lifetime of the Plan, with appropriate DfE Safety Valve agreement where circumstances permit.
16. In line with this, a Quarter 1 Safety Valve return was provided to the DfE at the end of June 2023 as part of the enhanced monitoring arrangements Kirklees were placed in. This set out a 4-year plan to reduce the historic deficit on the Dedicated Schools Grant (DSG) to £4.1m and reflected a realistic approach to achieving this. This continues to assume a Council contribution of £10.750m towards the historic deficit with the expectation that this will be made in 2025/26 (£2.150m) and 2026/27 (£8.6m). The Council is currently awaiting a response from the DfE to indicate if they are satisfied with the plan.

Learning and Early Support +£0.7m

17. Education Psychology/SENDACT: There is a £300k potential staffing pressure due to the requirement to adhere to statutory timescales/capacity of these Teams. Locum Education Psychologists are likely to be needed to help manage workloads and cover vacancies.
18. Success Centres (Maths Mates/Speech Stars/Reading Friends): £100k continuing staffing pressure due to COVID funding ending in 21/22 for these teams. This service was set up during the pandemic and funded from COVID funding. The service is still in place and continues to deliver excellent service to children but there isn't a substantive budget in place.

19. There is a projected £600k overspend in relation to the Strategic Leadership of the Education system, partially caused by the removal of the School Improvement Grant. Work is ongoing within the service to ensure costs are reduced to meet with the remaining budget. Offsetting the areas of overspend highlighted above is an underspend in the Early Support Service due to a number of vacancies.

Family Support and Child Protection +£3.3m

20. Children's Disability Service: £678k placements pressure including 2023/24 inflation uplifts. The service provides respite support packages to families via domiciliary home care, day care, nurseries and direct payments. Demand, complexity, and significant cost of living increases have driven costs up and resulted in the projected overspend.
21. Looked after Children and Care Leaver Service: £1.4m (This includes a £300k inflation uplift agreed for off contract provision). The remaining £1.1m overspend is because of increased numbers and complexity of need and reflects an additional demand led pressure to those highlighted later in the report under Resources, Improvement and Partnerships.
22. Financial Support for Care Leavers (providing financial support, guidance and advice for Care Leavers to encourage improved outcomes aligned to the new Ofsted framework for Care Leavers published in January 2023): £323k demand led pressure.
23. There is an overspend of £900K on Special Guardianship Order payments due to increases in numbers and application of inflationary uplifts. The uplifts represented an increase in costs of approximately £550K.
24. Service Wide Vacancy Management/Turnover Target: £400k projected over achievement of existing £500k savings target (thereby resulting in a savings of £900k to offset against the overspends above).

Resources, Improvements and Partnerships +£3.4m

25. Demand Led Sufficiency - £2.7m pressure. There is currently a pressure on External Residential placements of £3.2m due to increased need and complexity. This is evidenced by the fact the budget is based on 11 placements at an average weekly cost of £4k, currently there are 25 placements at an average weekly cost of £5.6k. Additionally, there is a £477k pressure relating to External Foster Placements which is again due to demand and complexity although it should be noted that this is offset by an underspend on Internal Foster placements of £787k. The pressure reported assumes additional internal capacity with Heald's Road and Magdale Children's Homes open from August 2023.
26. Commissioning Service - £129k pressure relating to Kirklees contribution to One Adoption West Yorkshire (OAWY) contract. A VFM exercise has been commissioned to ensure Kirklees are receiving what they are paying for. The contribution to OAWY is formula based and it is anticipated that our contribution will reduce in 2024/25.
27. Commissioning Service – further £400k pressure on commissioned contracts (includes contracts with LGBT, CAMHS, KYA, Barnardo's). At Quarter 1, the pressure includes slippage of £180k against £400k savings target however the service plans to hold four vacancies in the MST (Multi Systemic Therapy) team which will generate savings to cover off the saving in 2023/24.

Adults and Health +£2.1m

28. The overall position for Adults is an overspend of £2.1m. There is some volatility across key demand-led headings, with variances being seen across key demand-led headings, notably on Independent Sector Home Care, on Independent Sector Residential & Nursing Placements, and on Self Directed Support.
29. One of the main headline demand led variances at Quarter 1 is around Independent Sector Home Care, an overspend of £1.1m. Within this variance Older People is £0.8m over (due to activity levels) and Learning Disability is £0.5m over (activity levels).
30. Self-Directed Support is also overspending (£0.8m). Significant elements of this relate to Learning Disability (£0.5m), on commissioned services, and also on Mental Health (£0.4m), on commissioned services. Against these, the Older People client group is underspending against its budget by £0.2m, achieving higher than anticipated client income.
31. An overspend is being seen on Independent Sector Residential & Nursing placements of £0.5m. This is mainly on the Learning Disability cohort at £0.6m (due to increased volumes and higher prices), and on the Older People cohort (£0.2m) around higher prices. Work continues with providers in the care home market around key pressures, and trends in the short and long term. Working with partners continues to be crucial.
32. Other headline variances are around employees (with an underspend of £0.4m). This is due to continuing programme work around understanding demand and growth predictions, levels of productivity and the workforce shape required to best deliver pathways. However, pressures have continued 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 £0.1m due to the need to cover an increase in the level of bad debts being seen.
33. There has been significant work carried out as part of the Market Sustainability & Fair Cost of Care national programme, which was focused on the markets for Home Care and for Independent Sector Residential & Nursing Placements. Work around this is continuing this year.
34. The Discharge to Assess programme is being undertaken with Health partners to enable more timely discharge from hospitals. There continues to be activity and spend around discharge funding.
35. There is also work being undertaken to understand the timing and impact of the national Charging Policy Reforms, and to ensure best use of the national funding allocations for Social Care. The 2023/24 budget assumes that £2.4m of national social care funding will be received in year which can be allocated to offset volume pressures. £600m nationally has been indicated but the detailed allocation and conditions have not been announced. Alongside the increased cost of living impacts on providers there is a sustained impetus for 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.

Environment and Climate Change +£2.4m

Environmental Strategy and Climate Change +£0.4m

36. There is a projected variance of £0.2m on Licensing resulting from historic income budget issues and slow recovery of income. An additional £0.2m pressure is sat within Schools Transport due to cost and demand increases. Further investigations are underway within the service.

Highways and Streetscene +£1.1m

37. Within Highways there is an estimated £0.2m overspend due to anticipated slippage of general Maintenance savings.
38. Transport services has a forecast pressure of £0.4m. This is in relation to increased fuel prices and increased maintenance costs for vehicles operating beyond their optimal life due to the fleet age profile.
39. There is currently a forecast overspend of £0.3m on Tree Planting costs that were previously assumed to be funded from the Strategic Investment reserve. That facility is now exhausted hence the charge against the General Fund.

Culture and Visitor Economy +£0.9m

40. There are projected overspends of £0.4m on Town Halls & Public Halls, because of pressures on both internal and external income, and £0.3m on Markets, due to Dewsbury Market operating with fewer stalls, rent reductions and compensation on leases; linked to regeneration activity.
41. Catering also has a forecast pressure of £0.5m due to food price inflation and income shortfall in relation to reduced meal uptake and lost business. This is partly offset by employee savings.
42. Catering and Cleaning has an estimated underspend of £0.4m because of additional ad-hoc and specialist cleaning and a charging review.

Growth and Regeneration +£2.2m

Skills and Regeneration +£1.1m

43. Demand for Planning and Building Control continues to be suppressed, driven by external economic conditions. Work is underway to understand and control overspends but current forecasts point £1.0m overspend which is made of £0.8m on Planning Development Management (demand), £0.4m Building Control(demand) offset by £0.2m Planning Policy & Strategy (staffing &external advice), in line with previous assumptions.
44. Business & Economy forecast a £0.1m overspend related to a contribution to the LEP that was previously reserve funded. Elsewhere within Skill & Regeneration Business Centres forecasts a deficit of £0.1m related to current occupancy levels and running costs (NNDR, Cleaning). Employment and Skills (-£0.05m) and Major Projects (-£0.1m) both forecast underspends linked to staffing costs and external funding availability.
45. And, £0.05m of forecast costs on the Penistone Line were due to be funded from Strategic Investment reserve but that facility has been exhausted. Funding will be sought from elsewhere.

Development +£1.0m

46. Within Property, Corporate Landlord is forecasting an overspend of £0.6m. Of this, £0.3m relates to savings related to building closures that will now happen next year due to timing around closures. A further pressure of £0.3m net relates to building running and maintenance costs, most significantly around contract cleaning. This forecast is a significant improvement from the £1.5m outturn position from 2022/23 and includes delivery of £0.9m of savings.
47. Assets and Estates are forecasting an overspend of £0.163m that includes Asset Strategy £0.04m (staffing) – the plan is to reduce this overspend by use of a 4% capital receipts top slice. Property Management £0.05m (repairs) & Estates Management £0.08m (Salaries and Surveyor income).
48. The Piazza is currently forecasting a deficit of £0.125m, in line with last year. Previously this would have been funded corporately through the Strategic Investment reserve. Work is underway to fully understand and mitigate the likely deficit.
49. Likewise, there was a previous commitment to fund some of the void costs for Dewsbury Town Centre strategic purchases from the Strategic Investment reserve. As the reserve facility has now been exhausted, there is a further £0.05m pressure on the service.

Corporate Strategy, Commissioning and Public Health +£3.8m

Strategy and Innovation +£1.0m

50. Inflationary pressures continue on IT through increased costs of software and hardware, as well as pressure on volumes of IT kit used across the authority.

Public Health and People +£0.1m

51. Within Peoples service there are staffing overspends due to succession planning, and the continued costs of the learning management system, partly offset by the use of reserves.

Governance and Commissioning -£0.8m

52. At Quarter 1, Legal Services has increased income through charges against capital works, offset by external costs.

Finance +£1.0m

53. Within Finance, Accountancy staffing overspends due to succession planning are offset by increased grant funding within welfare and exchequer. The savings target for Corporate Strategy, Commissioning and Public Health (£0.9m) is temporarily held here whilst a savings strategy is pulled together.

Benefit Payments +£2.5m

54. Spend on Homelessness and Supported Accommodation which is not eligible for Housing Subsidy grant is resulting in a projected pressure of £2.5m.

Central Budgets +£2.5m

55. There is a £1.4m inflation contingency built into 2023/24 budgets. At Quarter 1, this is being used to offset the following:
- £0.375m pressure due to an unachievable savings target allocated to central budgets.
 - £0.450m pressure from inflation on the Waste Contract.
 - £0.100m pressure on the Audit Fee. This was offset by additional Redmond review Funding in 2022/23 but this is not expected to continue.
 - £0.280m shortfall in budgeted income from the YPO dividend.
56. At this stage, the £0.2m balance of the contingency budget continues to be held within central budgets for further in-year pressures.
57. At Quarter 1 there is a pressure of £2.5m on treasury management. This reflects increased borrowing costs as a result of the in-year overspend along with the depletion of reserves beyond the assumptions made in the budget, resulting in the requirement for extra borrowing (both long and short term) and the resulting interest charges. To consider what scope there is to reduce debt charges in the current and future years, a review of the Council's Treasury Strategy (and related debt charges) is currently underway in conjunction with the review of the Capital Programme.

Collection Fund

58. The Collection Fund accounts separately for council tax and business rates income and payments.
59. When setting the Council's Budget for 2023/24, it was estimated the Collection Fund would have combined surplus of £0.2m for the financial year 2022/23 (to be recovered from the General Fund). Following the closure of the Council's accounts for 2022/23, the Collection Fund has a combined actual deficit of £2.019m resulting in an additional cost to the General Fund in 2023/24 of £2.219m. Anticipating a variance, an amount of £2.5m was also included in the Council's budget as a contribution to reserves which would be drawn down to offset the additional cost to the General Fund.
60. As with the General Fund Budget, monitoring has been undertaken on the Collection Funds for 2023/24. This monitoring indicates that, taking into account the outturn position for 2022/23 and having reviewed collection rates, provisions for bad debts and appeals, there is forecast to be a combined surplus on the Collection Funds of £1.8m in 2023/24. The impact of this is twofold:-
- a) the forecast surplus can be used as contribution to the Council's General Fund Budget for 2024/25 (and will therefore be considered in the update to the Council's Medium Term Financial Plan);
 - b) the £2.5m contribution to reserves to cover the forecast deficit is no longer required and, as set out below, can be transferred to the Council's Unallocated Reserves to form part of the Minimum Working Balance.
61. In the context of the Collection Fund, elsewhere on the Agenda for this meeting is a report setting out a proposal to open up a consultation on options for changes to the Council's Council Tax Support Scheme. This is with a view to consulting on possible changes to the Scheme which, if approved, would form part of the Scheme with effect from April 2024.

62. The Cabinet should also note that it is proposed to undertake a review of the eligibility for the Single Persons Discount (SPD) for Council Tax. It is considered good practice to periodically review the eligibility of existing claimants of SPD given the onus remains on Council Taxpayers to inform the Council of changes to their entitlement. Past experience would suggest that between 5% and 10% of claims would be found to be ineligible thereby reducing the cost of the discount to the Council of c£1.0m.
63. As with the monitoring of other budgets, regular monitoring of the Council's Collection Funds will continue throughout the financial year so that any necessary adjustments to the assumptions made here can be considered.

General Fund Reserves

64. At Quarter 1, General Fund reserves and balances are estimated to decrease through 2023/24 by £52.2m, from £96.6m at the start of the year to £44.4m at 31 March 2024. Of this, £27.9m relates to net transfers approved in the 2023-28 Annual Budget report and includes the drawdown of £24.6m of unallocated balances as referred to in sections earlier in this report. As Cabinet will recognise, this is an unsustainable use of reserves.
65. There is also a transfer of £2.5m into Unallocated Reserves, as noted at paragraph 60 above, which was previously to be used to meet the projected deficit on the Collection Fund.
66. Further movement on reserves are broken down as follows:
 - a) forecast £6.4m net planned drawdowns into directorates from reserves during the year, with the most significant being £4.0m from Revenue Grants reserve and £1.1m from the Stronger Families reserve;
 - b) transfer of the Quarter 1 projected overspend of £20.3m against unallocated balances at year-end.
67. Of the projected £44.4m year end balance of reserves, £42.3m relates to earmarked reserves and £2.1m is unallocated balances. A review of earmarked reserves is currently underway to determine what amounts can be freed up to as a contribution to the Council's Minimum Working Balance/Contingency. Subject to the outcome of this review, and in accordance with Financial Procedure Rules, no further drawdowns from reserves will be permitted without the approval of the Service Director - Finance.
68. As outlined earlier in this report, the forecast balance of Unallocated Reserves is significantly below what the Service Director – Finance would advise to be a Minimum Working Balance. Contrary to previous practice at the Council, a risk-based approach to the assessment of the Minimum Working Balance has now been taken to determine what is considered to be an adequate level. Details of this assessment are provided at Appendix 7 which highlights a requirement for a balance of £15m. It should be noted that this is at the lower end of the assessment and subject to the Council's financial capacity to do so in due course, consideration should be given to increasing this amount (and, in any event, should the risk profile of the Council change, this would necessitate a review of the assessment).
69. As the balance of Unallocated Reserves is forecast to be below what is considered to be adequate, the following actions have been taken to create the Minimum Working Balance/Contingency:
 - a) £10.750m earmarked as the Demand Reserve, which is required from 2025/26 onwards to support the Safety Valve Programme Agreement, has been temporarily

transferred to Unallocated Reserves;

- b) that to ensure sufficient funding is available in 2025/26 and 2026/27 to make the contributions towards the Safety Valve Programme Agreement as planned, additional savings targets of £2.150m and £8.600m are included in the Medium Term Financial Plan for the 2025/26 and 2026/27 financial years respectively;
- c) the budgeted £2.5m contribution to earmarked reserves which was to be used to meet the Collection Fund deficit in 2024/25, and which is no longer required to do that, has been transferred to Unallocated Reserves.

- 70. Taken together, these changes result in a Minimum Working Balance of £15.375m. The Council should seek to maintain this balance.
- 71. Regular monitoring and review of corporate reserves will continue to be undertaken as part of the budget monitoring process through the remainder of the financial year. Also attached at Appendix 8 is the current version of the Councils Corporate Risk Register, which also helps inform the Council overall reserves requirements in light of known strategic, operational and financial risk issues set out in the Register.

Housing Revenue Account

- 72. 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 £0.8m surplus against an annual turnover budget of £99.2m in 2023/24.
- 73. The surplus is made up of a forecast breakeven position for repairs and maintenance and a forecast underspend for Management costs of £0.972m. Included within management costs is a forecast breakeven position for Property Services, but early indications are reporting pressures of around £0.750m for the cost of repairs as the volume and cost of repairs is increasing. Property Services are undergoing an operational review, where the assumption is that the outcome will recommend an increased budget for responsive repairs which is currently managed through a price per property. Other cost pressures include legal costs associated with disrepair claims and void rent loss which are being closely monitored.
- 74. Forecast HRA reserves at 31 March 2024, which includes providing for business risks and investment needs is £24.0m. A summary of the HRA outturn and reserves position can be found at Appendix 3.

Capital

- 75. The budget for the 2023/24 Capital Plan is based on the updated capital plan within the Financial Outturn and Rollover Report 2022/23 at £259.9m, updated to £259.7m at Quarter 1 mainly as a result of £0.244m being re-profiled into subsequent financial years (see also Appendix 5) and other minor budget changes.
- 76. The Council's revised capital budget for 2023/24 is £259.7m. The forecast capital outturn at Quarter 1 is £253.2m, forecast underspend of £6.5m.
- 77. The Quarter 1 position is summarised in Table 3 below, categorised by Council primary outcomes as set out in the Council 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 2023/24 at Quarter 1

By Category	Revised Budget £000	Actuals to Date £000	Annual Forecast £000	Variance £000
Achieve & Aspire	20,970	1,324	20,970	0
Best Start	2,890	259	2,890	0
Independent	8,105	589	8,105	0
Sustainable Economy	154,548	21,560	154,532	(16)
Well	5,188	517	5,688	500
Clean & Green	12,502	1,281	11,193	(1,309)
Efficient & Effective	6,787	146	6,787	0
General Fund	210,990	25,676	210,165	(825)
Independent –Strategic Priorities	21,420	2,559	21,170	(250)
Independent - Operational	27,302	3,427	21,921	(5,381)
Housing Revenue Account	48,722	5,986	43,091	(5,631)
Total Capital Plan	259,712	31,662	253,256	(6,456)

78. A more detailed breakdown of the capital outturn position is provided at Appendix 4. The largest General Fund variance shown is Clean and Green where projects within the Waste Strategy have slipped and budgets will be re-profiled to match commitments now due in the next financial year. Within the Housing Revenue Account, there have been programme delays in major programme areas which are expected to slip. These are within Six-Storey Blocks (£3m) Building Safety (£2.1m).
79. Noting that Quarter 1 is an early capital forecast, in light of the significant financial challenges faced by the Council, Cabinet is asked to acknowledge that the current Capital Plan and the Plan for all future years are currently subject to a rigorous review with a view to reducing debt charges as a contribution to the Council's savings target both in 2023/24 and in subsequent years. This will mean some capital plans will be reprofiled, deferred or even stopped entirely. This will be set out in more detail as part of the forthcoming Medium Term Financial Strategy (MTFS) update report to Council in September.
80. Subject to the review referred to above, 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 affordability, sustainability and prudence of the Capital Programme in the context of the Council's financial challenge as well as growing complexities and challenges over the next 5 years in delivering to this scale of ambition.
81. 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.

2023/24 Capital Scheme proposals

82. This report also includes the following capital scheme proposal for Cabinet approval in line with Council Financial Procedure Rules:

83. The UK Shared Prosperity Fund (UKSPF) Scheme for Violence Against Women and Girls will be used to establish and deliver a grants programme open to the voluntary, community, faith, and education sectors explicitly to deliver outcomes against the four key priority themes in the Mayor of West Yorkshire's Safety of Women and Girls Strategy.
84. The Fund will allow the Council the flexibility to respond to locally identified gaps and support the sector to provide safe spaces within communities. In addition, evaluation of the impact of these programmes will feed into a district wide evidence-base of what works.
85. The fund of £0.09m, will offer one- and two-year grants for 2023/24 and 2024/25 in order to achieve a minimum of two voluntary and community sector amenities/facilities created or improved to support victims/reporting processes to provide one hundred more affected women and girls access the improved/created facilities/safe spaces.
86. Cabinet is requested to approve the addition of the £0.09m UKSPF grant to the Capital Plan (profiled as £0.047m in 2023/24 and £0.047m in 2024/25) and approve its distribution to the voluntary, community, faith, and education sectors as a capital grant for capital amenities and facilities to support the safety of Women and Girls.

Treasury Management

87. The Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Authority to approve, as a minimum, treasury management semi-annual and annual outturn reports. This quarterly report provides an additional update and includes the new requirement in the 2021 Code, mandatory from 1 April 2023, of quarterly reporting of the treasury management prudential indicators. These are attached at Appendix 6. The non-treasury prudential indicators are incorporated in the Authority's normal quarterly revenue and capital monitoring report.
88. As indicated above, in light of the financial challenge faced by the Council and, specifically, the forecast overspend on the Council's debt charges, work is underway to review the debt charges budget. This is being undertaken in conjunction with the review of the Capital Programme, the crux of which is to determine to what extent the Council can reduce the amount of Prudential Borrowing.
89. At the same, given the change in interest rates over the last 12 months and the deterioration in the Council's reserves and with it the extent to which the Council can internally borrow, a review of the Treasury Management Strategy is underway with a view to ensuring the Council's Strategy focuses on optimising its debt portfolio in support of its Capital Programme.

Information required to take a decision

90. 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 2023/24;

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 2023/24

Appendix 5 shows 2023/24 capital budget re-profile proposals into future years of the capital plan; and

Appendix 6 shows the treasury management prudential indicators;

Appendix 7 shows the Assessment of the level of the Council's General Fund Working Balance;

Appendix 8 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 financial implications are as given in the report.

3.7.2 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 and shall require that one of its Officers has responsibility for the administration of those affairs. That Officer at this Council is the Service Director - Finance.

3.7.3 Section 114 of the Local Government Act 1988 requires the Service Director - Finance, as the Officer of the Council appointed under s151 of the Local Government Act 1972, to make a report (often referred to as a 's114 report') if it appears that the expenditure of the Council incurred, or likely to incur, in a financial year is likely to exceed the resources (including sums borrowed) available to meet that expenditure. As outlined in this report, whilst a s114 report is not considered necessary at this point, unless the actions outlined in this report and those that shall come forward as part of setting the budget for 2024/25 (see Medium Term Financial Strategy Update below), the issue of such a report remains a possibility.

3.7.4 Regulation 3 of the Accounts and Audit Regulations 2015 requires the Council to ensure it has a sound system of internal controls facilitating the effective exercise of functions and achievement of aims and objectives, ensuring effective financial and operational management including effective risk management. The Council must determine whether its capital plan is affordable in line with the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 having regard to the Prudential Code for Capital Finance for Local Authorities. DLUHC have the power to make statutory directions under section 15(5) and (6) of the Local Government Act 1999 where it considers there has been a failure to comply with the duty of Best Value.

3.7.5 As outlined in this report, factoring in the estimated current year overspend of £20m along with the budgeted drawdown of £25m agreed in the March 2023 budget, results in an estimated balance of usable reserves of £31.8m. This use of reserves is not financially sustainable and leaves the Council very exposed to financial risks.

3.7.6 The Council's Executive Management Team must ensure that actions are taken to deliver services in line with agreed budgets and that savings targets are delivered as planned.

Medium Term Financial Strategy Update

3.7.7 The Council budget for 2023/24 approved at Budget Council on 8 March 2023 also included indicative spend and funding forecasts for 2024/25 and future years, including a £43.2m budget gap for 2023/24 funded by £18.6m of savings proposals combined with £24.6m use of unallocated reserves.

3.7.8 The Council's Medium Term Financial Strategy was also considered at Budget Council on March 2023. At that time, the funding gap for 2024/25 was estimated to be c£25m although, in view of a change in assumed pay inflation, this was updated to a gap of c£30m. This position combined with the forecast outturn for 2023/24 set out in this report, which if left unchecked, will require savings of £50m in 2024/25 has provided the backdrop for the development of savings and income generation proposals necessary to achieve a balanced and sustainable budget from 2024/25 onwards. In light of the significant pressure on Council budgets, and in line with the Council's Constitution, the opportunity will be taken to implement proposals as soon as possible.

3.7.9 At the same time, the Medium Term Financial Strategy is being updated based on the latest information available to the Council on expenditure pressures and potential income. This outcome of this work will be reported to the Cabinet and Council in September 2023.

4 Consultees and their opinions

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

5 Next Steps

5.1 To present this report to Cabinet as part of the Quarterly financial monitoring reporting cycle.

6 Cabinet portfolio holders recommendations

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

- 6.2 The Council faces a significant financial challenge. By way of background, since 2011 the Council has delivered over £250m savings as a result of national austerity measures. During that period Kirklees has faced continuing funding reductions and increasing demand pressures far greater than more affluent areas with lower levels of relative need.
- 6.3 At the same time, Kirklees Band D Council Tax is lower than the average for Metropolitan Local Authorities and, in view of the number of properties in Council Tax Bands A to C, it has a significantly lower taxbase. As a consequence, the Council does not have the taxable capacity to increase its Council Tax to compensate for the loss of central government funding.
- 6.4 Aside from the quantum of funding available to the Council, both of these matters – funding allocations based on relative need and the equalisation of funding between Councils to reflect the different taxbases across the Country – were integral to the Fair Funding Reforms that were being considered by the Government prior to COVID and which, as announced by the Secretary of State towards the end of last year, have now been deferred for consideration after the next General Election. Given the nature of the proposed reforms, it is probable that Kirklees would have benefitted significantly if they had been implemented, thereby alleviating the pressures currently being experienced.
- 6.5 These structural issues with the Council's funding settlement combined with the impact of the cost of living, rising demand for services and the lack of investment funding from Government are all factors that have contributed to the Council's current financial position.

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 for 2023/24 and the forecast year end position on the Council's reserves and balances as set out in the report;
- 7.2 in light of the forecast outturn set out in this report, the position with reserves and balances, and in accordance with the Council's Financial Procedure Rules and, in addition to the work being undertaken to develop savings options for 2024/25, endorse the continuation and strengthening of management actions implemented in the last financial year to contain actual income and expenditure within agreed budgets for 2023/24. These include, but are not limited to:-
- a) with immediate effect, that no further expenditure on non-essential items will be permitted. In this context, non-essential items will comprise all expenditure with the exception of that which relates to, for example:-
 - i) only to maintaining health and safety (of staff, residents, businesses etc);
 - ii) to meet a statutory service requirement;
 - iii) to fulfil a contractual obligation existing on the date of implementation of these controls (unless it is possible to renegotiate otherwise)
 - iv) to prevent further costs;
 - v) to help generate income (that more than outweighs the cost of doing so).
 - b) a recruitment freeze (including a review of posts which were previously deemed essential to the proper performance of the Council's statutory responsibilities and therefore excluded from the freeze) and a sustained reduction in the use of Agency Staff;

- c) where it is possible to do so in the current financial year, bringing forward the implementation of savings and income generation proposals already agreed by the Council for 2024/25 when setting the Budget and Medium Term Financial Strategy for 2023/24;
- d) increasing all discretionary fees and charges by at least the prevailing rate of inflation where it is considered possible to do so;
- e) accelerating the sale of assets that the Cabinet has already agreed to dispose of and bring forward further options for asset disposals (both to reduce the operating costs of the Council's Estate and to generate capital receipts);
- f) continuing to explore all external funding opportunities to bring additional income into the Council;
- g) undertaking a review of the Council's Capital Programme to determine to what extent schemes can be re-phased, deferred or stopped to the reduce the cost of borrowing to the Council and to free-up capital receipts so that they can be allocated to essential spending commitments.

7.3 Endorse the actions taken to maintain a Minimum Working Balance of c£15m as set out in the report and note the requirement to update the Medium Term Financial Plan for the savings necessary to reimburse the Demand Reserve so that the funding required for the Safety Valve Programme Agreement is available when required.

7.4 Note that the use of reserves here onwards will be subject to the approval of the Service Director - Finance and that the adequacy of the Council's reserves will remain under review.

Collection Fund

7.5 note the forecast position on the Collection Fund as at Quarter 1 and the assumptions upon which it is based;

7.6 Endorse the intention to undertake a review of eligibility of the Single Person Discount for Council Tax at the earliest possible opportunity;

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 2023/24;

7.9 note that, as set out above, a review of the Council's Capital Programme is currently being undertaken with a view to reducing debt charges as a contribution to the Council's savings target both in 2023/24 and in subsequent years;

7.10 approve the re-profiling of the 2023/24 capital plan as set out in this report and at Appendix 5;

- 7.11 approve the addition of the £0.09m UKSPF grant to the Capital Plan (profiled as £0.047m in 2023/24 and £0.047m in 2024/25) and its distribution to the voluntary, community, faith, and education sectors as a capital grant for capital amenities and facilities to support the safety of Women and Girls;

Treasury Management

- 7.12 note the Quarter 1 treasury management prudential indicators in Appendix 6.

8 Contact Officer

James Anderson, Head of Accountancy
james.anderson@kirklees.gov.uk

Sarah Hill, Finance Manager
sarahm.hill@kirklees.gov.uk

Safaira Majid, Senior Finance Officer
safaira.majid@kirklees.gov.uk

9 Background papers and History of Decisions

Annual budget report 2022-27 to Budget Council, March 2023
Budget Update Report to Council, October 2022

10 Service Director responsible

Dean Langton, Service Director - Finance.
dean.langton@kirklees.gov.uk

Corporate Revenue Budget monitoring 2023/24 – Month 3

Appendix 1a

	Annual					Variance Made up of:	
Strategic Director portfolio responsibilities	Controllable Budget (Net)	Planned use of earmarked reserves	Revised Budget	Forecast	Variance	Net Pressures/ (Underspend)	Savings Shortfall/ (Surplus)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Child Protection & Family Support	29,413	326	29,739	33,027	3,288	3,338	(50)
Resources, Improvements & Partnership	28,922	-	28,922	32,298	3,376	2,205	1,171
Learning & Early Support & Schools	19,114	1,613	20,727	21,431	704	698	6
Sub Total (Children & Families)	77,449	1,939	79,388	86,756	7,368	6,241	1,127
Communities & Access Services	13,714	525	14,239	14,016	(223)	(197)	(26)
ASC - Older People and Physical Disabilities	9,930	1,181	11,111	12,481	1,370	1,605	(235)
ASC - Learning Disabilities and Mental Health	85,650	15	85,665	86,863	1,198	1,244	(46)
Adults Sufficiency	14,766	200	14,966	14,720	(246)	(246)	-
Sub Total (Adults & Health)	124,060	1,921	125,981	128,080	2,099	2,406	(307)
Environmental Strategy & Climate Change	13,334	-	13,334	13,727	393	209	184
Highways & Streetscene	33,940	-	33,940	35,000	1,060	894	166
Culture & Visitor Economy	1,791	660	2,451	3,376	925	930	(5)
E&CC Management & Support	(648)	-	(648)	(648)	-	-	-
Sub Total (Environment & Climate Change)	48,417	660	49,077	51,455	2,378	2,033	345
Skills & Regeneration	2,371	407	2,778	3,849	1,071	936	135
Development	12,363	852	13,215	14,259	1,044	660	384
Management & Support	1,609	-	1,609	1,682	73	73	-
Sub Total (Regeneration & Growth)	16,343	1,259	17,602	19,790	2,188	1,669	519
Strategy & Innovation	18,390	37	18,427	19,403	976	1,154	(178)
Public Health & People	1,560	52	1,612	1,716	104	169	(65)
Governance & Commissioning	14,965	272	15,237	14,418	(819)	(320)	(499)
Finance	7,458	304	7,762	8,718	956	488	468
Benefit Payments	56	-	56	2,596	2,540	2,540	-

	Annual					Variance Made up of:	
Strategic Director portfolio responsibilities	Controllable Budget (Net)	Planned use of earmarked reserves	Revised Budget	Forecast	Variance	Net Pressures/ (Underspend)	Savings Shortfall/ (Surplus)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Sub Total (Corporate Strategy, Commissioning & Public Health)	42,429	665	43,094	46,851	3,757	4,031	(274)
Central	64,300		64,300	66,845	2,545	2,545	-
General Fund Total	372,998	6,444	379,442	399,777	20,335	18,925	1,410
Drawdown from Unallocated Balances	(24,648)		(24,648)	(44,983)	(20,335)		
Total	348,350	6,444	354,794	354,794	-		

Planned Savings 2023/24 – Month 3

Appendix 1b

Reference	Service Activity	Headline Proposal	Forecast Saving £000	Planned Saving £000	Variance for Year £000
NEW CH1	Various	Remodel Early Help and Children's Social Care in line with National Review	-1,180	-1,033	-147
Other New Savings	Service Management & Support	Efficiencies	5	-92	97
TOTAL CHILD PROTECTION AND FAMILY SUPPORT			-1,175	-1,125	-50
NEW CH3	Schools Organisation & Planning	Introduce fees & chgs to cover costs for Academy conversions	-24	-30	6
NEW CH5	Learning Services Trading	Redesign headteacher wellbeing service	-40	-40	0
NEW CH6	Early Support Service	Redesign our challenge and support offer to schools and settings	-124	-124	0
NEW CH7	Other Commissioned Services	Review & redesign C&K commission	-120	-120	0
Other New Savings	Early Support Service	Efficiencies	-92	-92	0
TOTAL LEARNING & EARLY SUPPORT			-400	-406	6
NEW CH2	External Residential Placements	Achieve sufficiency of homes for children in care	0	-850	850
NEW CH8	Various	Redesign capacity for improvement	-329	-433	104
NEW CH9	Various	Review Support for Partnerships	-185	-210	25
NEW CH10	Other Commissioned Services	Review of Investment in VCS and external contracted provision	-180	-363	183
Other New Savings	Service Management & Support	Efficiencies	-26	-35	9
TOTAL RESOURCES, IMPROVEMENTS & PARTNERSHIPS			-720	-1,891	1,171
NEW CH4	Education for vulnerable children inc. SEND	Remodel the approach to the SEND inclusion fund	-1,184	-1,184	0
TOTAL DSG SCHOOLS			-1,184	-1,184	0
NEW AD1	Local Integrated Partnerships	Integrated Community and Access model to maximise citizen and community outcomes	-125	-99	-26
TOTAL COMMUNITIES & ACCESS SERVICES			-125	-99	-26
NEW AD2	Other Demand Led	Work with an external change partner to model future demand and identify/deliver social care efficiencies	-267	-267	0
NEW AD3	Independent Sector Resid. & Nurs- OP	Work with the wider health and care system to properly reflect the cost and design of services provided to the wider health and care system	-127	479	-606
Other New Savings	Adult Social Care - OP & PD	Efficiencies	-718	-1,089	371
TOTAL ADULT SOCIAL CARE OPERATION - OP & PD			-1,112	-877	-235

Reference	Service Activity	Headline Proposal	Forecast Saving £000	Planned Saving £000	Variance for Year £000
NEW AD3	In House Residential - Older people	Work with the wider health and care system to properly reflect the cost and design of services provided to the wider health and care system	-866	-841	-25
NEW AD4	In House Residential - Learning Disabilities	Reviewing the respite offer for people with a learning disability and developing a new day service offer in North Kirklees.	-148	-127	-21
TOTAL ADULT SOCIAL CARE OPERATION - LD & MH			-1,014	-968	-46
NEW AD5	Contracted services Learning Disabilities/Mental Health	Mental Health Peer Support Service Pilot Review	-26	-26	0
NEW CH11	Contracted service (indep sec daycare) Older People/Physical Disabilities	Review of Stroke Support Services	-49	-49	0
TOTAL ADULTS' SUFFICIENCY			-75	-75	0
NEW EN3	Various	Highways Efficiencies	-1,372	-1,537	165
NEW EN4	Highways	Directorate Vacancy Management	-500	-500	0
NEW EN5	Parking	Parking	-96	-100	4
NEW EN6	Various	Waste Operational Efficiencies	-795	-792	-3
NEW EN7	Waste Services	Waste Strategy Efficiencies	-400	-400	0
TOTAL HIGHWAYS & STREETSCENE			-3,163	-3,329	166
NEW EN1	Climate Change Programme	Secure external grant funds and capitalise staff against them	-49	-50	1
NEW EN2	Schools Transport	Home to School Travel Transformation	8	-175	183
TOTAL ENVIRONMENTAL STRATEGY & CLIMATE CHANGE			-41	-225	184
NEW EN8	Catering	Catering Rationalisation	-95	-90	-5
TOTAL CULTURE & VISITOR ECONOMY			-95	-90	-5
Other New Savings	E&CC Management & Support	Efficiencies	-526	-526	0
TOTAL E&CC MANAGEMENT & SUPPORT			-526	-526	0
NEW GR1	Business & Enterprise Centres	Business centres - review portfolio and increase in rental charges	-111	-200	89
NEW GR2	Various	Reduction in Growth Services (Development, Employment & Skills Services)	-150	-150	0
NEW GR3	Planning Development Management	Increase in planning pre application fees and Building Control fees	-27	-88	61
NEW GR4	Major Projects	Capitalisation of Staff Costs	-82	-67	-15
TOTAL SKILLS & REGENERATION			-370	-505	135

Reference	Service Activity	Headline Proposal	Forecast Saving £000	Planned Saving £000	Variance for Year £000
NEW GR2	Corporate Landlord	Reduction in Growth Services (Development, Employment & Skills Services)	-151	-151	0
NEW GR4	Town Centres	Capitalisation of Staff Costs	-149	-208	59
NEW GR5	Corporate Landlord	Asset Rationalisation - Reduction in office/service delivery accommodation revenue budget	-900	-1,200	300
Other New Savings	Various	Efficiencies	-67	-92	25
TOTAL DEVELOPMENT			-1,267	-1,651	384
Other New Savings	Growth & Regen Senior Management	Efficiencies	-61	-61	0
TOTAL MANAGEMENT & SUPPORT			-61	-61	0
NEW CS1	Policy	General Efficiencies	-22	-42	20
NEW CS4	Management & Regulatory	Various Efficiency Targets	-1,061	-863	-198
TOTAL STRATEGY & INNOVATION			-1,083	-905	-178
NEW CS2	Peoples Service	Process Improvements across People Services	-96	-80	-16
NEW CS4	Management & Regulatory	Various Efficiency Targets	-452	-403	-49
TOTAL PUBLIC HEALTH & PEOPLE			-548	-483	-65
NEW CS3	Welfare & Exchequer	Funding Opportunities/Workforce Planning	-400	-400	0
NEW CS4	Finance & Accountancy	Various Efficiency Targets	-60	-190	130
NEW GR6	Benefit Payments	Temporary Accommodation Portfolio Expansion	-363	-363	0
Other New Savings	Management & Regulatory	Efficiencies	0	-338	338
TOTAL FINANCE			-823	-1,291	468
NEW CS4	Management & Regulatory	Various Efficiency Targets	-754	-255	-499
TOTAL GOVERNANCE & COMMISSIONING			-754	-255	-499
NEW CE1	General Contingencies	Efficiency Targets	-375	-375	0
NEW CE2	Treasury Management	Capital Plan Review	-3,481	-3,481	0
TOTAL CENTRAL			-3,856	-3,856	0
TOTAL GENERAL FUND PLANNED BUDGET SAVINGS			-18,392	-19,802	1,410

General Fund Earmarked Reserves

Appendix 2a

	Reserves position as at 1 April 2023	Budget report Approved Movements	Revised reserves position at 1 April 2023	Planned Net Drawdown in-year	Unplanned use of Reserves (Forecast Variance)	Transfer to Unallocated Reserves	Reserves position as at 31 March 2024
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Statutory (School Reserves)							
Schools Balances	(11,667)	-	(11,667)	-	-	-	(11,667)
Public Health	(904)	-	(904)				(904)
Total Statutory (School Reserves)	(12,571)	-	(12,571)	-	-	-	(12,571)
Earmarked							-
							-
Ward Based Activity	(1,239)	-	(1,239)	-	-	-	(1,239)
Active Travel	(85)	-	(85)	-	-	-	(85)
Mental Health	(179)	-	(179)	31	-	-	(148)
Place Standard	(959)	-	(959)	16	-	-	(943)
Sub Total (member led)	(2,462)	-	(2,462)	47	-	-	(2,415)
Apprenticeship Levy	(3,131)	-	(3,131)	-	-	-	(3,131)
Transformation	(3,839)	-	(3,839)	172	-	-	(3,667)
Demand Reserve	(10,750)	-	(10,750)	-	-	10,750	-
Development Funding	(848)	-	(849)	487	-	-	(362)
Revenue Grants	(9,336)	-	(9,336)	3,995	-	-	(5,341)
Stronger Families Grant	(1,140)	-	(1,140)	1,140	-	-	-
Other	(1,696)	-	(1,696)	603	-	-	(1,093)
Specific Risk Reserves	-	(2,500)	(2,500)	-	-	2,500	-
COVID Reserves	(3,740)	3,268	(472)	-	-	-	(472)
Earmarked reserves sub-total	(36,942)	768	(36,175)	6,444	-	13,250	(16,481)
Unallocated reserves	(47,108)	24,648	(22,460)	-	20,335	(13,250)	(15,375)
Total usable reserves	(84,050)	25,416	(58,635)	6,444	20,335	-	(31,856)
Grand Total All Reserves	(96,621)	25,416	(71,206)	6,444	20,335	-	(44,427)

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
Place Partnership	To encourage Place specific local initiatives
Mental Health (including Domestic abuse)	To support a number of local area based mental health initiatives.
Place Standard	Set aside to support the resourcing of emerging Place Standard action plans.
Apprenticeship Levy	Set aside to fund future payments into the Apprenticeship levy
Transformation	Set aside for strategic transformation developments over the next 12 to 24 months.
Demand Reserve	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity
Development Funding	To address the scale of development costs required to support targeted development and the upscaling of capital investment activity and major project activity over the MTFP.
Revenue Grants	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been incurred.
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.
Specific Risk Reserves	Set aside to manage specific risks, including the potential risk of future loan defaults and managing the volatility surrounding treasury management budgets with respect to both potential changes in interest rates and the level of delivery of the capital plan.
COVID Reserves	Specific reserve set aside to cover the costs of the Council's COVID response including specific COVID grants recognised in the Comprehensive Income and Expenditure Statement before expenditure was incurred.
Other	A range of smaller reserves earmarked for specific purposes.
Unallocated Reserves	General reserve to support Council working capital and cashflow requirements, and unbudgeted/financial resilience risks highlighted in the Council's corporate risk register.

	Year to Date			Annual		
	Controllable Budget (Net)	Actuals	Variance	Revised Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Repairs & Maintenance	7,677	6,908	(769)	30,295	30,295	0
Housing Management	11,496	10,616	(880)	44,481	43,509	(972)
Property Services	(0)	556	556	(0)	(0)	(0)
Other Expenditure	143	107	(36)	29,936	29,935	(1)
Total Expenditure	19,316	18,187	(1,129)	104,712	103,739	(973)
Rent & Other Income	(22,896)	(25,055)	(2,159)	(99,161)	(99,001)	160
Revenue Contribution to Capital Funding	0	0	0	0	0	0
Planned transfer from HRA Reserves	0	0	0	(5,551)	(5,551)	0
Total	(3,580)	(6,868)	(3,288)	(0)	(813)	(813)

HRA RESERVES

	Balance at 31 March 2023	Approved Movement in Reserves	Balance at 31 March 2024
	£'000	£'000	£'000
Set aside for business risks	(4,000)	(9,500)	(13,500)
Set aside to meet investment needs (as per HRA Business Plan)	(38,916)	29,947	(8,969)
Working balance	(1,500)	-	(1,500)
Total	(44,416)	20,447	(23,969)

Corporate Capital Budget Monitoring 2023/24 – Month 3

Appendix 4

	Outturn Report	Budget Adjustment incl Re- profiling	Qtr 1 Revised Budget	Actuals to Date	Forecast	Variance	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	%
General Fund							
Aspire & Achieve	20,970	0	20,970	1,324	20,970	0	0%
Best Start	2,890	0	2,890	259	2,890	0	0%
Independent	8,105	0	8,105	589	8,105	0	0%
Sustainable Economy	154,668	(120)	154,548	21,560	154,532	(16)	0%
Well	5,312	(124)	5,188	517	5,688	500	10%
Clean and Green	12,502	0	12,502	1,281	11,193	(1,309)	(10%)
Efficient & Effective	6,787	0	6,787	146	6,787	0	0%
GENERAL FUND TOTAL	211,234	(244)	210,990	25,676	210,165	(825)	0%
Housing Revenue Account							
Strategic Priorities	21,420	0	21,420	2,559	21,170	(250)	(1%)
Baseline	27,302	0	27,302	3,427	21,921	(5,381)	(20%)
HOUSING REVENUE TOTAL	48,722	0	48,722	5,986	43,091	(5,631)	(12%)
CAPITAL PLAN TOTAL	259,956	(244)	259,712	31,662	253,256	(6,456)	(2%)

Breakdown of Capital Budget Changes

Appendix 5

	£'000	£'000	£'000
Financial Outturn and Rollover Report Capital Budget			259,956
Increase in Grants/Contributions/Other			
Play Strategy S106 (BL)		9	
Re-profiling / Virements between Years			
General Fund:			
Sustainable Economy			
New Pupil Places (SP)	(120)		
Well			
Play Strategy (BL)	(133)		
Total Re-profiling		(253)	
Total Change in Budget			(244)
Q1 REVISED BUDGET			259,712
Change in Budget - Funding Breakdown:			
Borrowing		(120)	
Grant (Grants & contributions)		(124)	
Change in Budget			(244)

Key:

SP = Strategic Priorities

BL = Baseline

OP = One Off Projects

Prudential & Treasury Management Indicators Quarter 1 2023-24

The Council measures and manages its capital expenditure, borrowing and commercial and service investments with reference to the following indicators.

It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

Capital Expenditure

The Council has undertaken and is planning capital expenditure as summarised below.

	2022/23 £m actual	2023/24 £m forecast	2024/25 £m budget	2025/26 £m budget
General Fund	116.9	204.5	176.3	151.5
Housing Revenue Account	27.1	43.1	56.5	54.1
Capital investments	2.2	5.7	1.8	0.0
Total Capital expenditure	146.2	253.3	234.6	205.6

The main General Fund capital projects to date have included spend on Highways baseline schemes, West Yorkshire plus Transport Schemes and Huddersfield Town Centre Action Plans. HRA capital expenditure is recorded separately and to date includes supporting a Council House Building programme and Housing Growth. The Council also incurred £2.2 million of capital expenditure on investment relating to service loans relating to town centre regeneration.

Capital Financing Requirement

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, loan repayments and capital receipts used to replace debt. The actual CFR is calculated on an annual basis.

	2022/23 £m actual	2023/24 £m forecast	2024/25 £m budget	2025/26 £m budget
General Fund	650.3	714.1	756.5	791.1
Housing Revenue Account	210.7	210.2	209.1	213.1
Capital investments	2.2	5.7	0.0	0.0
Total Capital Financing Requirement	863.2	930.0	965.6	1,004.2

The effect from the change in the accounting for leases has not yet been reflected in the CFR.

Gross Debt and the Capital Financing Requirement

Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

	2022/23 Actual £m	2023/24 forecast £m	2024/25 Budget £m	2025/26 Budget £m	Debt at 30.6.2023 £m
Debt (incl. PFI & leases)	695.5	738.4	748.0	788.4	698.0
Capital Financing Requirement	863.2	930.0	965.6	1,004.2	

Debt and the Authorised Limit and Operational Boundary

The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower Operational Boundary is also set as a warning level should debt approach the limit.

	Maximum debt Q1 2023/24	Debt at 30.6.23	2023/24 Authorised Limit	2023/24 Operational Boundary	Complied
Borrowing	616.3	616.3	865.5	845.5	Yes
PFI and Finance Leases	81.7	81.7	82.8	77.8	Yes
Total debt	698.0	698.0	948.3	923.3	

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt did not go above the operational boundary.

Net Income from Commercial and Service Investments to Net Revenue Stream

The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

	2022/23 actual £m	2023/24 forecast £m	2024/25 budget £m	2025/26 budget £m
Total net income from service and commercial investments	-1.3	-1.5	-1.8	-1.8
Proportion of net revenue stream	-0.4%	-0.4%	-0.5%	-0.5%

Proportion of Financing Costs to Net Revenue Stream

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.

The net annual charge is known as financing costs; this is compared to the net revenue stream, ie the amount funded from Council tax, Business rates and general government grants.

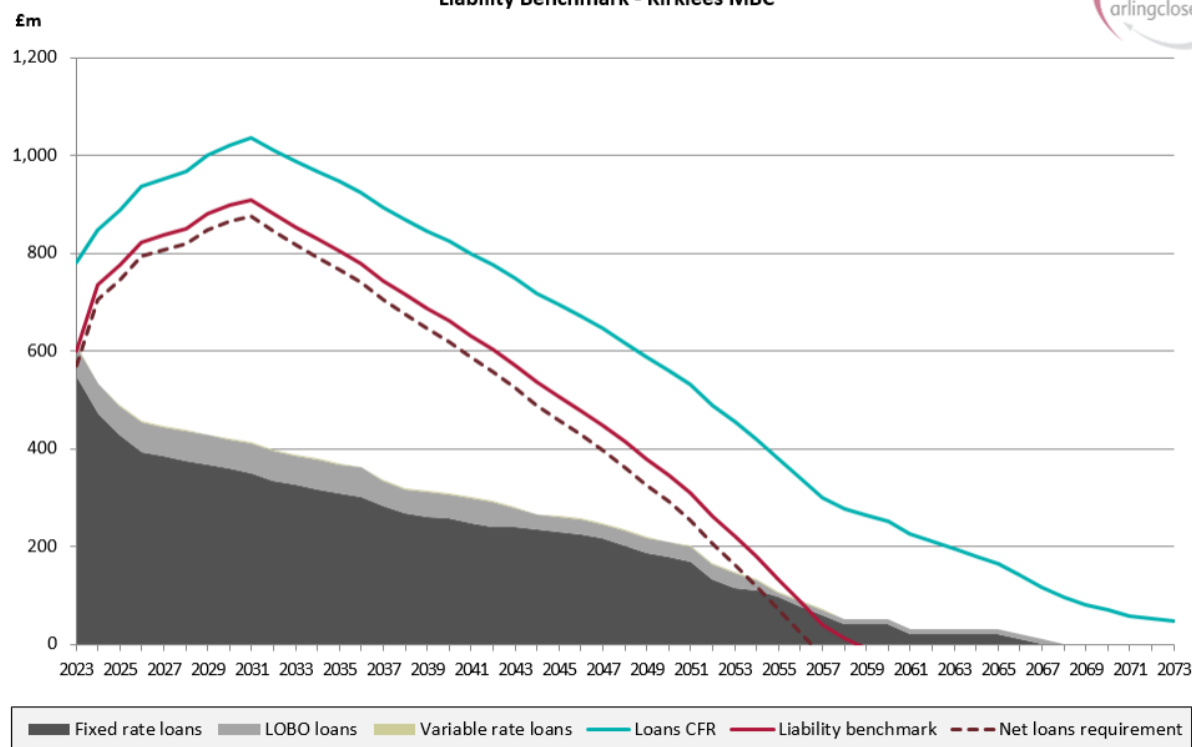
	2022/23 actual	2023/24 forecast	2024/25 budget	2025/26 budget
General Fund - Financing costs (£m)	21.4	25.3	44.9	49.3
General Fund – Proportion of net revenue stream (with reduced MRP)	6.6%	7.1%	13.1%	13.6%
General Fund – Proportion of net revenue stream	10.8%	10.9%	13.1%	13.6%
HRA – Financing costs (£m)	29.6	29.6	29.6	29.6
HRA - Proportion of net revenue stream	31.7%	29.8%	28.6%	28.5%

Liability Benchmark

This new indicator compares the Council's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £30.0m required to manage day-to-day cash flow.

	31.03.23 actual £m	31.03.24 forecast £m	31.03.25 forecast £m	31.03.26 forecast £m
Loans CFR	781.5	852.2	900.8	953.8
Less: Balance sheet resources	210.6	143.8	143.8	143.8
Net loans requirement	570.9	708.4	757.0	810.0
Plus: Liquidity allowance	30.0	30.0	30.0	30.0
Liability benchmark	600.9	738.4	787.0	840.0
Existing borrowing	613.8	534.4	489.9	455.6

Following on from the medium term forecast above, the long the long-term liability benchmark assumes capital expenditure funded by borrowing of £76 million in 2023-24, minimum revenue provision on new capital expenditure based on a 50 year asset life and reduction in balance sheet resources of £67 million.



The total liability benchmark is shown in the chart above together with the maturity profile of the Council's existing borrowing. The red line is the liability benchmark reaching a peak in 2032 highlighting the gap between current borrowing identified in grey, which is reducing over time with repayments, and the additional borrowing required to fund the capital plan.

Maturity Structure of Borrowing

This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	Upper limit	Lower limit	30.6.23 actual	Complied
Under 12 months	20%	0%	25%	No
12 months and within 24 months	20%	0%	6%	Yes
24 months and within 5 years	60%	0%	8%	Yes
5 years and within 10 years	80%	0%	6%	Yes
10 years and above	100%	20%	55%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. LOBO options of £60 million have a potential repayment date during 2023-24 and have been included in the under 12 months line.

Long term Treasury Management Investments

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

	2023/24	2024/25	2025/26	No fixed date
Limit on principal invested beyond year end	n/a	n/a	n/a	n/a
Actual principal invested beyond year end	£10.0m	£10.0m	£10.0m	£10.0m
Complied	Yes	Yes	Yes	Yes

Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

Interest Rate Exposures

Bank Rate rose by 0.75% during the quarter, from the prevailing rate of 4.25% on 1st April to 5% by 30th June.

For context, the changes in interest rates during the quarter were:

	31/3/23	30/6/23
Bank Rate	4.25%	5.00%
1-year PWLB certainty rate, maturity loans	4.78%	6.22%
5-year PWLB certainty rate, maturity loans	4.31%	5.71%
10-year PWLB certainty rate, maturity loans	4.33%	5.25%
20-year PWLB certainty rate, maturity loans	4.70%	5.36%
50-year PWLB certainty rate, maturity loans	4.41%	4.95%

Assessment of the level of the Council's General Fund Working Balance

1. Reserves are sums set aside to meet possible future costs where there is no certainty about whether or not the costs will actually be incurred. The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
2. When reviewing their medium term financial plans and preparing their annual budgets local authorities should consider the establishment and maintenance of reserves. These can be held for three main purposes:
 - a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves;
 - a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves;
 - a means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but legally remain part of the General Fund.
3. Local authorities also hold other reserves that arise out of the interaction of legislation and proper accounting practice. These are reserves, which are not resource-backed and cannot be used for any other purpose. An example is the Revaluation Reserve which is a reserve that records unrealised gains in the value of fixed assets. The reserve increases when assets are revalued upwards, and decreases as assets are depreciated or when assets are revalued downwards or disposed of. Reserves of this type do not form part of the annual review of the adequacy of reserves.
4. Section 25(1)(b) of the Local Government Act 2003 requires the Director of Finance to report to the Council on the adequacy of the proposed financial reserves. Guidance is published by the Chartered Institute of Public Finance and Accountancy (CIPFA) on the establishment and maintenance of local authority reserves and balances. The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the Director of Finance.
5. In support of this requirement, and as part of the development of the budget for 2023/24, a risk assessment has been carried out to establish the minimum level of the General Fund Working Balance for Kirklees. Details of this assessment are provided below in **Table 1** which indicates that the minimum working balance should be **£15.0m**. At this level it represents c1.5% of the Council's gross revenue expenditure.

Table 1: Risk Assessment for General Fund Working Balance – 2023/24

Minimum £000	Desirable £000	Area of expenditure / Explanation of risk / Justification for Reserves
1,200	2,400	<p>Pay – the opening MTFP includes annual provision for a 2% pay award for 24/25 and 2% thereafter. 24/25 has been increased by 2% as part of the current MTFP update and the budget gap updated accordingly.</p> <p>As future pay awards within the MTFP period are not yet agreed, there is a risk of the current assumptions on pay being at variance to the budget as the pay claim received by the employees' side is often in excess of the budgeted provision. An increase of 1% in the annual pay award would result in an increased cost of £2.5m. The current pay offer is for another flat-rate in 2023/24 with a resulting pressure of £1.2m compared with budget.</p> <p>Assessment: Degree of risk / reserve needed: Low £0-1.2m Medium £1.2m High £1.2m-£2.4m</p> <p>Likelihood of risk occurring: Medium Minimum reserve needed: £1.2m</p>
1,000	2,000	<p>Prices – the budget assumes that, in the main, price inflation can be managed by Departments within a zero cash-limited increase or specific inflation allowances for designated expenditure (e.g. National Living Wage, Fuel, Utilities). During 2022/23, general inflation as measured by CPI increased significantly and remains at elevated levels. There is an expectation, according to the Bank of England, that it will start to fall during the second half of 2023 as the price of energy and imported goods are expected to fall. Equally, as a result of interest rate rises, demand for goods and services is expected to fall, which should mean prices of many things should not rise as quickly. Inflation contingency in central budgets only covers the waste contract and energy inflation.</p> <p>Assessment: Degree of risk / reserve needed: Low £750k Medium £1.0m High £2.0m</p> <p>Likelihood of risk occurring: Medium Minimum reserve needed: £1.0m</p>
1,000	2,000	<p>Litigation Claims – as the Council faces reductions in resources for future provision of services, there is an increased risk of litigation beyond that which would otherwise be covered by insurance arrangements.</p> <p>Assessment: Degree of risk / reserve needed: Low £1.0m Medium £2.0m High £3.0m</p> <p>Likelihood of risk occurring: Low Minimum reserve needed: £1m</p>

Minimum £000	Desirable £000	Area of expenditure / Explanation of risk / Justification for Reserves
1,000	2,000	<p>Income from Fees and Charges – With continuing impact of the cost of living crisis combined with a relatively benign outlook for economic growth, the Council's income streams may continue to be impacted. Whilst some budgets have been reduced to reflect more realistic income levels, it is the case that a number of services are also price sensitive and delivered in competition with other providers (e.g. trade waste / building control).</p> <p>Assessment: Degree of risk / reserve needed: Low £0.5m Medium £1.0m High £2.0m</p> <p>Likelihood of risk occurring: Medium Minimum reserve needed: £1.0m</p>
4,000	5,000	<p>Demand Led Pressures on Services – the most significant is likely to be the ongoing impact of the cost of living and how this could potentially create additional demand for Council services and/or place pressure on the Council's income.</p> <p>Both Adult and Children's Social Care can be subject to significant demand-led pressures. This can vary from one year to the next and both have been significantly impacted by post COVID 'bounce' and the continuing backlog of pressures in the Health Service, alongside recent increased costs for refugees (incl Ukraine).</p> <p>Both Housing and Council Tax Support may also come under pressure given the prevailing economy and associated risk of increasing unemployment due to both the cost of living crisis and the potential for a downturn in the economy. The Council spends c£60m on Housing Benefits whereas the cost of Council Tax Support (applied as a discount on council tax bills) is estimated at c£36m.</p> <p>Qualifying expenditure on Housing Benefit is <i>generally</i> matched by Government subsidy in full, however, an increase in, say, supported services (referred to below) at a lower rate of recovery, can increase the overall net cost to the Council.</p> <p>In recent years, the Council has experienced an increase in Supported Accommodation enquiries and applications. The rate of subsidy for this category of accommodation is 60% and not 100% if the landlord is not a Registered Social Provider. Notwithstanding, an estimate is provided in the budget, if this trend continues this additional provision will not be sufficient to cover the Council's financial risk exposure. Pressures over recent years and in current year are c £2m.</p> <p>Assessment: Degree of risk / reserve needed: Low £3.0m Medium £4.0m High £5.0m</p> <p>Likelihood of risk occurring: Medium Minimum reserve needed: £4.0m</p>
1,000	2,000	<p>Grant income – there is a risk that the MTFS is built on optimistic assumptions of income that may prove unsustainable over the life of the plan; especially assumptions on growth in Adults grant income.</p> <p>Assessment: Degree of risk / reserve needed: Low £0.5m Medium £1.0m High £2.0m</p> <p>Likelihood of risk occurring: Medium Minimum reserve needed: £1.0m</p>

Minimum £000	Desirable £000	Area of expenditure / Explanation of risk / Justification for Reserves
2,000	4,000	<p>Non-achievement of Savings – the scale of savings required by the Council to achieve a balanced budget in 2024/25 (and across the rest of the MTFS period) is such that it will require a fundamental shift in how the Council operates which may not be possible in the time available. Whilst arrangements are in place to manage the implementation of the savings it is recommended that additional cover be provided to mitigate the risk of some not being realised or implementation lead in times being longer. This recognises the amount of savings achieved since 2010 and the fact that decisions on budget savings may become increasingly difficult. It should be noted that this MTFP does not contain any future years where the core funding level of the Council is known, so increasing the degree of uncertainty within the budget assumptions made on high value budgets.</p> <p>Assessment: Degree of risk / reserve needed: Low £1.0m Medium £2.0m High £4.0m</p> <p>Likelihood of risk occurring: Medium Minimum reserve needed: £2.0m</p>
500	1,000	<p>Unforeseen / emergency expenditure – there is a risk that unexpected events may occur which require expenditure to be incurred or income to be foregone that has not been budgeted. Examples might include, adverse weather, flooding, business continuity linked to loss of key service/building (to the extent not covered by insurance)</p> <p>Assessment: Degree of risk / reserve needed: Low £500k Medium £1,000k High £1,500k</p> <p>Likelihood of risk occurring: Low (assuming Bellwin scheme would apply in certain cases) Minimum reserve needed: £500k</p>
1,000	2,000	<p>Unbudgeted borrowing costs – there is a risk that unbudgeted in-year financial losses are funded by a reduction in reserves. This may necessitate the Council having to undertake external borrowing at a time when interest rates are rising (as the Council cannot borrow internally). The interest cost of a £20m loan at 5% would be £1m per annum.</p> <p>Assessment: Degree of risk / reserve needed: Low £500k Medium £1m High £2m</p> <p>Likelihood of risk occurring: Medium Minimum reserve needed: £1m</p>
1,000	2,000	<p>Delay in repayment or default on loans made by the Council – there is a risk on loans made by the Council to third party organisations (including: 103 New Street £12.1m, KSDL £3.8m, Kirklees College £14m, all at 31.3.23) potentially resulting in the need to write off the loans, or to agree to extend loan repayment periods, with a resulting cashflow cost.</p> <p>Assessment: Degree of risk / reserve needed: Low £500k Medium £1m High £2m</p> <p>Likelihood of risk occurring: Medium Minimum reserve needed: £1m</p>

Minimum £000	Desirable £000	Area of expenditure / Explanation of risk / Justification for Reserves
0	1,000	<p>Changes in fair value of Council long-term investments – there is a risk that the deterioration in the capital value of the Council's investments (in the CCLA) that, without the statutory override, would otherwise have to be charged to the Council's revenue account. The cost on the initial investment was £10m.</p> <p>Assessment: Degree of risk / reserve needed: Low £0 Medium £1m High £2m</p> <p>Likelihood of risk occurring: Low Minimum reserve needed: £0m</p>
0	10,000	<p>Safety Valve Programme – there is a risk that if the savings on the High Needs Budget are not achieved in line with the requirements of the Safety Valve Agreement, it may be withdrawn and once the statutory override allowing Councils to carry the High Needs Budget deficit on the Balance Sheet (rather than charge it to revenue) expires, the Council will have to fund it. Depending on the scale of the deficit at the time, it would likely result in a s114 notice.</p> <p>Assessment: Degree of risk / reserve needed: Low £0m Medium £5m High £10m</p> <p>Likelihood of risk occurring: Low Minimum reserve needed: £0m</p>
0	1,000	<p>Receipt of Capital Resources/ Capital Plan Funding – the overall capital programme assumes a level of income from asset disposals / grants – as the timing of these can sometimes be uncertain it is sometimes considered prudent to set provision aside for additional revenue to help offset any shortfall if expenditure cannot be delayed.</p> <p>The current Capital Strategy reflects substantial levels of capital receipts each year to fund the capital programme (2023/24: £17.9m, 2024/25: £19.7m, 2025/26: £17.8m, 2026/27: £16m; 2027/28: £7.2m). Further borrowing or revenue contributions could be required in lieu of capital receipts being realised (unless other funding sources can be found or expenditure delayed), with the risk that further borrowing is not prudent, sustainable or affordable as required by the Prudential Code.</p> <p>Assessment: Degree of risk / reserve needed: Low £0k Medium £1.0m High £2.0m</p> <p>Likelihood of risk occurring: Low Minimum reserve needed: £0k</p>
0	3,000	<p>VAT- Partial Exemption (PE) – If the PE limits are breached there is a risk that c£3m could be potentially lost based on £60m input tax in 2022/23 (5% PE limit). Anything above that would depend on the VAT incurred on the project(s) that was the cause of the partial exemption breach. There is the possibility a breach could be managed through HMRC's averaging rules which looks at partial exemption over 7 years (which can be a combination of actual and forecast) – if the average over 7 years is less than 5%, repayment to HMRC is not required.</p> <p>Assessment: Degree of risk / reserve needed: Low £0m Medium £0m High £3m</p> <p>Likelihood of risk occurring: Low Minimum reserve needed: £0m</p>

Minimum £000	Desirable £000	Area of expenditure / Explanation of risk / Justification for Reserves
1,300	2,600	<p>Collection Fund –</p> <p>Business Rates: Given the volatility inherent in the current rates retention system and the regime's imminent overhaul, it is considered prudent to set aside a level of funding within the working balance to help manage the associated risks.</p> <p>Taking into account Collection Fund monitoring to date, the provisions made to cover the risk of appeals and bad debts and an amount held for the volatility in Business Rates, it is proposed to set aside a minimum amount for 2023/24. A 1% reduction in collection equates £0.5m for Business Rates.</p> <p>Council Tax: alongside potential shortfalls in new build projections in the Council Tax base there is an increased risk of bad debts as a consequence of the ongoing cost of living crisis. A 1% reduction in collection equates to £2.1m.</p> <p>Assessment: Degree of risk / reserve needed: Low £1.3m Medium £2.6m High £3.9m</p> <p>Likelihood of risk occurring: Low Minimum reserve needed: £1.3m</p>
15,000	42,000	Total

KEY CORPORATE RISK MATRIX

KCR 1	Financial Sustainability		Previous	Current
Risk Owner: CEO		Risk Type: Financial	20	20
Risk of failing to maintain a sustainable financial position due to the Council facing ongoing financial pressures with multiple causes; Government funding cuts, the impact and subsequent recovery from Covid-19, and the macroeconomic situation which is driving increases in both demand for services and costs to deliver services, as well as increasing borrowing costs across the financial plan period.				
Q1 update: The continued criticality of delivery of the 2023/24 budget and identification of required savings for 2024/25 (and future years) remains an organisational priority. Whilst robust budget monitoring and governance regimes are in place, success will be measured through the delivery of the required outcomes. Budgetary challenges across future years are significant and the process to identify and realise the additional savings required is underway. The overall financial position remains vulnerable to uncontrollable variations to planning assumptions (e.g. interest rates, pay award, inflation). Note that those risks categorised as 'New' within this report have been included for the first time for visibility, and are not necessarily newly identified risks.				
Sources of risk		Responsible Officer	Previous	Current
Mitigating controls / actions				
1.1	Failure to maintain sufficient level of priority and focus that could lead to in year savings not being achieved, resulting in budget overspend and / or impact on the Council's ability to determine the 24-25 balanced budget	Director of Finance	3x5 = 15	3x5 = 15
1.1.1	Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level including quarterly reporting to Cabinet / ET and escalation processes as required			
1.1.2	Resilience tracking and an early start to the 24-25 budget process			
1.1.3	Forecasts reviewed and updated on a monthly basis with updated year end position			
1.1.4	Ongoing budget monitoring takes place in conjunction with budget holders, responsibility for budgetary control is aligned to Strategic and Service Directors there are dedicated finance managers for each service area and income management teams			
1.1.5	Regular meetings and ongoing engagement as required between Service Directors and Finance, there are regular links to performance meetings, monitoring KPIs and contract compliance			
1.1.6	Internal Finance business meetings to share knowledge and best practice take place fortnightly			
1.1.7	Virements are used where appropriate to ensure budgets and spend are aligned accurately			
1.2	Risk of medium-long term financial instability caused by failure to develop or adhere to robust financial planning processes and procedures leading to reductions in service provision, possible government intervention and reputational damage	Director of Finance	3x5 = 15	3x5 = 15
1.2.1	Agreed 5 year capital plan with 2 year savings plan and 3 year headline spend and income forecasts. HRA to deliver a balanced 30 year plan			

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx40

1.2.2	Documented governance process for determining adequacy of reserves and the utilisation of reserves, if required, to balance the budget			
1.2.3	Corporate capital plan review			
1.2.4	Income assumption challenge and validation process in place with robust rationale for significant increase			
1.3	Risk of prolonged inflationary pressures resulting in cost increases, which impact on the council directly, and on the ability of contractors to deliver activities of the specified quality at the agreed price	Head of Finance / Procurement / Contract Managers	5x4 = 20	5x4 = 20
1.3.1	Ongoing and 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)			
1.3.2	Contract procedure rules followed, investigate where opportunity exists to renegotiate or retender contracts			
1.3.3	Ensure that budgets anticipate likely cost impacts with allowances built into budget to cover inflation risk. Recognise that even where inflation linked cost impact are permitted contractually, they may not be acceptable politically / reputationally			
1.3.4	Regular review of priorities and available resources, informed by ongoing monitoring of expenditure and updated forecast position			
1.3.5	Ongoing review of project business cases to consider how changes to assumed costs (borrowing / raw materials / contractor) impact overall viability. Similarly, to revisit benefits case where project outcomes deliver reduced energy consumption.	Head of Commercial Services		
1.4	The risk of a reduction in expected income as tenants, residents and businesses are unable to meet financial commitments resulting in a failure to meet budgeted income targets for Council Tax, Business Rates and other payments.	Head of Welfare and Exchequer	4x4 = 16	4x4 = 16
1.4.1	Continue to migrate customers to cheaper, more effective methods of payment (e.g. Direct Debit).			
1.4.2	Process work in timely manner ensuring that correct bills are issued to customers as soon as possible and benefits are paid in line with expectations			
1.4.3	Adhere to the recovery timetable for issuing reminders and summonses.			
1.4.4	Continue to drive 'digital by design' improvement of business processes to reduce waste and deliver improved processing times			
1.5	The risk of external intervention by DLUH (and subsequent required actions) which will impact on the Councils ability to deliver key services and investment priorities, increase borrowing costs and cause reputational damage	CEO	NEW	4x5 = 15
1.5.1	Delivery of identified savings, maximise income opportunities			
1.5.2	Deferral, reduction or removal of borrowing commitments to reduce capital requirements			
1.5.3	Prepare for DLUH intervention be engaging Members and Senior Officers, actively manage reputational impact			
1.5.4	Review of corporate objectives (Must do, Should do, Stop)			
1.6	The sustainability of the Housing Revenue Account (HRA) Business Plan in the context of a significant repair backlog, legislative obligations arising from Grenfell, remediation of DM&C issues and tightening regulatory framework	Director of Finance	NEW	3x5 = 15
1.6.1	Robust governance arrangements in place to ensure common understanding of and agreement to priority actions			
1.6.2	Review of the Business Plan and scenarios linked to asset data, stress testing of assumptions and participation in benchmarking activity			
1.6.3	Proposals for annual rent increase based on government formula and approved by Cabinet			
1.6.4	Annual rent return to regulator			

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx41

1.6.5	Budget monitoring and review of the capital plan and savings requirements in line with the General Fund			
1.7	Demand pressures on key services such as Adults and Childrens Services result in unbudgeted additional costs that the Council does not have the financial capacity to meet	Director of Finance	NEW	3x5 = 15
1.7.1	Monthly budget monitoring to flag up any pressures and trends with services so that action can be taken			
1.7.2	Procurement of contract amounts to be linked to budgets, monitored and extensions / overspends to be reported through agreed governance			
1.7.3	Financial Procedure Rules, Contract Procedure Rules and Scheme of Delegation in place. Relevant training and briefings in place for appropriate staff.			
1.8	Risk that budget estimates are not considered robust	Director of Finance	NEW	3x5 = 15
1.8.1	2024-25 savings template proposals must detail assumptions and be supported by an achievable delivery plan			
1.8.2	Challenge sessions at relevant SLT and ET meetings to validate assumptions and estimates			
1.8.3	Budget proposals are validated by internal audit			
1.9	Risk that the Capital Programme is not sustainable due to either reliance on borrowing at a time of rising interest rates, or reliance on capital receipts from asset disposals that are not guaranteed	Head of Commercial Finance	NEW	4x5 = 20
1.9.1	Review of Capital Plan with Defer / Stop as potential outcomes			
1.9.2	Council Corporate Property Strategy has identified an initial register of surplus property, which is not required to support organizational delivery requirements			
1.9.3	Oversight of the Corporate Property Strategy is provided by the Corporate Property Board with assurance of progress and review of issues and risks	Corporate Property Board to be established		
1.10	Risk that Council reserves are utilised to such an extent that action is required to return them to adequate levels and / or that the Council is forced to seek funding externally with rising borrowing costs	Head of Commercial Finance	NEW	4x5 = 20
1.10.1	Review of Corporate Plan to identifying activity that can be stopped / reduced			
1.10.2	Review of Capital Plan with Defer / Stop as potential outcomes			
1.10.3	Proposals for budget savings in 2024-25 are currently being developed prior to review and agreement by ET	1 st submission of proposals due by 19 th July		
1.11	The risk of delay in repayment or default of loans that the Council has entered into with third party organisations due to poor lending decisions and / or deterioration in market conditions leading to write offs	Head of Accountancy	NEW	3x5 = 15
1.11.1	Annual review of the position relating to in scope loans and a provision made for any forecast loss			
1.12	The deterioration in the capital value of the Council's investments that, without the statutory override, would otherwise have to be charged to the Council's revenue account	Head of Accountancy	NEW	3x5 = 15
1.12.1	Regular monitoring of the investments in place and a provision set aside to provide for any potential loss			
1b ER	Safety Valve Commitments (Funding to support SEND transformation activity)	SD Children & Families	Raised: July 22	
1c ER	Identification of Budget Savings	CEO	Raised: Jan 23	
1d ER	Kirklees Apprenticeships for All	SD Growth & Regeneration	Raised: July 23	

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx42

KCR 2		Effective Governance	Previous	Current	
Risk Owner: SD Corporate Strategy, Commissioning & Public Health		Risk Type: Compliance / Legal / Reputational	9	9	
Failure to effectively design, implement and maintain fit for purpose governance frameworks could lead to statutory breaches, poor allocation of resources and reputational damage for the Council. Given the breadth of activity and speed of delivery it is crucial that decision making and service delivery activity is well controlled to demonstrate value for money and be sufficiently agile to respond to resetting of priorities at a strategic or operational level.					
Q1 Update: Effective stakeholder management and member engagement, as well as transparent and realistic assessment of the expected and potential impacts of decisions on council services and more broadly on residents, communities and businesses is required to ensure the optimum outcomes are delivered against the Councils 2023/24 and 2024/25 budget strategies. The external auditors are giving public indication of these issues, which are also reflected in the draft Annual Governance Statement. It is crucial that the control environment continues to operate effectively and focus on budget challenges does not weaken the assurance framework.					
Sources of risk and Mitigating controls / actions			Responsible Officer	Previous	Current
2.1	Failure to ensure that effective processes, frameworks and training are in place and adhered to, by officers and members, in order to facilitate ethical, compliant and legally sound decision making, to avoid subsequent challenge and reputational damage.		Head of Governance	2x4 = 8	2x4 = 8
2.1.1	Agenda planning process is embedded with regular reminders issued				
2.1.2	Scheme of delegations has been approved		Reminder email issued Feb 2023		
2.1.3	General online and bespoke training available on CPRs, FPRs, Working in a Political Environment and Decision Making				
2.1.4	Effective stakeholder engagement and appropriate 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) is required				
2.1.5	Carefully following all rules and requirements, particularly those related to Financial Procedures Rules and Contract Procedure Rules				
2.1.6	Clear processes for recording officer decisions are in place, with an increase in the number of decisions that are being recorded				
2.1.7	Series of SLT briefings have taken place to ensure requirements are understood		Complete		
2.1.8	Review of decision-making templates to ensure the requirement to identify and document the associated risks is included. This could be existing risks that will be mitigated, the introduction of new risks, or a combination of both.				
2.2	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.		Head of Governance	3x4 = 12	3x4 = 12
2.2.1	Information Governance Policy and Strategy in place and regularly reviewed through appropriate governance				
2.2.2	Information Governance Board in place to provide oversight of IG issues and risks				
2.2.3	Comprehensive mandatory training in place required to be completed by all members of staff. Completion rates monitored through Information Governance Board (IGB)				

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx43

2.2.4	Reference material available via the Intranet (eg. Quick guides developed) and regular drop-in sessions to access expert guidance			
2.2.5	Online reporting functionality for information security incident.			
2.2.6	Procurement documentation (eg. Business Case, Contract Award Notification <£25k, IT Systems Assessment) requires assessment of IG risk to be considered.			
2.2.7	Undertake a review of current process for completing due diligence of third parties cyber security controls when entering into data sharing agreements	Transferred from 7.1.6 as action requires IGB oversight		
2.4	Failure to implement effective controls to prevent and identify fraudulent activity resulting in potential misuse of council resources leading to unfair outcomes for service users, poor value for money and reputational damage	Head of IA and Risk	3x4 = 12	3x4 =12
2.4.1	Anti-Fraud, Bribery & Corruption Policy in place and reviewed regularly through approved governance.	Approved Dec 2022		
2.4.2	Fraud Risk Forum meets quarterly to review risks and issues.	First meeting Q1 2023		
2.4.3	Introduction of organisation wide Fraud training			
2.4.4	Fraud team in place to advise on fraud risk areas and investigate where there is evidence of fraud			
2.5	Insufficient visibility of the council-wide change delivery programme incorporating both transformation and project activity, concerns that the organisational capacity to deliver is insufficient to cope with the ambitious change agenda, coupled with challenging 'steady state' conditions.	SD Strategy & Innovation SD Skills & Regen	3x3 = 9	3x3 = 9
2.5.1	Corporate Transformation priorities are required to follow agreed project methodology			
2.5.2.	Clear and effective governance models and reporting routes in place, for Corporate Transformation Priorities, to include <ul style="list-style-type: none"> Individual Programme Board meetings, as appropriate Corporate Transformation Priorities are considered at Monthly Modern Organisation Board and/or Bi-Monthly TPB meetings. Programme risks reviewed with opportunity to escalate specific high risks for consideration and discussion Programme Assurance Sessions for corporate transformation led priorities, enabling opportunity for challenge and support on risk management Corporate PMO to have oversight of Corporate Transformation Priorities performance and progress tracking 			
2.5.3	Implementation of robust benefits realisation planning to ensure that both financial and non-financial outcomes are delivered in line with expectations, across all in-view programmes			
2c ER	Senior management transition	CEO	Raised: April 23	

KCR 3		Statutory Obligations	Previous	Current	
Risk Owner: Chief Executive		Risk Type: Legal / Compliance	16	16	
The risk that the Council, or their delivery partners, are unable to meet statutory obligations due to changes in funding models and / or changes external market conditions (difficulty in recruiting, increasing costs inc NMW) or the emergence of new, unfunded government burdens. Where statutory obligations are delivered by external bodies (eg. West Yorkshire Joint Services) the process for obtaining ongoing assurance must be agreed and monitored through robust governance frameworks.					
Q1 update: Whilst the council’s statutory obligations are ringfenced and prioritised in the current review of corporate budgets and objectives, there is a requirement is to think differently about how these services are delivered. Special Educational Needs & Disability (SEND) provision and Adult Social Care services continue to experience high levels of demand with increasing complexity in the cases that are being managed. Whilst robust plans are in place and delivery is underway to increase capacity these are long term projects with limited ability to influence current pressures.					
Sources of risk and Mitigating controls / actions			Responsible Officer	Previous	Current
3.1	Risk that new statutory obligations create additional resource requirements that are not covered by existing government / other funding allocations and impact on the councils current policies and strategies.		CEO / ET	4x3=12	4x3 = 12
3.1.1	Horizon scanning and work to ensure that the local impacts of national legislation, or other changes are fully understood as soon as practical				
3.1.2	Strategic Leaders participate in regional and national forums. Joint responses to emerging issues are coordinated through these forums				
3.1.3	Continue to lobby, through appropriate mechanisms, for additional resources e.g., Local Government Association (LGA)				
3.1.4	Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources				
3.1.5	Understand, scenario plan and monitor financial implications so that budgets can anticipate likely impacts				
3.2	Failure to complete adequate assurance where responsibility to deliver statutory obligation has been [transferred] to external organisations		CEO / ET	3x3=9	3x3 = 9
3.2.1	Robust governance framework in place to monitor adherence to obligations that have been transferred eg. WYJS				
3.3	Sustainability of the Social Care Market: Service provider failures and \ or market exits resulting from increasingly difficult operating circumstances including, increasing costs, challenges with recruitment and retention and maintaining service quality		SD Adults & Health	4x5 = 20	4x5 = 20
3.3.1	Continue to engage with Kirklees Care Association ensuring issues for the sector are picked up and jointly owned.				
3.3.2	Where quality issues exist/emerge with the sector, steps are taken with system partners and CQC to ensure safety of residents.				

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx45

3.3.3	Escalation of issues where necessary to senior leaders and portfolio holder where provider failure is an issue.			
3.3.4	Sharing intelligence across the system through ourselves partner agencies allowing us to look for early signs of possible failure so we can intervene early and address issues at the earliest opportunity			
3.3.5	Continue to develop understanding and focus on performance measures to maximise grant income (where practical)			
3.5	Inability to maintain sufficient SEND provision due to lack of capacity within services, lack of existing local provision, increases in demand led services, increasing costs and increasing complexity in clients' needs	SD Childrens & Families	4x4 = 16	4x4 = 16
3.5.1	SEND Transformation will address the lack of specialist education provision through: 1) the rebuild of two existing Special Schools 2) expanding Additionally Resourced Provision 3) creating special school Satellite Provision 4) Refreshing the Alternative Provision offer			
3.5.2	Safety Valve funding agreement planned to eliminate cumulative deficit in DSG by year end 26/27, enhanced monitoring and support now in place to ensure delivery	See Emerging Risk 1b		
3a	Market Sustainability and Fair Cost of Credit Fund	SD Adults & Health	Raised: April 22	
3b	Revised CQC regulatory framework	SD Adults & Health	Raised: Jan 23	
3d	Office for Local Government (OfLog)/ Government Grant & Inspection Regimes	Chief Executive	Raised: Jan 23	

KCR 4		Third Party Relationship Management	Previous	Current
Risk Owner: Chief Executive		Risk Type: Operational / Reputational / Financial	12	12
Failure to develop and manage relationships with third parties (including grant awarding bodies and government agencies) to ensure council priorities are considered and outcomes delivered. Provision of services to residents and communities is no longer the sole preserve of ‘the council’, from the allocation of funding to end user delivery it is to be expected that there will be a multitude of third parties involved. These range from other public sector bodies, private suppliers / contractors, commercial partners to voluntary organisations. It is imperative that the Council nurture and maintain effective and influential working relationships with these third parties demonstrating robust governance and oversight.				
Q1 Update: Widespread supplier failure anticipated due to the challenging economic environment has not materialised and focus is now shifting to ensuring robust contract management processes are in place and adhered to. Engagement with suppliers and partners will be critical as the council is required to reduce spend with third parties and ensure remaining spend delivers value for money and against the agreed outcomes. We continue to anticipate increased completion to secure funding from external funding pots due to widespread budgetary constraints amongst public authorities, locally and nationally.				
Sources of risk and Mitigating controls / actions		Responsible Officer	Previous	Current
4.1	Risk that the Council agrees contracts with suppliers / commissioned service providers that either do not meet the requirements of the council, or do not maximise the economic, social and environment benefits that procurement can bring	Head of Procurement	3x5=15	3x5 = 15
4.1.1	Procurement Strategy 2022-2026 and associated Action Plan details how KC will become an attractive partner to do business with, whilst maximising the economic, social and environmental benefits through our approach to social value			
4.1.2	Contract Procedure Rules regularly reviewed, communicated and adhered to			
4.1.3	Adherence to procurement processes, including the agreed governance framework, to ensure the risks associated with approvals are documented and escalated appropriately			
4.1.4	Rules to prevent / limit reliance on single suppliers and contracting with firms that derive large proportions of their business from the public sector.			
4.1.5	Proactively encourage and stimulate interest in tendering for council contracts by developing and publishing market position statements and procurement pipeline opportunities, undertake regular dialogue with market.			
4.1.6	Instigate early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements			
4.2	Risk that suppliers do not provide goods / service in line with contractual agreement due to lack of robust oversight and governance arrangements leading to delays, requirement to re-contract, possible legal costs and potential reputational damage	All contract managers	2x4 = 8	3x4 = 12
4.2.1	Undertake robust contract management - ensuring suppliers are performing and delivering against any key performance indicators and plans in place to manage external pressures such as changes to NMW, recruitment / retention challenges, supply chain disruption			

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx47

4.2.2	Ensure contractual documentation includes sufficient clarity on specifications.			
4.2.3	Ensure outcome measures / Key Performance Indicators to monitor performance are agreed pre contract completion			
4.3	Risk that external agencies become increasingly influential and impose additional governance arrangements / policy and processes on to KC leading to protracted decision / delivery timelines, conflicting priorities, extra costs and political pressure, including but not limited to: <ul style="list-style-type: none"> • West Yorkshire Combined Authority (WYCA)/Leeds City Region Local Enterprise Partnership (LEP) • West Yorkshire Police and Crime Commissioner • WYJS • Government departments e.g. DLUHC, BEIS • NHS West Yorkshire Integrated Care Board / Kirklees Integrated Care Board 	CEO / ET	4x3=12	4x3 = 12
4.3.1	Maintain senior officer engagement eg, Strategic Director currently Chair of 'Directors of Development' group,			
4.3.2	Ensure that Kirklees are represented on all relevant boards and relevant officer groups with appropriate briefing			
4.3.3	Ensure effective use of WY Chief Executives and WY Leaders groups to escalate issues / concerns			
4.3.4	Work with partners to co-design governance processes / funding agreements etc.. to reduce the risk of additional and unnecessary provisions which add cost or delays			
4.3.5	WY ICB Monthly meeting attended by senior officers (CEO, SD Adults & Health and Director of PH)			
4.4	A failure by an associated party creates financial or reputational issues for the council	CEO / SD Governance & Commissioning	3x3 = 9	3x3 = 9
4.4.1	Adequate monitoring of activities of associated parties			
4.4.2	Robust and task-based approach to selection of appropriate persons to act in governance roles within those organisations			
4.4.3	Clear governance of decision making, including approval by Cabinet where agreements in principle on way forward has been reached			
4a ER	Associated Parties	SD Growth & Regeneration	Raised: July 22	
4b ER	Third Party data breach	SD Governance & Commissioning	Raised: April 23	

KCR 5	People Management		Previous	Current	
Risk Owner: SD Corporate Strategy, Commissioning and Public Health		Risk Type: Colleague / Operational	20	20	
Risk that delivery of services is negatively impacted through a reduction in number and / or capability of council workforce. We are reliant on maintaining a suitably qualified, capable and motivated workforce in order to meet the expectations of our partners and communities.					
Q1 Update: We continue to operate in a challenging labour market with pressure from external factors however procedures are in place to identify and unlock council wide opportunities and ensuring recruitment activity is aligned with budget requirements. Managing through a period of change presents additional challenges and will require strong and empathetic leadership in line with the Council values throughout the organisation. In addition, the work on Workforce Strategy is now well underway with central support being provided to teams across the Council to identify “Critical roles” and work on succession planning. People Services are also linked into the Budget Delivery Group (BDG) and there is routine HR involvement in risks associated with Council wide change. Staff retention remains an issue with factors such as uncertainty and senior management change having an unsettling affect.					
Sources of risk and Mitigating controls / actions			Responsible Officer	Previous	Current
5.1	Failure to attract / recruit / retain staff to meet the demands of the organisation due to significant broader labour market challenges, expectations relating to pay & reward and national / regional shortages in some specialist areas leading to increased costs if agency / contracted staff are required and implications for operational service delivery.		Head of People Services	5x4 = 20	5x4 = 20
5.1.1	Recruitment strategy to promote the range of employee benefits and emphasise the job satisfaction factors, specifically from service employment		Refocussed to target essential roles only		
5.1.2	Recruitment initiatives include working with the job centre, launch of careers site, working with employment and skills and social media campaigns. Marketing / Comms activity focussing on essential roles only		Successful recruitment events held in Q3 Other elements now BAU for essential roles		
5.1.3	Embedding flexibility into the recruitment process where possible and responding to changing candidate expectations. Eg. Application form has been further simplified.		In place and condiate experience excellence recognised through award shortlisting		
5.1.4	Engage and encourage younger people through targeted apprenticeships, training and career development opportunities as well as support into employment programmes (Project Search, Kickstart and work experience)		BAU. People Panel commitment to champion support into emplyment intitatives		
5.1.5	Refreshed People Strategy now in place, with regular monitoring of workforce data at ET and SLTs, introduction of dashboards and lead and lag indicators across People Services		Ongoing – monthly reporting in place		
5.1.6	Appropriate oversight and scrutiny in place through updates provided to Personnel Committee and Corporate Scrutiny Panel, specifically on recruitment and retention challenges		Ad hoc. Report 26/6 on workforce challenges in Planning		
5.1.7	Dedicated resource is in place to support services with the most acute need, utilising more creative approaches such as talent banks, alternative advertising approaches and bespoke events.		Capacity and appetite more limited through current essential only recruitment		
5.1.8	Piloting workforce planning approaches and benchmarking. Development of a workforce planning approach to consider long term plans as well as short term solutions;		WFP team working with most council services		
5.1.9	My Learning (MiPod Xtra replacement) has now launched making learning easier to access for everyone. My Space, new employee portal launched, making accessing employee content easier from personal devices		12mth review of MyLearning to take place July/August		

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx49

		Increase in take-up of My Space following F/F workshops for front-line staff as part of digital Upskilling project	
5.1.10	Review and monitor use of market rate/retention supplements	Full review to take place in October	
5.1.11	Focus on Mental Health Awareness, including stress, with promotion of Wellbeing surveys, Wellbeing network and dedicated support service	Pilots underway as part of People Strategy phase 2	
5.1.12	Revitalising exit interviews and developing 'stay' interviews to drive understanding	Pilot activity underway – anticipate summer launch	
5a ER	Potential for industrial action	SD Governance & Commissioning	Raised: July 22
5b ER	Organisational capability	SD Governance & Commissioning	Raised: Jan 23

KCR 6		Safeguarding	Previous	Current	
Risk Owner: SD Children & Families and SD Adults & Health		Risk Type: Reputational	12	12	
Failure to keep vulnerable people in our communities safe from harm is a key priority for the Council. The consequence of a safeguarding failure are serious and long-lasting at both an individual and organisational level.					
Q1 update: As previously noted whilst controls and embedded procedures continue to work effectively there remains an elevated risk to compliance with statutory safeguarding duties due to demand pressures, temporary capacity issues and complexity of casework (e.g. relating to self-neglect cases). Additional assurance is put in place where operations outside of standard internal procedures are approved on a temporary basis.					
Sources of risk and Mitigating controls / actions			Responsible Officer Target Date	Previous	Current
6.1	The council does not adequately safeguard children because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.		SD Children & Families	2x4 = 8	2x4 = 8
6.1.1	Disclosure & Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated				
6.1.2	Robust Safeguarding board partnership is in place, shared accountability across key strategic partners ensures oversight and management of safeguarding risks				
6.1.3	Effective management of social work (and related services); rapid response to any issues identified and from any Safeguarding Practice Reviews (Children), Ofsted focus visits have evidenced practice is improved with no children considered at risk of significant harm. LADO procedures, process and training issues have been addressed as a result of the 2019 Ofsted inspection.				
6.1.4	16+ Unregistered/unregulated provision procedure in place and communicated to staff mitigates against inappropriate use of the above provision.		Insufficeint capacity to meet demand has resulted in use of unregulated provision. Volumes are decreasing and additional assurance operated throughout placement		
6.1.5	Continued focus on strengthening practice - Recording Assessment and Planning with regular, high quality supervisions in place.				
6.1.6	Recruitment practices and a focus on developing staff has stabilised the social care workforce and addressed capacity issues.				
6.1.7	Monthly directorate wide QA meetings focusing on key areas, giving assurance of grip, management oversight, quality of practice and performance.				
6.1.8	Service Practice learning days and auditing in place contributing to children’s services objective of being a learning organisation				
6.1.9	Caseloads are monitored as part of the embedded performance culture; action is taken promptly to allocate and balance workloads.				
6.2	The council does not adequately safeguard 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.		SD Adults & Health	3x4 = 12	3x4 = 12

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx51

6.2.1	The Safeguarding front door and the social care hubs regularly review back logs, and the level of complexity, prioritising cases to ensure people are safe.			
6.2.2	Escalation process in place through the Safeguarding Service Manager where there may be unmitigated risk and/or media interest			
6.2.3	The teams are currently working on a risk basis and triaging/monitoring cases			
6.2.4	Staff access training appropriate to their role			
6.2.5	Regular supervision is in place where caseloads are discussed, and actions set.			
6.2.6	A peripatetic team has been developed to support with peaks in demand i.e. care home closures.			
6.2.7	Recruitment and retention issues are managed through recruitment drives, rolling adverts, and a review of social work grades.			
6.2.8	The self-neglect policy and pathway has been reviewed and is in use. Self-neglect cases are being managed through the multi-agency risk escalation conferences			
6.2.9	Adult's representation on all strategic and operational groups related to safeguarding (such as; Prevent, Domestic Abuse and Modern Day Slavery)			
6.2.10	Person in Position of Trust (PIPOT) process in place			
6.2.11	Completion of the development of the Corporate Safeguarding Policy (approved by Cabinet March 2022) has resulted in raised awareness			
6.3	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.	SD Children & Families	2x4 = 8	2x4 = 8
6.3.1	Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required.			
6.3.2	The 2022 JTAI inspection observed there is a well embedded strategic partnership approach to CSE & CCE. This focus has enabled the historical childcare management practice issues to be addressed.			
6.3.3	Two exploitation subgroups that focus on strategic and operational matters relating to the exploitation of children are in place which has mitigated resource demands to address consequential matters.			
6.3.4	Risk matrix and risk management approach implemented with the police and partners.			
6.3.5	Understand relationship with the Prevent strategy, and issues linked to counter terrorism			
6.3.6	Continue to monitor external developments and engage with other LA's / relevant bodies			
6.3.7	Develop and embed an approved multi-agency model to address CSE	Service users currently in receipt of support through temporary provision delivered by third party		

KCR 7	Resilient Operational Processes		Previous	Current	
Risk Owner: SD Corporate Strategy, Commissioning & Public Health		Risk Type: Operational	15	12	
Failure to develop and maintain resilient operational processes and controls resulting in an inability to keep our communities and colleagues safe. Statutory obligations include, but are not limited to, the Civil Contingencies Act and Health & Safety at Work Act.					
Q1 Update: Work continues on an ongoing basis to ensure the Council’s defences are operating effectively to identify, prevent and recover from any hostile cyber activity. The external environment threat level remains high and we continue to review and take learnings from impacted organisations, updating our control framework as required. Note that reduction in score does not indicate a reduction in cyber security risk level, risk scoring has been moderated and adjusted to reflect most likely scenario, rather than worst case outcome. Management of Health & Safety continues to be well controlled.					
Sources of risk and Mitigating controls / actions			Responsible Officer Target Date	Previous	Current
7.1	The risk of a data breach and / or impaired system functionality caused by a malicious cyber-attack leading to inability to deliver council services, costs to recover / compensate and associated reputational damage		Head of Technology	5x5=25	4x4 = 16
7.1.1	Documented and approved Cyber Strategy		Implementation of all actions complete		
7.1.2	Penetration tests and PSN accreditation is maintained on an annual basis				
7.1.3	Business continuity procedures (in various scenarios) including recognising that some solutions may involve a return to paper-based solutions and records				
7.1.4	Access to core systems restricted through Privileged Access Management				
7.1.5	Adherence to NCSC guidance				
7.1.5	Controls validated on a regular basis through industry benchmarking and review by external auditors.		All actions identified through Grant Thornton review completed		
7.1.6	Undertake a review of current process for completing due diligence of third parties cyber security controls when entering into data sharing agreements (eg. commissioned services)		Action transferred		
7.2	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. Potential risk causes include, but are not limited to: Weather related events; Industrial accident; Infectious disease outbreak; Terrorist attack		Head of Health Protection	3x4=12	3x4 = 12
7.2.1	The Council has an embedded emergency management system that aligns to the NHS Emergency Preparedness, Resilience and Response. Readiness and competencies are monitored through completion annually of a self-assessment audit		2022 self assessment outcome: ‘Substantial assurance’		
7.2.2	All our plans are subject to regular review as per work programme. We also regularly train people in their roles and test these via exercises				
7.2.3	Governance is provided via Kirklees Health Protection Board				
7.2.4	Debriefing following incidents so that lessons can be identified, and plans modified where necessary				

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx53

7.3	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 with the potential for prosecution and reputational damage.	Head of Health Protection	2x4=8	2x4 = 8
7.3.1	Regular monitoring through Health and Safety Oversight Board			
7.3.2	Completion of Bi-annual corporate performance reports			
7.3.3	Audit of the health and safety management systems of Services within the Council, carried out in accordance with HSE guidance Successful Health and Safety Management (HSG (65))			
7.3.4	Management review and inspection of high risk premises at 3 yearly intervals and medium risk premises at 5 year intervals.			
7.3.5	The Council's online accident and incident reporting system (Claim Control) is embedding will be able to provide statistical information to managers at agreed intervals.			
7.3.6	Mandatory health and safety training matrix developed to specify the minimum level of training dependent on role within the Council. A well-managed training programme will help to develop a positive health and safety culture as well as helping to ensure that the Council meets its legal duty to protect its employees			

KCR 8Climate Change		Previous	Current	
Risk Owner: SD Environment Strategy & Climate Change		Risk Type: Operational / Reputational		
		12	12	
Failure to consider and adequately respond to Climate Change (emission reduction and resilience building) both at an immediate operational level and as longer-term strategic risk, resulting in not achieving our 2038 target of ‘Net Zero and Climate Ready” and insufficient resilience to the climate change risks outlined within Kirklees’ district-wide Climate Change Risk and Vulnerability Assessment (CCRVA), which portrays consequential local, physical environmental / social impacts (eg. Flood risk, overheating) financial impacts (predominantly restrictions on funding and cost of recovery) and reputational damage.				
Q1 Update: Progress continues to be made on the Environmental Sustainability Strategy and the prioritisation of actions agreed as part of the Climate Change Action Plan. The need to identify further budget savings is expected to have an impact on the extent to which climate adaptations and mitigations can be prioritised in the short term. We continue to use external organisations to benchmark our activities.				
Sources of risk and Mitigating controls / actions		Responsible Officer Target Date	Previous	Current
8.1	Failure to become “climate ready by 2038” by identifying, prioritising and implementing adaptation measures resulting in low levels of climate change resilience.	SD Environment Strategy & CC	3x5=15	3x5 = 15
8.1.1	Operational and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding, winter maintenance budgets are supported by bad weather contingency, gritting deployment plans etc..)			
8.1.2	Awareness of local consequences such as ensuring appropriate levels of energy efficiency in residential and commercial property, and the financial consequences			
8.1.3	Consultant-led work, due to be completed by August 22, to understand Kirklees’ climate change risks and vulnerabilities and identifying possible adaptation measures.	Complete		
8.1.4	Development of the Council wide Environmental Sustainability Strategy to integrate best-practice climate and environmental considerations into all council decision-making as business as usual.	Council approval due late 2023		
8.1.5	Council participating in Yorkshire and Humber Climate Commission Adaptation Framework, which has the objective of developing a framework for consistently integrating the climate change risks outlined in Kirklees’ CCRVA into Corporate and Service Area risk assessments with associated mitigations	January to December 2023		
8.2	Risk that our ‘net zero by 2038’ climate commitment is not achieved due to scope and scale of programme exceeding the funding and delivery capability that is currently allocated. Grants increasingly require demonstration of climate commitments, impacting on funding and statutory obligations relating to climate change are becoming more stringent.	SD Environment Strategy & CC	3x4=12	3x4 = 12
8.2.1	PCAN (Placed-Based Climate Action Network) and UoL led work, completed in Jan 22, outlining the pathways to Net Zero for Kirklees, in-line with the districts 2038 net zero target and UK’s 2050 net zero target.	Complete		
8.2.2	Climate Change engagement underway to inform the Action Plan, including a resident survey alongside workshops with Council and non-Council stakeholders. The results for which will be published as part of the Autumn 22 Action Plan.	Complete		
8.2.3	Phase 2 Climate Change Action Plan published in December 2022, detailing how we will become carbon neutral and climate ready by 2038	Complete – approved by Council December 22		

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx55

8.2.4	Establish Climate Change Board to track progress against the CCAP	Established in 2022
8.2.5	Place based prioritisation of actions outlined in the climate change action plan through stakeholder engagement	Summer 2023, engagement completed, and the findings are being written up.
8.2.6	Development of business cases for the priority actions identified by the place-based prioritisation process (dependent on obtaining necessary external funding)	Mid 2024 subject to financial support for developing the business cases.
8.2.7	Delivery and implementation of the businesses cases that require Council ownership	Mid 2024 subject to financial support for developing the business cases.
8.2.8	Ongoing Monitoring & Evaluation, with annual reporting of progress to CDP and implementing a 3-yearly reporting process for our CCAP once V2.0 is published.	Annual CDP Reporting – July 2023 CCAP reporting due to commence mid 2024
8.2.9	External funding bids continue to be submitted and alternative sources of funding are applied for where available.	Ongoing

KCR 9		Community Wellbeing & Resilience	Previous	Current	
Risk Owner: SD Adults & Health		Risk Type: Operational / Reputational	16	12	
Risk of declining community wellbeing and resilience caused by lack of engagement with communities directly and partner organisations, insufficient understanding of community needs and wants, poorly targeted interventions / service developments, persistent reduction in funding.					
Q1 update: Continued working with communities, shaped by the Inclusive Communities Framework, to build resilience and ensure early indicators of increasing tension (for various reasons) are recognised and responded to appropriately. Robust monitoring and oversight with partner organisations is in place with clear escalation processes if required. Cost of Living interventions are embedded and we are seeking to expand provision where opportunities arise.					
Sources of risk and Mitigating controls / actions			Responsible Officer Target Date	Previous	Current
9.1	Failure to address matters of violent extremism and related safer stronger community factors, including criminal exploitation, or national or international incidents (e.g. terrorism), create significant community tension, with the risk of public disorder, and threats to councillors going about their duties.		Service Director Communities & Access Services	4x4=16	4x3=12
9.1.1	Dedicated community tensions monitoring process and a clear procedure to process intelligence related to protests and tensions. Procedure includes Police and Emergency planning colleagues.		Overall risk rating for risk 9.1 reduced based on the monitoring and oversight processes that are in place		
9.1.2	Weekly tensions monitoring (tactical threat) meetings are held with all relevant partners – these can quickly switch to daily if required. Escalations are reported into Police Silver and via Safer/EP internally dependent on issue. Silver/Gold groups in place for oversight.				
9.1.3	Prevent Action Plan addresses community engagement, critical thinking and ideological issues and seeks to mitigate risk		Results from Home Office evaluation of Prevent Duty performance indicates that all statutory duties are being met or exceeded		
9.1.4	Channel Panel process is subject to ongoing self-assessment, internal audit review and external assurance by the Home Office		Chanel Panel received maximum score in above HO evaluation		
9.1.5	Implementation of the Inclusive Communities Framework to build resilience to extremist narratives, ensuring people feel listened to and that they belong		Annual report on progress and summary recommendations submitted to the Communities Board		
9.1.6	The Cohesion Team engage with communities and enable opportunities for communities to build relationships and mix to counter extremist narratives				
9.1.7	Protect and Prepare obligations to mitigate terrorism risk on publicly accessible locations (PAL). The Protect Duty will introduce additional responsibilities with a short implementation date anticipated.		Protect & Prepare group have been established to oversee implementation		
9.1.8	Assurance processes re ensuring appropriate understanding associated with the use of public and client access to the internet (terrorism and extremism related)				
9.2	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		Head of Policy, Partnerships &	4x4=16	4x3 = 12

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx57

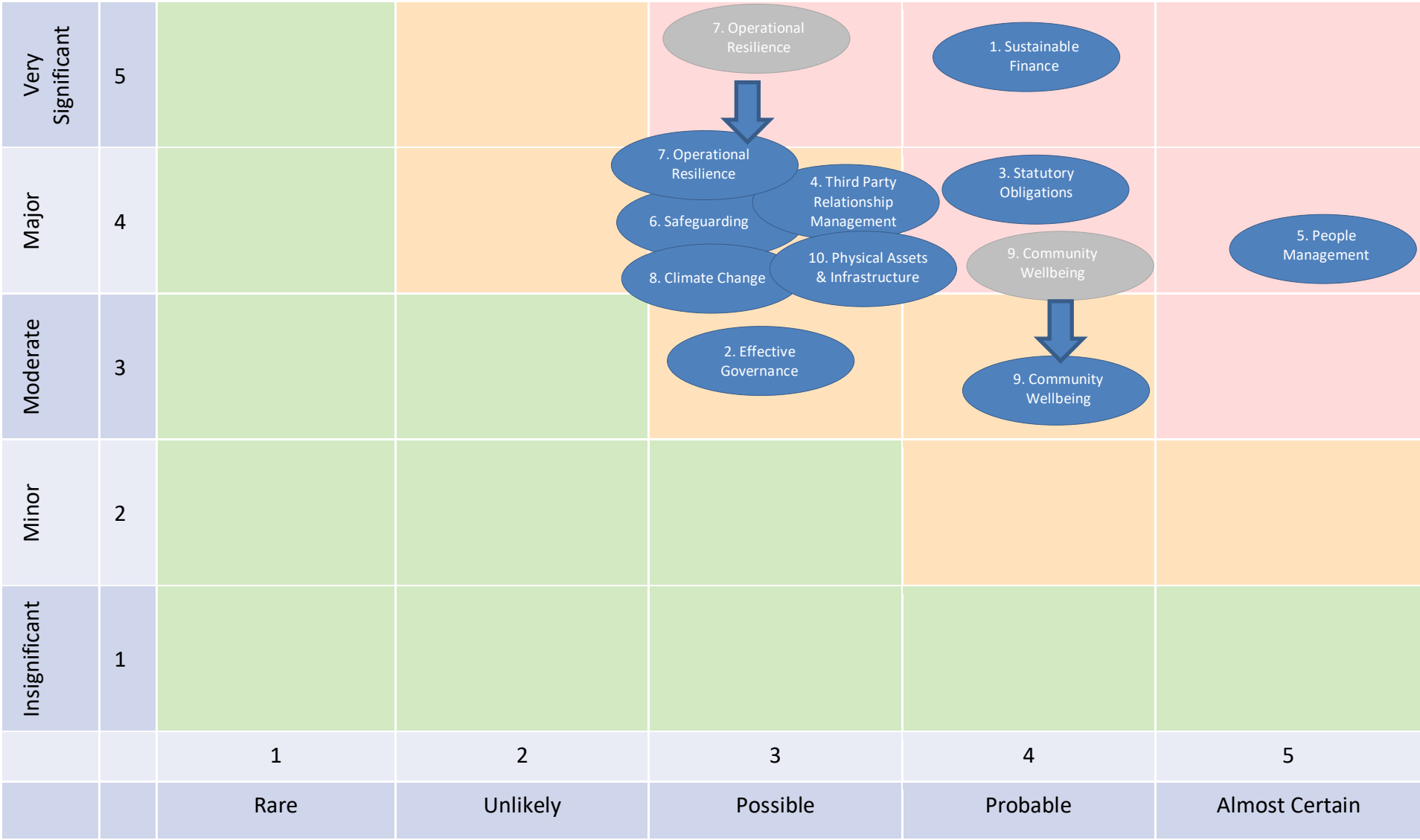
	council service. Impact on the voluntary sectors may reduce their ability to support communities, with a consequent impact on the council.	Corporate Planning, Head of Improving Population Health		
9.2.1	Interventions and support put in place to mitigate some of the effects of the Cost of Living crisis are being coordinated and monitored through the Cost of Living Programme Board. Recognising the urgency of the need, the action plan is primarily focussed on accelerating and scaling up existing work rather than establishing completely new projects. There is Representation from all relevant services with weekly reporting to Cllr Davies (as portfolio lead).	Programme Board meeting reduced to monthly. Majority of workstreams reporting GREEN		
9.2.2	Priority 1: Emergency response with focus on direct support for people already in crisis <ul style="list-style-type: none"> - Communications - Access to Support for residents - Housing Services - Support for and from businesses - Working with the third sector to understand place based and community impact of COL. 	Ongoing administration of the Household Support Fund 4 to residents.		
9.2.3	Priority 2: Building resilience within and across our communities <ul style="list-style-type: none"> - Community Response - Community Power 	Continue to nurture new community groups and support established groups with funding applications, volunteer recruitment etc...		
9.2.4	Priority 3: Preventative action to address medium-long term challenges <ul style="list-style-type: none"> - Economic Strategy & Long term recovery - Working, Volunteering, Participating, Aspiring - National & Regional Lobbying 			
9b ER	Adult Social Care & hospital discharge procedures	SD Adults & Health	Raised: April 22	
9e ER	Housing stock availability	SD Growth & Regeneration	Raised: Jan 23	

KCR 10	Physical Assets and Infrastructure		Previous	Current
Risk Owner: SD Growth & Regeneration		Risk Type: Compliance / Reputational	12	12
The exposure to increased liabilities arising from property ownership and management, including both the councils residential portfolio and corporate portfolio (inc schools, community buildings) with reputational and financial implications.				
Q1 Update: Review and revisions to Asset Strategies covering the Council’s Corporate and Residential property portfolios are progressing in line with planned deliverables. Focus will now move to effective prioritisation, ensuring that the financial impacts of required remedial activity and ongoing stock maintenance programmes are well understood and are balanced with the obligation to meet statutory requirements.				
Sources of risk and Mitigating controls / actions		Responsible Officer Target Date	Previous	Current
10.1	Exposure to increased liabilities arising from the Council’s ownership and management of corporate assets, including dangerous structures and asbestos, cladding and fire controls with reputational and financial implications	Head of Property	3x4 = 12	3x4 = 12
10.1.1	Building Safety Assurance Board - Corporate manages corporate compliance with statutory regulations and other guidance including ongoing management of building compliance risks, with escalation to the Health & Safety Oversight Board	Next meeting: November 23		
10.1.2	Compliance testing matrix in place identifying sources of risk, test requirement as detailed in legislation and test frequency			
10.1.3	Embedded programme of fire risk assessments, inspections and audits in place, as documented in Corporate Fire Safety Policy. New fire log has been produced for site trial before full roll out.			
10.1.4	Approved Asset Strategy in place	Asset Strategy under review (Q4 22-23)		
10.1.5	Procurement and integration of new asset management database to monitor and report our asset management activity	Ongoing into 2023, implementation targeted for Q4 23-24		
10.1.6	Development and implementation of processes and procedures to support delivery of prioritised actions based on condition surveys and defects reported during servicing & maintenance			
10.2	Exposure to increased liabilities arising from residential property ownership and management, focussing on the 6 components of building safety (fire, asbestos, gas, electric, water, lifts) and latterly DMC (Damp, Mould and Condensation)	Head of Assurance	3x4 = 12	3x4 = 12
10.2.1	Building Safety Assurance Board (Housing) established to provide oversight of controls and governance in place, reporting into the Housing Improvement Board and the Health & Safety Oversight Board			
10.2.2	There are regular programmes of inspection and re-inspection for all six-building safety workstreams including asbestos and water hygiene, whilst the work on strengthening processes and data integrity is supporting a stronger internal framework of assurance.	Third party appointed to validate integrity of building safety compliance data and develop Landlord Compliance Data Management Plan		
10.2.3	Regular onsite audits, detailed training programme and dedicated HSE team ensure robust H&S culture with officers clear on duties related to H&S compliance			
10.2.4	For Fire Risk Assessment (FRAs) remedial actions, completion of every high priority action is tracked and those to high rise blocks notified to the Regulator. We remain on target to complete the outstanding high risk remediation actions in line with agreed timetable. The low and medium rise FRA actions are currently at the early stages of contract negotiation.	March 2024 overall completion date for high priority actions. Full programme completion by 28-29		

g:\g&ds\governance - meetings\2023-24\overview & scrutiny management committee\reports\3. 5-9-23\1 financial monitoring 23-24 app a.docx59

10.2.5	Programme of activity to ensure housing stock meets the Decent Homes Standard. Stock condition validation and data cleansing activity is underway, focus now on development of a long term asset management strategy, including benchmarking of cost data	Asset Strategy and supporting action plan on track for completion during Q2 23-24	
10b ER	Damp, Mould & Condensation Strategy	SD Homes & Neighbourhoods	Raised: Jan 23

RISK HEAT MAP & SUMMARY Q1 2023/24



Where Risks have changed probability and / or impact score their previous position is shown by the grey circle

		Previous quarter	Current quarter	Drivers of change
KCR 1	Sustainable Finance	20 (5x4)	20 (4x5)	The continued criticality of delivery of the 2023/24 budget and identification of required savings for 2024/25 (and future years) remains an organisational priority. Whilst robust budget monitoring and governance regimes are in place, success will be measured through the delivery of the required outcomes. Budgetary challenges across future years are significant and the process to identify and realise the additional savings required is underway.
KCR 2	Governance Frameworks	9 (3x3)	9 (3x3)	Transparent and realistic assessment of the expected and potential impacts of decisions for residents, communities and businesses is required to ensure the optimum outcomes are delivered against the Councils 2023/24 and 2024/25 budget strategies. The external auditors are giving public indication of these issues, which are also reflected in the draft Annual Governance Statement.
KCR 3	Statutory Obligations	16 (4x4)	16 (4x4)	Whilst the council's statutory obligations are ringfenced and prioritised in the current review of corporate budgets, there is a requirement to consider different service delivery options. SEND provision and ASC services continue to experience high levels of demand with increasing complexity in the cases that are being managed.
KCR 4	Third Party Management & Oversight	12 (3x4)	12 (3x4)	Widespread supplier failure anticipated due to the challenging economic environment has not materialised and focus is now shifting to ensuring robust contract management processes are in place and adhered to. Engagement with suppliers and partners will be critical as the council is required to reduce spend with third parties and ensure remaining spend delivers value for money and against the agreed outcomes.
KCR 5	People Management	20 (5x4)	20 (5x4)	Managing through a period of change presents additional challenges and requires strong and empathetic leadership. Workforce Strategy is now well underway with support being provided to identify "Critical roles" and work on succession planning. People Services are linked into the Budget Delivery Group (BDG). Staff retention remains an issue with factors such as uncertainty and senior management change having an unsettling affect.
KCR 6	Safeguarding	12 (3x4)	12 (3x4)	As previously noted whilst controls and embedded procedures continue to work effectively there remains an elevated risk to compliance with statutory safeguarding duties due to demand pressures, temporary capacity issues and complexity of casework. Additional assurance is put in place where operations outside of standard internal procedures are approved on a temporary basis.
KCR 7	Operational Resilience	15 (3x5)	12 (3x4)	The external cyber security threat level remains high and we continue to review and take learnings from impacted organisations, updating our control framework as required. Note that reduction in score does not indicate a reduction in cyber security risk level, risk scoring has been moderated and adjusted to reflect most likely scenario, rather than worst case outcome.
KCR 8	Climate Change	12 (3x4)	12 (3x4)	Progress continues to be made on the Environmental Sustainability Strategy and the prioritisation of actions agreed as part of the Climate Change Action Plan. The need to identify further budget savings is expected to have an impact on the extent to which climate adaptations and mitigations can be prioritised in the short term.
KCR 9	Community Wellbeing	16 (4x4)	12 (4x3)	Continued working with communities, shaped by the Inclusive Communities Framework, to build resilience and ensure early indicators of increasing tension (for various reasons) are recognised and responded to appropriately. Robust monitoring and oversight with partner organisations is in place with clear escalation processes if required. Cost of Living interventions are embedded and we are seeking to expand provision where opportunities arise.
KCR 10	Physical Assets & Infrastructure	12 (3x4)	12 (3x4)	Review and revisions to Asset Strategies covering the Council's Corporate and Residential property portfolios are progressing in line with planned deliverables. Focus will now move to effective prioritisation, ensuring that the financial impacts of required remedial activity and ongoing stock maintenance programmes are well understood and are balanced with the obligation to meet statutory requirements.

Quarter 1 Budget Monitoring – Service Variances

Service Variances					
+£7.368m	+£2.099m	+£2.378m	+£2.188m	+£3.757m	+£2.545m
Children and Families	Adults and Health	Environment and Climate Change	Growth and Regeneration	Corporate Strategy, Comms and PH	Central Budgets
Education Psychology/SEDACT £300k	Increased activity on Independent Sector Home Care £1.1m	Licensing Income shortfall+£200k	Overspend on Corporate Landlord of £638k due to building running and maintenance costs (£338k) and shortfall in savings (£300k)	Overspend in IT due mainly to inflation +£986k	Additional Debt Charges £2.500m
Success Centres (Maths/Speech/Reading) +£100k	Overspend on Self-Directed Support of £800k	Schools Transport overspend +£200k		Housing Benefit Subsidy loss +£2.5m	
Strategic Leadership in Education +£600k	Increase volumes in Residential and Nursing Placements +£500k	Highways Maintenance overspend +£200k	Assets and Estates overspend of £163k		
Children's Disability Service Placements £678k		Overspend on Transport due to aging fleet, fuel costs etc +£400k	Business and Economy overspend due to unfunded contribution to LEP of £78k		
Looked After Children and Care Leaver Service £1.4m		Shortfall in income and Food Price Inflation for Catering +£500k	Shortfall in income from Planning and Building Control +£1.2m		
Overspend of £529k on Commissioned Services		Shortfall in income in Town Halls and Public Halls +£400k			
External Residential Placements overspend of £3.2m due to price and volume increases					

Name of meeting: Overview and Scrutiny Management Committee (OSMC)

Date: 5 September 2023

Title of report: 2022-23 End of Year Corporate Performance and Impact Report

Purpose of report:

The 2022-23 end of year Corporate Performance and Impact Report, approved by Cabinet on 15 August 2023, provides an overview of the Council's progress 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 August 2023
Is it also signed off by the Service Director for Finance?	Dean Langton, Service Director – Finance – 18 August 2023
Is it also signed off by the Service Director for Legal, Governance and Commissioning?	Julie Muscroft, Service Director – Legal, Governance and Commissioning – 18 August 2023
Cabinet member portfolio 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 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 and, where data is available, on the quality and impacts of these activities. The report was produced in July 2023 and represents the status of activities at that time.

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.

2. Information provided to Cabinet to take the decision to approve the report

Headline achievements and challenges relating to each outcome are presented in the 'Highlights' section at the front of the report. Cabinet was 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 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
- Legal/Financial/Human Resources

4. Next steps and timelines

As agreed with Cabinet, performance and impact reporting against the priorities and deliverables within the Council Plan will continue to be reported through twice yearly 'Performance and Impact' reports, provided to Cabinet for approval.

The next Performance and Impact report will feature information relating to the priorities introduced in the July 2023 version of the Council Plan, approved at Council in July 2023.

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

Andy Simcox, Service Director for Strategy and Innovation

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

This page is intentionally left blank

Corporate Performance and Impact Report



End of Year update on Kirklees Council Plan Deliverables 2022/23



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

Shaped by people

Headline successes & achievements



Our **Democracy Friendly Schools** programme has been a success at helping young people become active citizens in Kirklees. This has the support of all Cabinet members; schools from all wards have engaged with the programme; and 122 Kirklees Youth Councillors have been trained.



Call answering rate at Kirklees Direct has risen from 71% in mid-2021 to 79% at the end of 2022/23. Wait times have also reduced from over 7 minutes in the first half of 2022/23 to 3 minutes and 20 seconds as at the end of the year.

Headline challenges & risks



The continuing **complexity of need that citizens present** with at Kirklees Direct will continue to see call handling times at higher handling times than previously experienced.

Best start

Headline successes & achievements



Good progress is being made to prepare for this unannounced ILACS inspection of Children's Social Care.



The **new children's home** is expected to open in summer 2023.



Projects to provide **young people** with more safe places to go in their communities continue to deliver and assessment of outcomes will be carried out.



The **Early Support Partnership Steering Group** has been established, chaired by a Police Superintendent with multi-agency membership and this group will have oversight of both the implementation of the Families Together model and the review of the Early Support Partnership Strategy, including the development of an Outcomes Framework.

Headline challenges & risks



Due to the considerable overlap of **SEND transformation** and the Early Support/Families Together programmes, competing priorities within each area may pose a risk to delivery of this outcome.

Well

Headline successes & achievements



Average increase of **56% in Play Value** (reflecting improvement in quality of infrastructure, natural and greenspace, play features, exercise opportunities, and access) for Playable Spaces projects.



Good take-up of **exercise referral schemes** and subsequent KAL membership.

Headline challenges & risks



KAL is facing **financial pressures** linked to increases in national living wage, the cost of energy and the impact on discretionary spend of the cost-of-living crisis, meaning non-funded programmes may be vulnerable to termination if they are not self-sustaining.



Wider economic pressures may mean that contractors face financial uncertainty, impacting on the planned delivery of our **Extra Care schemes** and the broadening of our non-residential offer.

Key Highlights



Independent

Headline successes & achievements



The Library Service has just been awarded the “**Quality for Health**” award and is, nationally, the first library service to have received this award based on the quality of the service offer to enable residents to improve their health.



A cross Council initiative to develop Kirklees as an inclusive place to live has started, it will place people at the heart of the design and acknowledge diversity and difference.

Headline challenges & risks



Inflation and increased costs will create financial risks across all areas of delivery including the ability of the council to provide match funding for transport, regeneration and house building schemes and on care providers to be able to sustain services over the coming months. The **unplanned closure of care services** is likely to continue, with the number of unplanned care home closures at the highest level for many years over the last 12 months.



Aspire and achieve

Headline successes & achievements



Increased collaboration and having visible shared goals has provided some early positive indicators around progress in the **employability and skills** domain.

Headline challenges & risks



The successful implementation and delivery of the **Employment & Skills Strategy** action plans require sustained engagement and input from all partners.



Safe and cohesive

Headline successes & achievements



The **VCSE Investment Strategy** was approved by Cabinet in October 2022. This is our first significant partnership work which is based on the ‘We are working alongside’ shared values.



A total of 25 **Community Asset Transfers** have been completed to date. These have provided community organisations with the necessary security of tenure to support the continued delivery of support and services to communities and attract external funding for the maintenance and improvement of community facilities.

Highlights



Sustainable economy

Headline successes & achievements



The approval of the S2S Enterprise Corridor Masterplan allows us to begin to develop a wide range of **business growth opportunities** within Kirklees. Our work on the Masterplan has placed us in a strong position to benefit from the government's Investment Zone initiative, as Kirklees have a ready-made offer in place that delivers innovation in a key sector as well as business growth.



The future of Batley Town Centre is one of transformation and opportunity following the successful bid for **Levelling Up Funding**.



The **Leeds Road major transport scheme** has been completed and will have a sustained and positive impact on congestion and air quality, as well as providing an infrastructure that is environmentally responsive.



The Transport Works Act Order has been granted, giving Kirklees a stronger role and greater representation as a partner in the **Transpennine Route Upgrade (TRU) project**.

Headline challenges & risks



Regarding the **Transport Works Act Order** (TWAQ), there is the risk that Network Rail can use its powers under the Order to supersede elements of existing agreements held with Kirklees.



Conflicts with other regeneration projects and related **disruption to council services and citizens** (traffic, noise, cumulative impact).



Clean and green

Headline successes & achievements



Cabinet agreed £6.25m for our Vehicle Replacement Programme - to replace standard vehicles with greener models and purchase an electric refuse collection vehicle.



The target hectareage of **new woodland created** on council land for 2022 has been met and exceeded, delivering 29.9 Ha.



Food Safety Team have **exceeded the Food Standards Agency (FSA) recovery requirements**, completing food safety interventions which help to ensure food safety standards are being maintained in Kirklees.



99% of Street Lights have been converted to LED as of 31st March 2023.



Secured over **£13m of funds for the delivery of our Climate Change Action Plan**. Including £4.6m for Electric Vehicle charging solutions. £8.2M for the Huddersfield District Energy Network and over £200,000 to decarbonise buildings.



90 Locality Based Unclassified Roads (LBUR) Schemes and 80 Capital-funded **schemes have been completed**.

Headline challenges & risks



Pressure on **Home to School (H2S) transport** as numbers of children being transported continues to rise.



The **climate change crisis** is ongoing, not helped by current political uncertainty and the financial crisis.

Highlights



Efficient and effective

Headline successes & achievements



The Council has created a clear process for **succession planning** and are able to support services to create solid plans based on their critical roles, more open career conversations and strong development plans for the next set of Kirklees leaders.



The **Council is updating its priorities** to reflect the challenging financial context in which we are working and to reflect the Budget priorities set in March 2023. These are set out in the Council Plan presented to Council on 12th July 2023.

Headline challenges & risks



Inflationary pressures are resulting in cost increases which impact on the council directly and on the ability of contractors to deliver at the agreed price. If tenants, residents and businesses are unable to meet financial commitments there is a risk that we fail to meet our budgeted income targets for Council Tax, Business Rates and other payments.



The **criticality of delivery of the 2023/24 budget** and identification of required savings for 2024/25 (and future years) is an organisational focus. The budget for 2023/24 has been agreed with a framework for monthly monitoring of delivery in place. Whilst the governance is robust, and will ensure early escalation of potential issues, success will be measured through delivery of the required outcomes. Budgetary challenges across future years are significant and identification of additional savings is required. The overall financial position remains vulnerable to uncontrollable variations to planning assumptions (eg. interest rates, pay award, inflation).



We continue to operate in a **challenging labour market** with pressure from external factors however People Panel is working to identify and unlock council wide opportunities and ensuring recruitment activity is aligned with budget requirements. Managing through a period of change presents additional challenges (recognising the impacts of dispersed and hybrid working) and will require strong and empathetic leadership and leading with our Council values throughout the organisation. In addition, the work on Workforce Strategy is now well underway with central support being provided to teams across the Council to identify “Critical roles” and work on succession planning.



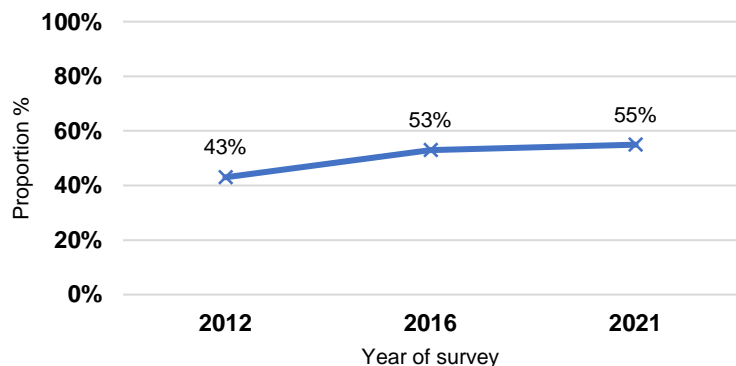
Shaped by People: We make our places what we are

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.

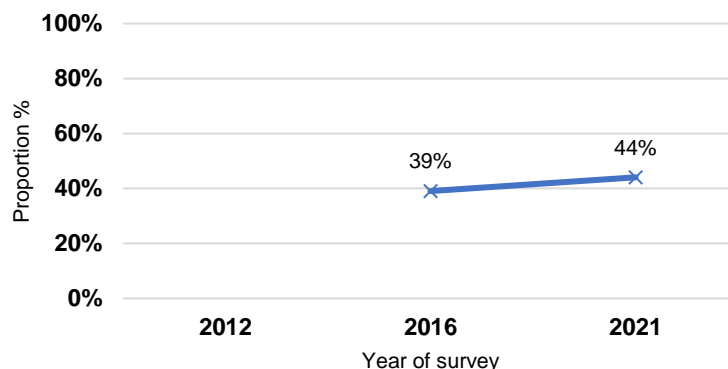
Population outcome indicators ('tracking our progress')

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 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

- The Plan-Making toolkit provides officers with a straightforward practical guide to ensure our plans are developed following a clear and consistent approach.
- Our key plans support the delivery of the Council's priorities and delivery of our Shared Outcomes with partners.
- Ensures our key plans are more joined-up.

How much have we done?

The programme of policy deliverables is complete. There is a clear partnership approach embedded for development and delivery of our top-tier strategies plus the learning also feeds into other significant plans where appropriate.

- Both the Inclusive Communities Framework and Joint Health & Wellbeing have been formally approved.
- The Plan-Making Toolkit is now complete and will appear on the Council's Intranet and has been published on the intranet (October 2022).
- The Sustainable Environmental Strategy is currently planned for Full Council in Sept/Oct 2023
- The Inclusive Economy Strategy has been delayed and timescales are to be confirmed.

How well have we done it?

The Plan-Making toolkit is designed to help services research, plan and write strategic documents and provides officers with a straightforward practical guide to ensure our plans are developed following a clear and consistent approach.

There is a section on Place-based Working to help guide people, but the main message is to contact the Strategy & Policy Team. This is so they can not only help and support, but the Team will also be aware of any plans being developed. This will further ensure the Policy Team is able to embed Place based Working (PBW) in all our strategic documents, where appropriate.

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 Democracy and Place Based Working Service continues to support the 4-place based working hubs to coordinate, connect and facilitate the bringing together of front-line staff to work collaboratively, as a multi-agency team, to provide support working with and alongside citizens and partners.

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.

How much have we done?

Place Based Working (PBW) Hubs have been established and are meeting either fortnightly or monthly. They involve mostly approximately 100 front-line staff and further work is progressing to increase engagement with a wider range of services.

Placed based working in neighbourhoods has develop based on the hub model, for example: -

- in Huddersfield - Place Based Meetings provide an informal way for new staff to introduce themselves and find out who is working in their area to make links and connections.
- Dewsbury & Mirfield hub has 'patch worker' catch ups which focus on ward and neighbourhood working, and a 'cost of living' working group organised a series of drop-in sessions to support households wanting face to face information and advice.
- In Spen Valley, ward Councillors have been involved in a front-line workers networking meeting with plans to extend this across the Spen Valley area.

In general: -

- The hub meetings help to keep staff updated about the work of other services, strategic priorities and strategies helping to ensure that every contact counts.
- Staff that attend hub meetings contributed towards the development of a Kirklees Welcome pack for asylum seekers that provides support to individuals and families.
- Also contributed to the development of Your Front Door – front line staff taking part in a road show to promote what they do and ensure service delivery at a local level.

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.

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.

How much have we done?

Connecting with partners

The Democracy Friendly programme is unique. We continue to see strong interest in this work from other councils and partners in the democracy sector. This creates opportunities for us to celebrate the work of our young citizens, and to advocate for active citizenship. Our national and international engagement in 2022 to 2023 included:

- We ran an activity with **Batley Girls High School**, gathering insight about what helps young people to trust. The Notwestminster 2023, lightning talk showcasing the Democracy Friendly programme and sharing what young participants and school communities say, with emphasis on the theme of growing trust.
- **Association of Democratic Services Officers (ADSO) conference 2022** – Workshop on engaging young people in local democracy, exploring with partners how we can do this better
- **Shaped by People** – We have also showcased our work with young citizens as part of our wider Shaped by People engagement with national and international partners, including New Citizenship Project, UK Democracy Network, Public Agenda, Co-operative Councils Innovation Network, LGA, Democratic Society & LGC.

Quotes from Newsome Academy

“We’re so proud of our youth councillors, they have achieved far more than they think they have, they are paving the way for others to follow”.

Quotes from Castle Hill School

“We do believe it is important to be visible and to be able to make a positive impact in our local community. We want to be accepted and welcomed by local residents, and to be able to carry out work that benefits the local environment.”

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.

Continued....

How much have we done?

- **31** Schools for ages 11 to 16 have shown an expression of interest in our Democracy Friendly Schools programme. This includes **21** high schools (81%), **6** Special Schools (100%), **one** pupil referral unit (33%), **two** madrasa schools and **one** all through Muslim school.
- **45** Primary schools (30%) have signed up for the programme.
- **30** high school students have been supported to take part in Listening to Birkenshaw, using our resources.
- **13** Greenhead College students learned about local democracy in the Council Chamber at Huddersfield Town Hall.
- **11** schools were engaged or re-engaged in the programme at the 'Our Climate, Our Voice' events during Local Democracy Week.
- **2** community organisations have been provided with our 'Train the trainer' session.
- **44** Kirklees College Student Parliament members have been provided with an 'Introduction to local democracy' session.

Quotes from Gomersal St Mary's CE Primary School

"Today, we became the first school in Kirklees to receive our Democracy Friendly award! We are so proud! "

Quotes from Castle Hill School

"We do believe it is important to be visible and to be able to make a positive impact in our local community. We want to be accepted and welcomed by local residents, and to be able to carry out work that benefits the local environment."

How well have we done it?

- We have helped young people, school communities and individual teachers to learn about local democracy.
- 100% of schools who have completed a Democracy Friendly assessment say the programme has helped young people to shape their local place.
- We have continued to take a flexible approach and we've provided easy to use learning resources for all ages groups. This has been really appreciated by school communities.
- 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.
- Young citizens are beginning to understand their part in local democracy.

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?

- **63** of our **69** councillors (91.3%) have offered to support our activities with young citizens.
- All **10** cabinet members are supportive.
- **22** councillors have participated in recent Democracy Friendly Schools activities.
- **Three** cabinet members have become identified champions for Kirklees Youth Council.
- **122** Kirklees Youth Councillors have been trained so far.
- Expressions of interest received from schools in all **23** wards.
- **15** primary schools have completed a one hour 'train the trainer' session in their school.
- **200** NCS participants learned about their councillors.

How well have we done it?

- Our programme has provided a framework for councillors around which to build a relationship with young citizens.
- More Councillors are approaching us about the Democracy Friendly programme, inviting us to create links with schools who wish to get involved and testing out new ways of involving schools in their wards. Newly elected councillors have also been keen to get involved.
- 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 through our programme updates and activities.
- We are participating in the Our Kirklees Futures programme, connecting young citizens with councillors and cabinet members.
- We have supported colleagues to understand how to design meaningful engagement activities for young people, and to involve councillors in their work with young citizens.

Quotes from Gomersal St Mary's CE Primary School

"We wrote to our Councillor, we zoomed him, we tweeted him, and we agreed on a local project."

Quotes from Spring Grove Junior, Infant and Nursery School

"Our school community is keen to be a part of local democracy... Our children know who their councillors are and what they do as councillors (possibly more so than their parents!)"

Quotes from Newsome Academy

"We set up the Newsome Eden project to help the Newsome community become greener. So far, we have planted over 100 trees. This was done with several local primary schools, councillors, Impact MAT CEO and many more."

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. Voluntary sector participants have told us that these conversations have helped them to understand something new about how we can work together and about what we're trying to achieve, they feel that their work is valued and noticed, and that they are part of local democracy.

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
- **467** people have been involved in conversations to help us shape and test flexible ways of measuring progress towards our shared goal.
- We have also developed ideas with councillors and with colleagues.

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. We will bring these approaches together in a practical guide, sharing approaches which anyone can use to gather insight. This is in-keeping with the approach citizens asked us to take; *"we can all share in it and take responsibility for achieving it, we make our places what they are"*.

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 Third Sector Leaders (TSL) network, refining our pack with our Project Team and doing some initial prototype testing with the Notwestminster local democracy community. We have learned that, although these workshop materials are very well received in some settings, we also need a range of flexible approaches to enable more community organisations to participate, particularly given the currently challenges many are facing. Since late Summer 2022 we have been holding one-to-one conversations with people from voluntary organisations, local businesses and schools, exploring some quicker methods of measuring progress towards our shared goal. We will now try these approaches in some group settings.

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.

Continued....

Democracy Friendly integration

We have fully embedded Shaped by People in our pioneering Democracy Friendly Schools programme, which helps young people to understand how they can be active citizens and make a difference in their local place. This includes using Shaped by People as a learning resource and measuring whether young people currently feel able to shape their local place. Young citizens have helped us to test and develop our engagement materials. 100% of school communities who have completed a Democracy Friendly assessment say that the children and young people who are participating in the programme now feel able to shape their local place.

Digital scorecard tool

We have created and tested version one of our digital scorecard tool. This is an online form that can be adapted for different participants and circumstances – for example, so that staff can input the data from Shaped by People printed scorecards used in community settings, and so that citizens can participate online. We have aligned this approach with the Place Standard tool, to encourage comments about each of the four key aspects of the shared goal, along with our headline question about making a difference in your community (this is the same question we used in the CLiK survey).

Connecting with national and international partners

There is strong interest in Shaped by People from partner organisations beyond Kirklees. We're continuing to grow our network to bring insight from other organisations who are working in a citizen-led way, and to showcase the work that we're doing with citizens in Kirklees. Our national and international engagement in 2022 to 2023 included:

- **Public Agenda: Healthier Democracies** - research, report & event celebrating international examples of growing healthier democracies
- **Local Government Association (LGA)** - roundtable presentation & case study on digital democracy and citizen engagement
- **CITIZENS** - event with UK organisations who are growing active citizenship
- **Local Government Chronical (LGC) Awards 2022 shortlist** – including a presentation to chief executives
- **Democratic Society** - Shaped by People research interview & featured case study

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.

Continued....

Place Standard Integration

We have worked with partners to integrated Shaped by People into our ongoing Place Standard conversations in local places. We began by developing some conversation prompts, as part of the 'Influence and sense of control' and 'Identity and belonging' themes. We did an early test in Spring 2022 and following input from community partners this approach is now fully embedded in all our Place Standard activities. From Autumn 2022 we have been working with Marsden Community Trust to also develop further approaches. This has resulted in including Shaped by People in our volunteer training sessions and materials, using extra prompts developed by the community, and focussing on the action planning phase as a way of engaging people in actively shaping their local place.

Impact Assessment App

We also began working with Podnosh to explore using an Impact Assessment App for capturing quick feedback and stories about whether people feel able to shape their local place. We planned to test this more widely with voluntary sector participants and with staff. This element is currently paused until we can be clearer about future funding for the App.

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. However, our participants in the voluntary sector are also facing significant and growing challenges, including supporting people with the rising cost of living, and supporting people who are experiencing violent crime in their neighbourhood. This means that we're shifting our focus to activities that are more easily manageable for our partners, and we're working with local groups to develop sensitive approaches. We have taken the time to work with people and discuss things in depth, and we 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. We introduced 200 partners to Shaped by People at the Picture of Kirklees event in July 2022 and have followed up with some positive conversations since then. We also have Cabinet leads and councillors who are supportive and who have volunteered to test our conversation materials in their wards, along with staff who are keen to get more involved (including colleagues who pledged to help in response to our Kirklees Leadership Forum about Place Based Working).

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 have taken some more time to test different ways of story gathering, so that we can include some practical advice in our Shaped by People measurement pact, to support colleagues and partners to gather stories from citizens.

- Gathered stories from citizens who helped to create the Shaped by People shared goal
- Gathered stories from active citizens by talking with them in their local place about what they do and what motivates them to get involved
- 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
- Developed a guided, step-by-step online form to support citizens to share their stories more easily
- 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
- Aligned 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.
- Begun work to gather stories demonstrating how citizens are actively involved in achieving the outcomes from our top tier strategies and plan, beginning with the Environment Strategy, so that we can increase the profile of Citizen Stories in our strategic communications.
- Begun sharing Citizen Stories via corporate communications channels for staff, to engage more people in the work and to make sure that we are all learning from this citizen insight.

How well have we done it?

Participants feel that their personal stories are valued, so the approach has been successful. This is now an ongoing action so that more people can benefit.

Shaped by People

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 tool provides a holistic, collaborative and place-based way of working to understand and address local issues. A key element of place standard engagement is to develop stronger relationships, encourage citizens to be more active and support Councillors, citizens and partners to work collaboratively to tackle shared priorities in a place. Some wards have a history of partnership working, especially where there are legacy arrangements from regeneration programmes, some have topic-based forums that bring partners together and some wards have no mechanism that brings Councillors, citizens and partners together. Place standard engagement has enabled more collaboration at a local level, so most wards have some form of partnership working arrangements either through legacy arrangements, forums or place standard

How much have we done?

- Almost **1,360** individuals took part in place standard conversations
- Over **£617k** has been agreed in funding to help deliver some of the action plan priorities outlined in the thirteen action plans published
- All data and monitoring information is published on our website - <https://howgoodisourplace.org.uk/> by engagement activity

Five new place standard engagement activities were delivered in 2022-23

1. What matters to Marsden
2. Paddocks priorities
3. Listening to Birkenshaw
4. Ask Burton
5. Ask Brockholes

Thirteen action plans were developed in partnership and published in 2022-23

1. Batley East & West wards – Batley Town Centre Action Plan
2. Birstall & Birkenshaw - Birstall/Fieldhead Action Plan
3. Kirkburton ward - Ask Burton Action Plan
4. Cleckheaton ward - Cleckheaton Town centre action plan
5. Golcar Ward - Listening to Cowlersley Action Plan
6. Heckmondwike ward - Heckmondwike Town Centre Action Plan
7. Holme Valley South ward - Holmfirth Town Centre Action Plan
8. Holme Valley North ward - Honley Action Plan
9. Colne Valley ward - Listening to Linthwaite Action Plan
10. Crosland Moor & Netherton - Netherton Action Plan
11. Dewsbury West - Ravensthorpe Action Plan
12. Kirkburton - Ask Shepley
13. Dewsbury South – Listening to Thornhill Lees Action Plan

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.
- Place standard engagement process ensures that the ideas and views of our most vulnerable groups are considered and addressed. More work is needed to ensure that we capture protected characteristic data to demonstrate that all communities can participate.

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

Deliverable: Begin to consider areas of special interest where tenant members capture the voice of, for example, young tenants

Impacts and Outcomes

- The operation of Housing Advisory Board (HAB) was reviewed by an independent consultant (DTP) during summer 2022, with a report shared in September 2022.
- The report proposed the introduction of two new “groupings”, this has led to the development of the Housing Improvement Board (HIB) and a Tenant Voice Panel (TVP).
- HIB membership consists of Co-optees and cross-party members. The position of Chair of the Board is currently being recruited to.
- The Tenant Voice Panel is solely comprised of tenants and leaseholders. The tenant members from HAB have automatically joined TVP and Homes and Neighbourhoods are recruiting to fill places on the panel.
- TVP will improve tenant voice and assurance in the areas of performance and compliance against the Regulator for Social Housings consumer standards.

How much have we done?

- The HAB 'model' was effective in having sight of the work of the wider Tenant Involvement Strategy. It meant that members of the Tenant Advisory and Grants Panel (TAGP) could be invited to attend, and learn, in a shadowing capacity.
- HAB also received quarterly reports on the activities of TAGP; these included any tenant facing policy, procedures or services development they had been engaged with and a summary of grant applications approved by the Panel. This gave the HAB assurance that tenant voice was being listened to and acted upon.
- In turn, a summary of HAB's work was shared with TAGP. The review detailed above will strengthen tenants voice within formal governance arrangements.

How well have we done it?

- As part of the external review the consultants noted:
“The existing resident members of HAB have provided a solid and informed insight into customer and lived experience and this should continue to be valued and utilised within KHN. We consider the level of engagement and insight to have been constructive and as such, we recommend that those HAB members should take on lead roles in relation to driving a modernised tenant engagement and insight strategy within Kirklees – challenging and evaluating delivery against agreed outcomes but that this would occur within a different forum.”
- The Board reviews performance information for the service on a quarterly basis. These reports include a range of tenant satisfaction measures and service KPIs.

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

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

Impacts and Outcomes

The results of the STAR 2022 Survey carried out in April 2022 show encouraging signs of improvement in satisfaction across several measures. The most promising is that our Net Promoter Score (NPS) has increased from -3 to +7.4. The NPS represents how likely it is that tenants will recommend Home and Neighbourhoods to their friends and family. Scores range from -100 to +100. NPS varies widely across sectors but an average score of 0-30 is generally considered 'good'. The initial results from the Tenant Satisfaction Measures – Tenant Perception Survey will be available in the latter half of 2023.

How much have we done?

- Approx **21,000** tenants received the newsletter detailing the STAR results and high-level actions from the STAR improvement framework.
- As the organisation moves from STAR to Tenant Satisfaction Measures the importance of publishing results and demonstrating how Homes and Neighbourhoods uses the feedback to improve services is critical.

How well have we done it?

- All identified actions have been delivered, improving the quality of services offered to tenants.
- The Tenant Advisory and Grants Panel receive a regular update on progress against the improvement framework and are given opportunity to influence design of many of the actions.
- The Homes and Neighbourhoods Anti-Social Behaviour Policy is in its final stages prior to sign-off and will compliment the STAR improvement framework.
- The new home visit model (to support vulnerable residents) will become operational in 2023/24.

Question	2021	2022	Change
Satisfied with ease of dealings	61%	69%	+8%
Satisfied with overall service	68%	68%	No change
Satisfied with home being safe and secure	73%	76%	+3%
Satisfied rent provides VFM	78%	81%	+3%
Satisfied with neighbourhood as place to live	66%	73%	+7%
Satisfied service charges provide VFM	65%	62%	-3%
Satisfied with overall quality of home	64%	68%	+4%
Satisfied with repairs and maintenance	64%	65%	+1%
Satisfied views and listened to and acted upon	47%	56%	+9%
Satisfied that Homes and Neighbourhoods makes a positive contribution to neighbourhoods and communities	-	60%	TSM
Satisfied with approach to ASB handling	-	49%	TSM
Satisfied that home is well maintained and safe to live in	-	72%	TSM
Satisfied that Homes and Neighbourhoods treats tenants fairly and with respect	-	75%	TSM
Satisfied that Homes and Neighbourhoods keeps tenants informed about things that matter to them?	-	67%	TSM
Satisfied with approach to handling of complaints?	-	50%	TSM
Satisfied that know how to make a complaint?	-	80%	TSM
Net Promoter Score*	-3	4.4	+7.4

Shaped by People

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

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

Impacts and Outcomes

Support is provided online, telephone and face-face should that be required by citizens.

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. Upon presentation at our centres citizens are assessed for the best route to support presenting need - be that online, phone or face-face.

How much have we done?

- Implemented the new like for like telephony system during the first half of the year requiring staff to undertake training as well as developing and testing new systems. This went live in September 2022.
- Recruited to fill more than 50% of posts in the contact centre vacated by experienced staff moving to pursue new careers both internally within the council and externally. Our normal turnover is around 10-15% per year.
- Clinics with each service with Kirklees Direct data.
- Benchmarked webchat, telephony and customer service centre activities in September 2021, March 2022, October 2022 and April 2023
- During the period 1st April 2022 – 31st March 2023
 - **1.2m** calls made to telephone contact centre
 - **30k** emails were responded to
 - **15k** web chat conversations took place.
 - **30k** calls were handled by the 24 Hour Team, supporting emergency out of hours contact

How well have we done it?

In relation to our online webchat offer and telephone call answering rate, response times had improved from 71% mid-2021 to 76% by April 2022. By year end (March 2023) the service annual performance had improved from 71% in October 2022 to a 79% call answering rate for the whole year.

The landscape on contacts, notably telephony contacts, changed considerably in 2022/23. Citizens presented with more complex needs as the cost-of-living crisis impacted on their lives. Call handling times increased particularly in the period April – December 2022. The service recruited additional staff to support the additional work and these, coupled with the implementation of a new telephony system in August 2022, helped see significant improvement to performance during the second half of 2022/23. Wait times reduced from an average of 7 minutes per call in the first half of the year to around 3 minutes 20 seconds in the second half of the year.



Best Start: 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”)

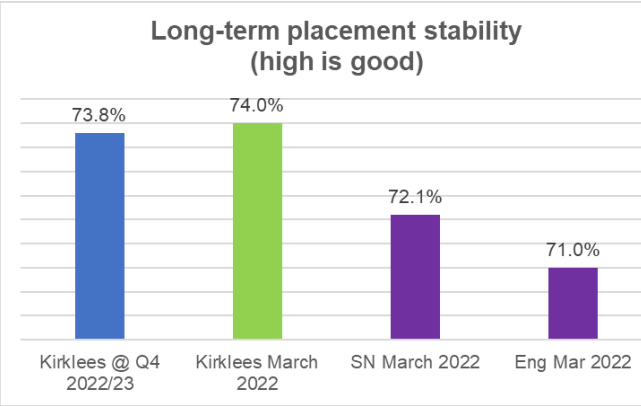
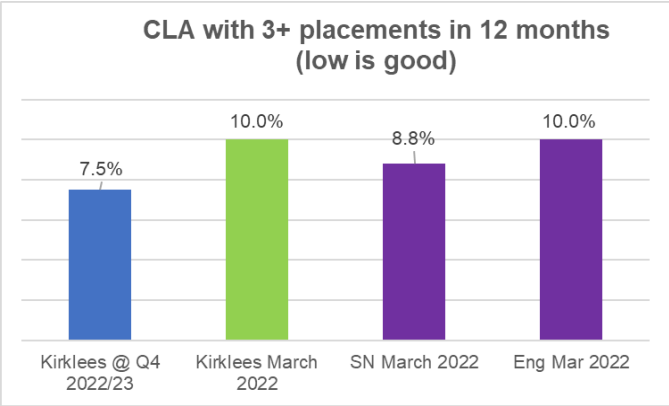
School readiness: good level of development at the end of Reception

	Kirklees 2019	Eng. 2019	Kirklees Diff to Eng.	Kirklees 2022 (Cohort no. children)	Eng. 2022	Kirklees Diff to Eng.
All children	69.7%	71.8%	-2.1%	62.5% (5,142)	65.2%	-2.7%
SEN Support	19.0%	29.0%	-10.0%	17.1% (398)	22.9%	-5.8%
EHCP	0.0%	5.0%	-5.0%	3.3% (120)	3.6%	-0.3%
Free School Meals Eligible (FSM)	55.0%	57.0%	-2.0%	46.6% (964)	49.1%	-2.5%

Placement stability for our Children Looked After

	2022-23 Q1	2022-23 Q2	2022-23 Q3	2022-23 Q4
Percentage of children looked after with 3 or more placements in the last 12 months	9.6%	9.0%	9.1%	7.5%
Long-term placement stability - same placement for at least two years	82.2%	81.8%	76.7%	73.8%

- 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 and this remains the case in 2022 where the gap between Kirklees and National has widened since 2019 for all pupils.
- These are the first attainment statistics since 2019 as they were cancelled in 2020 and 2021 due to the pandemic. These statistics cover the attainment of pupils who were assessed at the end of their reception year in summer 2022. These pupils experienced disruption to their learning during the period of the pandemic (DfE, 2022)
- In 2022 the emerging national figures show that the gap between England and Kirklees is decreasing in the GLD measure for those who have an Education Health and Care Plan (EHCP). Although national figures have decreased across the board there is evidence of improvement in Kirklees for those children with an EHCP.
- In terms of children and young people who are Looked After, long term placement stability in Kirklees remains better 2022 statistical neighbours and England as a whole. Fewer children looked after experience 3 or more placements in 12 months.



Priority action: Transform the ways we support children and their families with SEND

Deliverable: Phase 2 – scope and establish a plan for widening this service for parents and carers

Impacts and Outcomes

Work on creating an offer of support for parents and carers needs to be tied in with the development of the Families Together offer, within Early Support, to avoid unnecessary duplication and to ensure an offer which aligns to the development of a universal offer for families to access support.

Activity is ongoing that aligns with the Council's Written Statement of Action and the SEND Transformation Plan to scope and consider the best opportunities for enabling support for families at the earliest opportunity. Co-production with Parents and Carers to shape this with us is imperative and there have been opportunities to get feedback from parents through our Parent Carer Forum. The SEND transformation plan is being refreshed and resequencing of activities being undertaken, this does remain a priority.

- Local Offer phonenumber and website available for parents to access
- Ongoing work with the Local Offer & Inclusion Support Team jointly with Early Support, exploring opportunities for parental support and engagement
- Local Offer Live event – Nov 22 and several further smaller face to face engagement events for families of children and young people with SEND

How much have we done?

Wider interdependencies (e.g. ongoing work within Early Support service) means this piece of work is not yet being delivered. This is a complicated piece of work which is required to meet multiple service priorities and is required to tie in with priorities around the recently published SEND improvement plan

How well have we done it?

- A co-ordinated approach to the scoping and development of an offer for parents / carers ties in with the vision of the national SEND improvement plan and the development of the Families Together model of practice within Early Support in Kirklees.
- The activities we have undertaken to date are resulting in a more joined up approach across services, to provide meaningful system navigation, support to parents and carers of children and young people with SEND.
- Adopting a co-ordinated, cross service approach to developing a solution will result in a more cost efficient, streamlined offer with less duplication and the ability to meet multiple service priorities around SEND.

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

- 100 'Our Space' Capital Grant application packs were e-mailed out to organisations prior to the close of applications on the 31st May 2022.
- Completed applications from 43 organisations were received requesting capital funding of just under £2 million pounds.
- Grants panels were held in late June and early July, chaired by Head of Service – Early Support, with representation from Local Authority Commissioning, Finance and Communities Teams as well as Third Sector Leaders and PCAN (Parents of Children with Additional Needs).
- There has been engagement with Voice of the Child panels, Kirklees Youth Alliance, Community Hub co-ordinators and Active Citizen & Place Officers as well as relevant elected members for comments, all of which were considered as part of the formal panel process.

18 voluntary and community sector organisations will be provided with funding or goods. Some organisations have received the full grant application amounts, some have received a partial grant application award. The maximum grant award has been £75k and the smallest £10k. Grant applications awards were approved for building extensions/alterations, to improve building accessibility/toilet facilities, a range of sporting and outdoor activity facilities, transport and gym, IT and interactive sensory equipment.

The project is partially completed and is being delivered within timescales of the long-term strategic goal. **14** of the 18 grants have been paid so far; two are processing and two are at risk. A sum of money has been earmarked for transport to address the needs strategically across the council, to make best use of both community and council assets.

Several of the bids were explicitly to create inclusive youth provision i.e. Central Youth Club – install a lift and interactive wall.

- Soothill Community Association – renovated the current toilet facilities so they can be accessed by people who have a disability.
- Sensory World – create a wheelchair accessible changing place toilet facility.

How much have we done?

Seven of the 18 projects are complete. Work is ongoing on six projects, with several nearing completion. We continue to work with the other projects as detailed above.

How well have we done it?

We intend to collect evidence on the difference the facilities are making to young people's lives. Final monitoring has not yet been completed, this has recently commenced for completed projects, to capture the impact that investment has made, and the outcomes achieved. We have started to collate examples of the impact capital grant funding has made. Our discussions with providers have been around barriers to participation beyond the physical capital assets to include financial barriers to participation.

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

Deliverable: Provide support for families through our integrated Families Together (Family Hubs) Offer

Impacts and Outcomes

A considerable amount of work has been undertaken during the year to start gathering evidence of the ‘What Difference’ the service is making. We have purchased the Outcome Star Tool for use by all practitioners in the Early Support Service, which is in the process of being implemented. This will enable the service to measure the ‘Journey of Change’ for the children, young people and families we work with and report on those impacts. The model is an ongoing implementation and will continue to develop with use and experience. Engagement with stakeholders is planned for autumn 2023 to gather feedback on the journey so far.

How much have we done?

The Early Support Partnership Steering Group has been established, chaired by a Police Superintendent with multi-agency membership and this group will have oversight - and track the progress - of both the implementation of the Families Together model and the review of the Early Support Partnership Strategy. There are also several workstreams that are accountable to the steering group.

- Teams within the Council Early Support Service have been aligned into the 4 Families Together geographies: Huddersfield, Dewsbury and Mirfield, Kirklees Rural and Batley and Spen
- Four Families Together Partnerships were led by the VCSE sector, bringing system-wide partners together to support the local community priorities.
- Review of Parenting offer commissioned to be completed in July 2023.
- The review of the Early Support Partnership Strategy (2018) commenced with a workshop with partners in March.
- There has been engagement with families, stakeholders and staff to develop Families Together branding which will be launched in 2023/24.

How well have we done it?

As indicated above, activity and engagement is due to be completed in coming quarters to allow assessment.

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. Remedial works relating to building in order to be fit for purpose as a registered children's homes has led to delays. 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 these children and young people 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. The home is expected to be operational in Q2 2023.

How much have we done?

- Schedule of outstanding building works confirmed.
- The building has been extensively renovated ensuring the home reflects a family setting while meeting the Ofsted registration requirements in relation to the building and environment to ensure children and young people can live safely.
- Buildings risk assessment undertaken and confirmed.
- Required staffing establishment identified.

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.

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

There has been no inspection of Local Authority Children's Services (ILACS) in 2022/23 in Kirklees, the formal 'Requires Improvement' grading cannot be revised until this takes place

How much have we done?

- There has been ongoing improvement work throughout the year which means Children's Services will be well prepared for the formal unannounced inspection when it takes place
- A Joint Targeted Area Inspection (JTAI) took place in June 2022 which focused on the multi-agency response to the criminal exploitation of children in Kirklees. This was a partnership inspection involving various agencies and not concentrating specifically on Kirklees Children's Services. The headline outcome was "Partners at a strategic level enable a well-embedded practice approach that supports professionals to work well together. Children in Kirklees who are at risk of, or experiencing, criminal exploitation have their needs identified quickly and receive multi-agency support to manage and reduce risk to them effectively." While no formal grading is provided from this inspection it helped to confirm the continual progress highlighted in our last focused visit in 2021 from Ofsted.
- Throughout 2022/3 Children's Services has continued its systematic improvement work. Following a meeting with Ofsted in January 2023 we have revised and refreshed our Self Evaluation Form (SEF) against the Ofsted inspection framework
- Throughout the year we updated and revised a number of our policies and commitments in relation to our role as a Corporate Parent

How well have we done it?

Our Children's Services Analysis Tool (ChAT) shows that our performance has maintained consistency over 2022/23 although there are areas where the consistency of timeliness can be improved.

Part of our self-evaluation (SEF) is to focus on the quality and impact of our practice – we highlight case studies showing the impact and quality of our work. We focus on ensuring that children and families receive support and help at the earliest possible stage and continue to work with and protect children appropriately and safely. The range of services and interventions are reviewed regularly through the Quality Assurance panel.



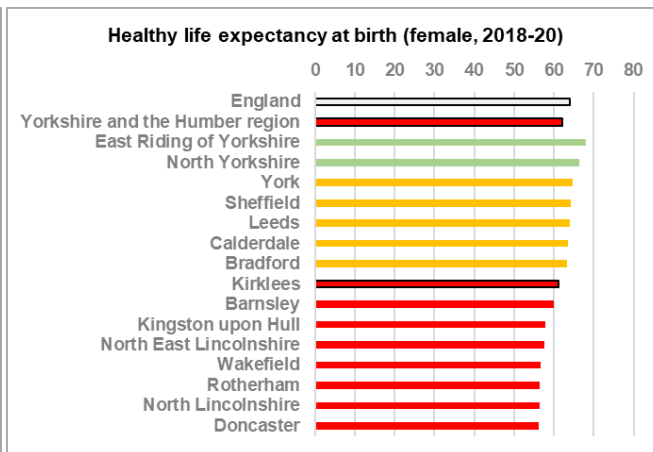
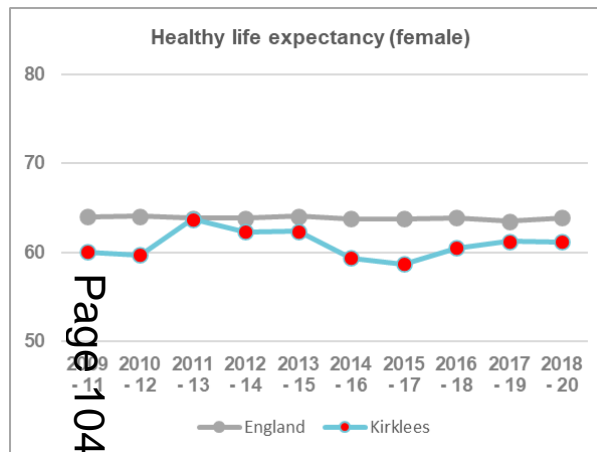
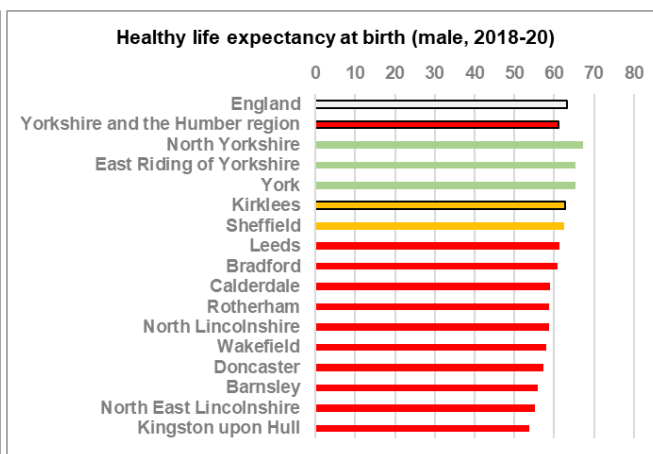
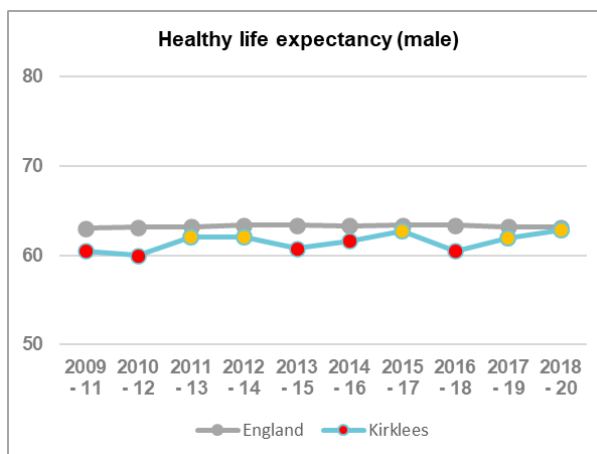
Well: People in Kirklees are as well as possible for as long as possible

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 (no new data since year end 2021/22)



- Healthy life expectancy (HLE) 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 (Kirklees = 62.8 years; England = 63.1)
- HLE 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 (Kirklees = 61.2 years; England = 63.9)
- Overall life expectancy (LE) at birth in Kirklees for the single year 2021 is similar to the regional average and significantly worse than England for both males and females:
Kirklees male LE at birth = 77.9 years
(Yorkshire & Humber = 78.0; England = 78.7)
Kirklees female LE at birth = 81.2 years
(Yorkshire & Humber = 82.0; England = 82.8)
- Note: Kirklees-level values mask local variations in HLE and LE; for example, the difference in LE between the most and least deprived areas of Kirklees is more than eight years for males and females (2019-21 data)

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

- Kirklees Care Association (KirCA) has made positive steps forward in 2022-23 in terms of its own reputations as an independent organisation and an engagement partner with Kirklees Council, Kirklees Health and Care Partnerships and the Adult social Care Market through undertaking a variety of activities.
- The development of the Care Bulletin has provided a central point for health and social care colleagues to share information safe in the knowledge that their message will be relayed to the wider social care system. Readership now extends over 300 unique hits per month across care homes, home support, supported living and extra care service providers.
- KirCA's role in the development of the Care Home Contract ensured that the views of care home service providers were considered. Amendments to the contract and to the specification were made following feedback from KirCA to the benefit of the market.
- Sourcing funding from Skills for Care and working in collaboration with In2Care, KirCA enabled services across the area are to be part of recruitment events at no cost to the service providers. These events enabled service providers to showcase their services to the public who attended and are interested in working in the social care sector. The Huddersfield event was well attended (163 visitors) and provided a stage for a positive experience for all in attendance promoting the values of social care across Kirklees.

How much have we done?

- Membership of the Care Association has grown to 65% of CQC registered adult social care providers in Kirklees during 2022-23.
- Care home provider forums take place on a bi-monthly basis to provide opportunity to update the sector on in area developments and services along with the opportunity discuss national guidance and legislation. KirCA have a regular agenda item for updates at each care home provider forum and prior to each event hold a members meeting to collate the views of members to feed into the agenda setting processes. For 2023-24 this process is to be reflected for the home support forum to support the members in this market.
- Over the course of the year KirCA have had opportunity to link with local and national media outlets to share the views of their members on issues relating to workforce recruitment and retention challenges as well as the energy crisis.
- With support from Kirklees Council KirCA have led the way across the West Yorkshire region as an engagement partner for adult social care services to access NHS Digital funding for the introduction of digital adult social care records. To date KirCA has supported with the application of grants for 34 service providers and is providing ongoing system deployment support.
- Several sponsorship partners generated income to support the association, 7 organisations supported to date. Additional income was also generated through funding sourced by KirCA from Skills for Care in March 2023 to arrange two recruitment events for the social care market held in April and to be held in May 2023 with the support of In2Care.

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

Continued.....

How well have we done it?

- KirCA have exceeded the membership target of 50% - 60% within this financial year with approximately 65% of CQC registered providers in Kirklees now being a member of the Association. Engagement with non-members continues to be undertaken promoting the benefits of KirCA membership and encouraging services to be part of the Association.
- KirCA have supported the direction of the care home provider forum agenda with feedback from its members to ensure that the forums provide content that is of value to providers.
- Following the appearance of the KirCA on BBC News discussing the recruitment and retention challenges for social care providers the Association has been sought out by other media outlets for soundbites and interviews. This includes a multidisciplinary debate held on Channel 4 News and multiple interviews on BBC local radio. This demonstrates how powerful the voice of KirCA is in representing its members and how the media view the Association in a positive manner to share the views of the market in Kirklees from a collective perspective that is not specific or bias to one service provider or business.
- KirCA have become a valued partner in a variety of aspects of work undertaken by health and social care partners ensuring that the perspective of service providers is included in the decision-making processes. A pertinent example of this is the introduction of ReSPECT documentation which is set to replace 'DNA CPR' currently in use by health and social care providers. The involvement in this workstream has been particularly positive for health and social care partners as the feedback from KirCA representing the sector has supported colleagues gain a better understanding of how their decisions affect social care providers and how at times the expectations are unmanageable. KirCA's involvement in the discussions relating to training requirements for ReSPECT (half a day training per staff member reduced to 10-15 minutes) saved thousands of staff hours across Kirklees by ensuring that training is relevant to the role of the worker.

Priority action 3: 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

- 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?

- 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)
- 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. This has allowed providers typically in the older person market to understand the income potential and operating structures of supported living. The different regulatory environment was also made clear, so a provider would potentially become a landlord and not a direct care provider, but their care home asset was still economically productive. This was very much about outlining the possible and giving providers the data and information, they need to make effective plans.
- The Council Extra Care scheme at Ashbrow is under construction and due to complete in autumn 2024, this will deliver 50 apartments and a range of communal facilities designed to help tenants with care needs live independently.
- The Council is working in partnership with Housing 21 to bring forward an 80 apartment Extra Care scheme for affordable rent at Kenmore Drive Cleckheaton. Grant funding to support the scheme has been approved by Homes England and the Council has disposed of the site to Housing 21. There is however a delay in delivery this scheme due to the contractor going into administration. The Council is continuing to support Housing 21 to ensure this important scheme is delivered, with current estimates of a new contractor to be in place by late 2023.

Priority action 3: 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

- 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?

- Extra Care scheme under construction at Ashbrow and due to be completed autumn 2024
- 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?

- Tenants complete the annual STAR (satisfaction of tenants and residents) social housing survey
- Results from the 2022 STAR survey showed 68% of tenants were satisfied overall with the service (no change from 2021)



Priority action 3: 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 80 at Cleckheaton

Impacts and 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
- Construction of the Ashbrow Extra Care 50-unit scheme is well underway, and completion is expected autumn 2024.
- Cleckheaton Planning Permission granted January 2022
- The Council is working in partnership with Housing 21 to bring forward an 80 apartment Extra Care scheme for affordable rent at Kenmore Drive Cleckheaton. Grant funding to support the scheme has been approved by Homes England and the Council has disposed of the site to Housing 21. There is however a delay in delivery this scheme due to the contractor going into administration. The Council is continuing to support Housing 21 to ensure this important scheme is delivered, with current estimates of a new contractor to be in place by late 2023.

How well have we done it?

- 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 showed 68% of tenants were satisfied overall with the service (no change from 2021)



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 Playable Spaces programme continues to deliver investment into existing play areas across Kirklees to improve outdoor play facilities for children, families and communities. Delivery of sites have been successfully achieved despite Parks Development being at 50% resource capacity, escalating material costs, extended product delivery lead times and other market and natural challenges. The aim is to provide through-age play, encouraging interaction with nature, enhancing biodiversity and supporting climate change initiatives, whilst ensuring that each play area is designed to fulfil the needs of the local community.
- Everybody Active has supported a range of initiatives to improve access to and use of Kirklees parks and green spaces, with beneficial health outcomes.

How much have we done?

- Playable Spaces: In 6 months since Oct 2022, 11 designs created/in development, 10 public engagements carried out, 7 sites have been through procurement, 12 sites completed.
- Physical Activity From the Front Door (PAFD): Everybody Active has mapped 18 walking routes for Huddersfield along with data on calories burnt, steps, distance and time.
- Walking Groups: 70 volunteer leaders, 343 individual walkers (including 44 new walkers), 15 new walks created (including working with partners S2R, RVS, Macmillan, Wellness and Parent Sanctuary), 106 walk leaders trained (including 60 council volunteers).
- Make Space For Us: Support for outdoor rounders playing space in Batley and rounders team network across Kirklees; set up female softball team in Birkby; supporting 'Break The Box' Afghan ladies group, helping new settling families to be active, including potential volleyball sessions; 'Active Thursday' women-only activity sessions planned; 'Active Through Football' women-only sessions; New ladies football team at Dewsbury Moor; Approximately 65 people attending 'Chai and Chat' group in Ravensthorpe, enabling access to help and advice.
- Movement And Games In Chairs (MAGIC): Sessions now being delivered in green spaces; 216 attendees of Beaumont Park MAGIC sessions this year; over 30 volunteers/organisations booked on to MAGIC training in next month, including Windybank Estate residents.
- Coordination of Ward Councillor funding supported Leadership in Running Fitness (15 people), Firth Park Buggy-movers, Cycle Leader Course, B-Best Walking Group.

How well have we done it?

- Playable Spaces: each site completes a Play Value Assessment (PVA) before and after improvements are made. The PVA scores elements including quality of infrastructure, natural and greenspace, play features, exercise opportunities, and access. The 10 sites with completed PVAs have shown an average increase of 56.1% in Play Value.
- PAFD: Conversations with individuals, feedback from community groups/council partners and local knowledge gave a good understanding of priorities and helped ensure maps were created in the right places and the right people were connected. Positive citizen feedback has been received.

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

- The majority of Exercise Referral Scheme participants have shown improved mental wellbeing, self-efficacy for exercise and self-reported health. Over half of participants showed improved Body Mass Index, resting heart rate and blood pressure measurements.
- KAL is facing financial pressures linked to increases in national living wage, the cost of energy and the impact on discretionary spend of the cost-of-living crisis. As a result, non-funded programmes may be vulnerable to termination if they are not self-sustaining, or the focus may drift from reaching those at the greatest risk of inactivity, inequality and deprivation in order to attract customers with the means to pay for services, which could reinforce health inequalities.

How much have we done?

- Against an increasingly challenging economic backdrop, KAL has operated several health-related programmes over the past 12 months, namely the Exercise Referral Scheme (‘Fitness for Health’ and ‘Live Well’), First Steps to Fitness, and Moving Mums, whilst exploring /developing potential new opportunities, and securing Quality 4 Health and Wellbeing accreditation.
- Between Jan 2022 and Mar 2023 there were 836 referrals into Fitness for Health (with 50% take-up) and 67 into Live Well (with 63% take-up).
- Since Oct 2021, 836 people (including 783 self-referrals) were referred into First Steps to Fitness (with 64% programme take-up), and 487 self-referrals into Moving Mums.

How well have we done it?

- Fitness for Health: 43% of people attended at least 8 out of 12 sessions (plus an exit interview), with 46% of completers taking up Active Movers or KAL membership.
- A higher proportion of referrals into this scheme are for females (66%) and under 60 years old (67%). 37% live in a deprived area (most deprived quintile).
- Live Well: 59% of people attended at least 8 out of 12 sessions (plus an exit interview), with 47% of completers taking up Active Movers or KAL membership.
- First Steps to Fitness: 42% of people attended at least 8 out of 12 sessions (plus an exit interview), with 57% of completers taking up Active Movers or KAL membership.
- Half of participants (50%) on this programme were from more deprived areas (most deprived quintile), with 55% of users under 40 years old.
- The focus this year has shifted from the health programmes (although KAL has continued with those) to working with KAL to reduce the financial burden, which has been particularly impacted by increasing energy prices and wider inflation, increases to staffing costs from national living wage increases, and cost of living pressures on the customer base.



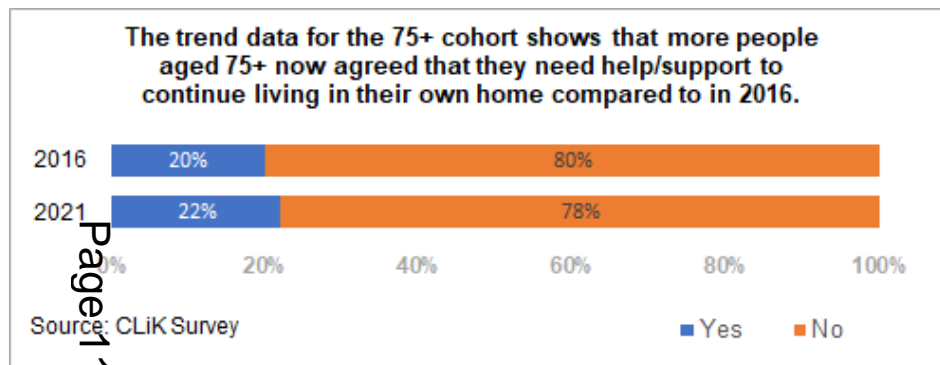
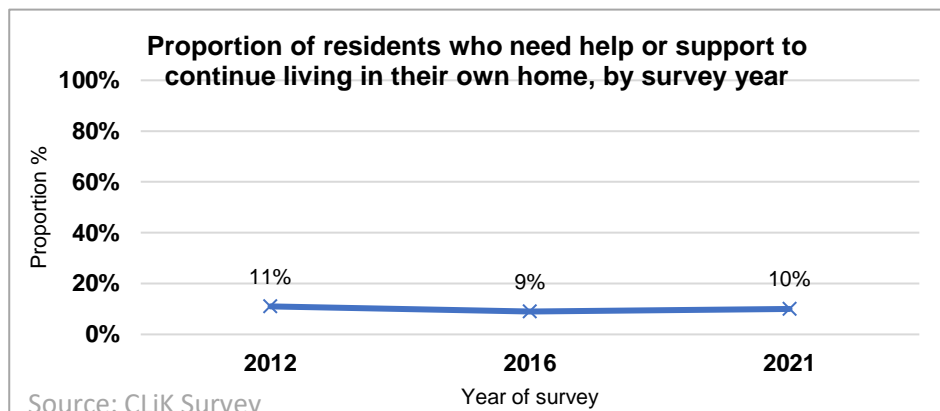
Independent: People in Kirklees are independent and have control over their lives

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.

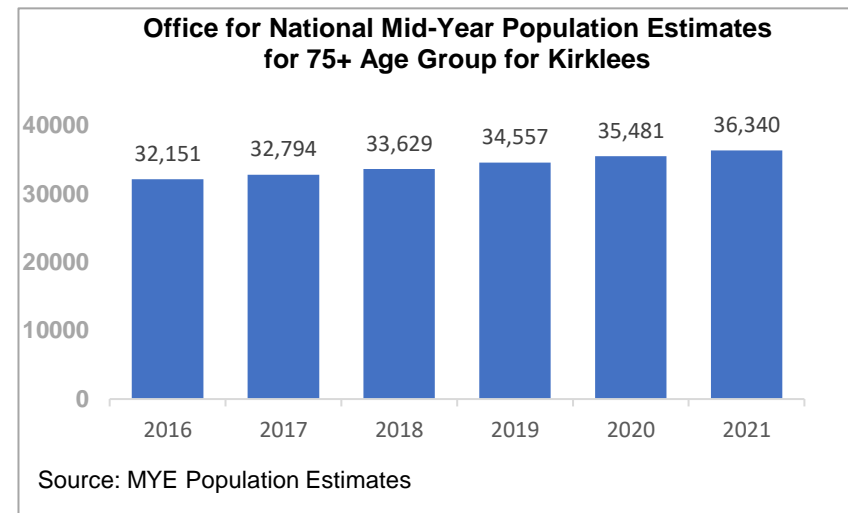
Population outcome indicators ('tracking our progress')

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.

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

Impacts and Outcomes

This is an ongoing piece of work that builds on the Specialist Accommodation Strategy aims and will develop site specific opportunities and cases around housing for older people. The internal collaboration around the issue is much more effective than it was, 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. The engagement expanding and being supported by initiatives of the WY mayor around dementia has given life to the aspirations of the strategy and the development of tools and proposals has meant more detailed and robust model and costs discussions can be held.

How much have we done?

- The work so far has been predominantly secondary research based and preparing for place level engagement. The OPEM research took place which has influenced the direction of travel for aspects of the place-based engagement. The change in approach to develop a data and engagement tool pack for site-by-site work means that very local discussions can take place between people, LA and prospective developers long before any planning applications are submitted. This data pack has been developed.
- Assimilating the range of national and local data into simple profiles has taken place, these have developed KLOE for place-based engagement work. For instance, nationally it is suggested that retirement living has grown in appeal, but we want to test this in places locally, some evidence suggests the local stance may need to be different and in doing this we are protecting the LA from unsafe accommodation investments.
- The development of a business case for a retirement village model locally has been developed and shared with the Specialist Accommodation Board for their feedback and wider discussion about the appetite for such a proposal.
- Ongoing provider diversification discussions – This is 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. This has allowed providers typically in the older person market to understand the income potential and operating structures of supported living. The different regulatory environment was also made clear, so a provider would potentially become a landlord and not a direct care provider, but their care home asset was still economically productive. This was very much about outlining the possible and giving providers the data and information, they need to make effective plans.
- Worked with West Yorkshire Combined Authority around dementia friendly home design.
- Supported the review of Accessible Homes offer and access to disabled facilities grant and adaptations.
- Working with providers to improve the transition between different support settings.

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

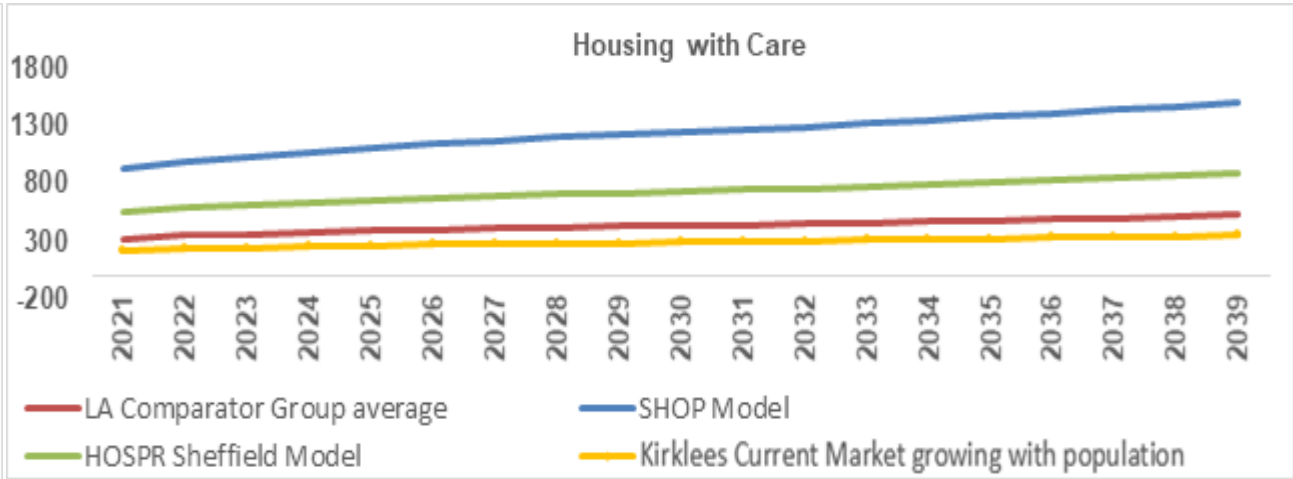
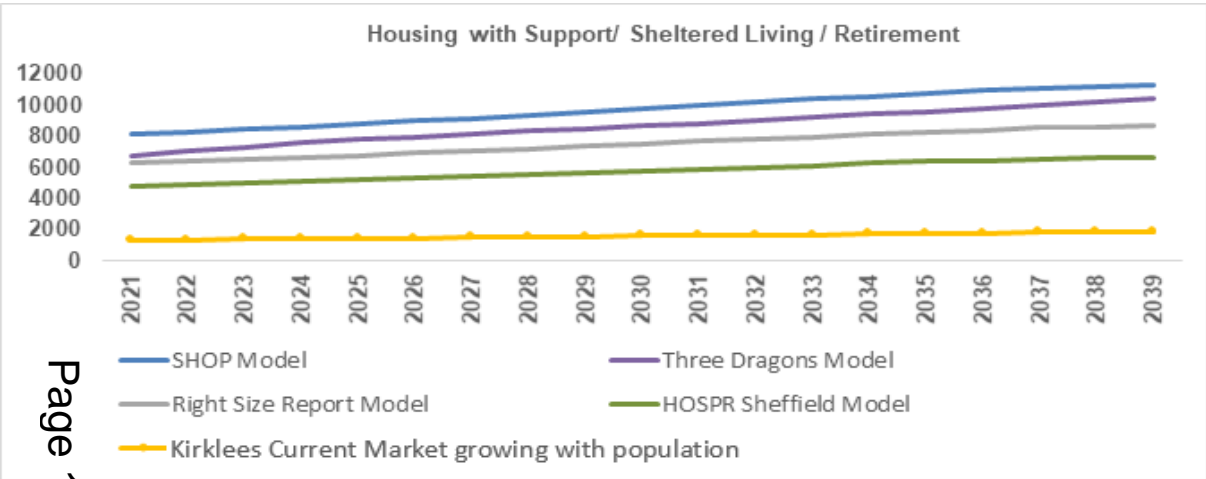
Continued...

Kirklees Council has commissioned work to support the development of Kirklees as an inclusive place to live.

- There will be 90 audits of Kirklees places and spaces over 3 years.
- Implementation of our vision and plans will be co-produced with Stakeholders.
- Choice will be offered where a single design solution cannot accommodate all users.
- It will bring humanity to our places and spaces.

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 the delivery of initial products and case has been valued and shaped discussions and approaches in services.



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

The review and report were provided by the revised projected time by the external consultants and the report was accepted by the Project Board in the Summer 2022.

The second part of this deliverable is to implement the findings recommended in the review. This is a longer transformational plan. Some key actions completed in 22/23 are training in Disabled Facilities Grant (7/2/23) and the Care Act (11/1/23). The team are developing a Service action plan to address other 'in Service' deliverables. This is being shaped and influenced by resource availability.

How much have we done?

- Around 50 staff members have been provided with the Disabled Facilities Grant (DFG) training, similar numbers also received Care Act training. The outcome of this is that staff now feel more knowledgeable in both the DFG and Care Act.
- Staff have a shared understanding of the report recommendations and are helping to shape and develop the service plans.

How well have we done it?

- The DFG training was delivered by the Consultant with expertise in this area, Foundations. The same consultant who was engaged to undertake the review.
- The Care Act training was delivered by the councils Principal Occupational Therapist in Adult Social Care.
- The report and its findings has been fully shared and discussed with staff involved in the adaptation process, principally the Accessible Homes Team.
- For nightly in Service catch ups are being arranged to agree and capture activities to help deliver the recommendations in the action plan.

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

Service wide accessibility program is currently on track to be completed. This encompasses a range of improvements across key areas to ensure our libraries are truly accessible, user friendly and ‘welcoming’ to all; focussing on areas such as dementia, autism, visual and hearing impairments, physical access needs as well as wider access issues such as language barriers.

New Huddersfield Library is part of Cultural Heart development and not part of the above deliverable timescale (covered within other priority areas) but has currently progressed to stage 3. In preparation for this, Huddersfield library has relocated to Civic Centre 3 (in a shared space with customer service centre).

The three capital development schemes Heckmondwike, Mirfield and, 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 co-produced 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?

- Completion of feasibility assessments and reports for each of the three phase 1 locations (Mirfield, Holmfirth and Heckmondwike) including multiple option design proposals and linked costings.
- General accessibility assessments carried out across service to identify core areas for action e.g., support for those with physical access needs, dementia, autism, visual or hearing impairments. Focussed assessments completed or in progress relating to above core areas utilising those with lived experience and service, council and wider expertise and guidance.
- Identification of priority locations for general improvement plan and a linked assessment of core works for each of those locations. Key work completed such as improvements to pathways within garden at Cleckheaton, further roof improvements at Cleckheaton, new doors at Heckmondwike, new signage at Birstall and Batley.

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

Continued.....

How much have we done?

- Action plans completed or in progress relating to above. Key elements already completed:
 - Dementia action plan completed and currently carrying out a gradual replacement of furniture, equipment, signage and guiding.
 - All library staff currently completing Dimensions 'Autism Friendly Libraries' training so understand how the library environment can impact on individuals and steps we can take to improve user experience and provide support.
 - Social Stories completed for all locations (these provide pre-visit info groups/individuals such as those with autism or anxiety related mental health issues, refugees/asylum seekers for example).
 - Libraries of Sanctuary champions created and trained in each hub to recognise and address access issues for asylum seekers, refugees and other migrants.
 - Assessment of all libraries in terms of support for those with hearing impairments ongoing.
 - All above principles incorporated into feasibility plans for phase 1 capital program locations.

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"

The Library Service has just been awarded the "**Quality for Health**" award and is, nationally, the first library service to have received this award based on the quality of the service offer (stock and staff knowledge) to enable residents to improve their health.

Independent

Priority action 3: 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

- Cost of living support – in the first half of this year (April to September) the use of our physical book lending service, e-book lending service and e-magazine and newspaper lending service saved our customers £5,221,708. Over 5 million Press reader articles have been read in the first two quarters of this year. All our library sites also support residents to have access to a warm space with additional free tea and coffee, activities and warm items distributed. <https://kirkleestogether.co.uk/2022/11/09/warm-spaces-in-kirklees/>
- Our Home Library service, run in partnership with the RVS, has over 500 users, and in our recent survey:
 - **87.5%** of respondents said that the Home Library Service enables them to enjoy and keep reading
 - **65%** said that it keeps their mind active.
 - **46%** said it helped them to feel less isolated
 - **44%** said it made a positive difference to their health and wellbeing.
- A customer said:

“I love this service. I wouldn’t get books on a regular basis otherwise; it encourages me to read.”

How much have we done?

- Partnership work in all 24 of our libraries is ongoing and continuously developing. As we’ve come out of the COVID restrictions and got our services back on track, we’ve re-engaged with previous partners and started to work with new ones. Including; A programme of activities delivered in 24 libraries in the heart of communities providing neutral, safe places, accessible to all; Outreach work in schools, care homes and community venues, providing access to a range of online resources, Co locating with the Customer Services Centre in Huddersfield and, libraries being used for other services bases (Community Plus and Wellness Service etc)- offering officer accommodation and service delivery.
- The Summer Reading Challenge is run in partnership with the Reading Agency, and is a national scheme aimed at encouraging reading for pleasure during the school holiday. **1,817** children started the Summer Reading Challenge this year, with 1,076 completing. 54 events took place with over 1,600 children and adults attending.
- Working with Diamond Wood School as part of our commitment to re-engaging with local communities – the Librarian worked with 90 families to develop inspiring and engaging activities which promote literacy and the benefits of reading for pleasure.

Independent

Priority action 3: 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 much have we done?

- Vision Connect event at Huddersfield Town Hall - Kirklees Transcription Service, (part of the library service which delivers services for anyone who has difficulty reading printing material) organised an exhibition, working in partnership with 22 different organisations to exhibitors from all over the country to share the latest technology, products, and services for blind and partially sighted people of all ages. The event attracted 135 visitors and 22 exhibitors.
- 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.
- Online resources continue to be popular – our Press reader “articles read” and “issues read” continue to rise in the first two quarters of this year from 5,140,322 to **5,318,471**.
- Regular book borrowing is significantly up, not just as compared to the previous year (as we started to recover our services following the pandemic) but building month on month, with **469,877** items being borrowed in the first 6 months of this year.

How well have we done it?

Library Services continue to increase visits, events, lending and digital offer after the significant downturn during the pandemic - Visits to Huddersfield Library are at 8,000 per week and one of the branches reported a record number of visits for that branch (300 in 1 day)

Over **8,500** new memberships in first half of 2022/23

We have received some great feedback from people who have attended events/services:

“It’s fantastic, we saw the Lego event advertised yesterday and it’s really encouraged him to come to the library and take part in the summer reading challenge. It has really kick started his reading for the summer”

“My son has read more books this holiday than he would have done”

“Superb! Will hopefully give my Mum her independence back.”

“Found info on services I was not aware of that would be beneficial for my patients.”

“You have made me very welcome; I did not know that I could come here”



Aspire and Achieve: People in Kirklees have aspiration to achieve their ambitions through education, training employment and lifelong learning

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	2019 England	2019 Difference to England	2019 LA Rank	2019 National Quartile	2021 Kirklees	2021 England	2021 Difference to England	2021 LA Rank	2021 National Quartile	2022 Cohort	2022 Kirklees	2022 England	2022 Difference to England	2022 LA Rank	2022 Quartile
All children	45.3	46.8	-2	89	C	49.5	50.9	-1	95	C	5,028	48.2	48.8	-1	70	B
SEN Support	28.1	32.6	-5	135	D	31.6	36.7	-5	141	D	508	33.3	34.9	-2	94	C
EHCP	13.6	13.7	0	73	B	15.1	15.7	-1	83	C	191	15.1	14.3	1	64	B
FSM Eligible	33.4	35.0	-2	90	C	38.6	39.1	-1	60	B	1,327	37.1	37.0	0	46	B
Non-FSM Eligible	48.4	48.8	0	68	B	53.1	53.6	-1	79	C	3,701	52.1	52.0	0	60	B

- GCSEs are graded 1 to 9 (with 1 being the lowest). The Attainment 8 score is the average score for the combined total of grades per pupil across a set suite of eight subjects.
- In 2022, average Attainment 8 score of all pupils nationally in state funded schools was 48.8 points, in comparison Kirklees was 48.2 points.
- Since pre-pandemic, the provisional average attainment score in Kirklees has increased to 48.2 in 2022, from 45.3 points in 2019. This is a 2.9 percentage points increase from 2019 and higher than the England all schools average increase of 2.0 (48.8 from 46.8).
- In relation to inequality groups, results of pupils with Special Educational Needs (SEN) Support, an Educational Health & Care Plan (EHCP), and those eligible for Free School Meals (FSM) have increased since 2019. The Local Authority (LA) rank (out of 152) has improved for each and the National LA Quartile (out of 4) has improved or been maintained.
- An educational outcomes report will be provided which will include detailed analysis of the impact of the work to further reduce the attainment gap and tackle inequalities.

'This academic year saw the return of the summer exam series, after they had been cancelled in 2020 and 2021 due to the impact of the COVID-19 pandemic, where alternative processes were set up to award grades... Comparisons are made with both 2021, the most recent year, and 2019, because it is more meaningful to compare to the last year summer exams were sat. Given the unprecedented change in the way GCSE results were awarded in the summers of 2020 and 2021, as well as the changes to grade boundaries and methods of assessment for 2022, users need to exercise caution when considering comparisons over time, as they may not reflect changes in pupil performance alone.' (DfE, Oct 2022)



Aspire and Achieve

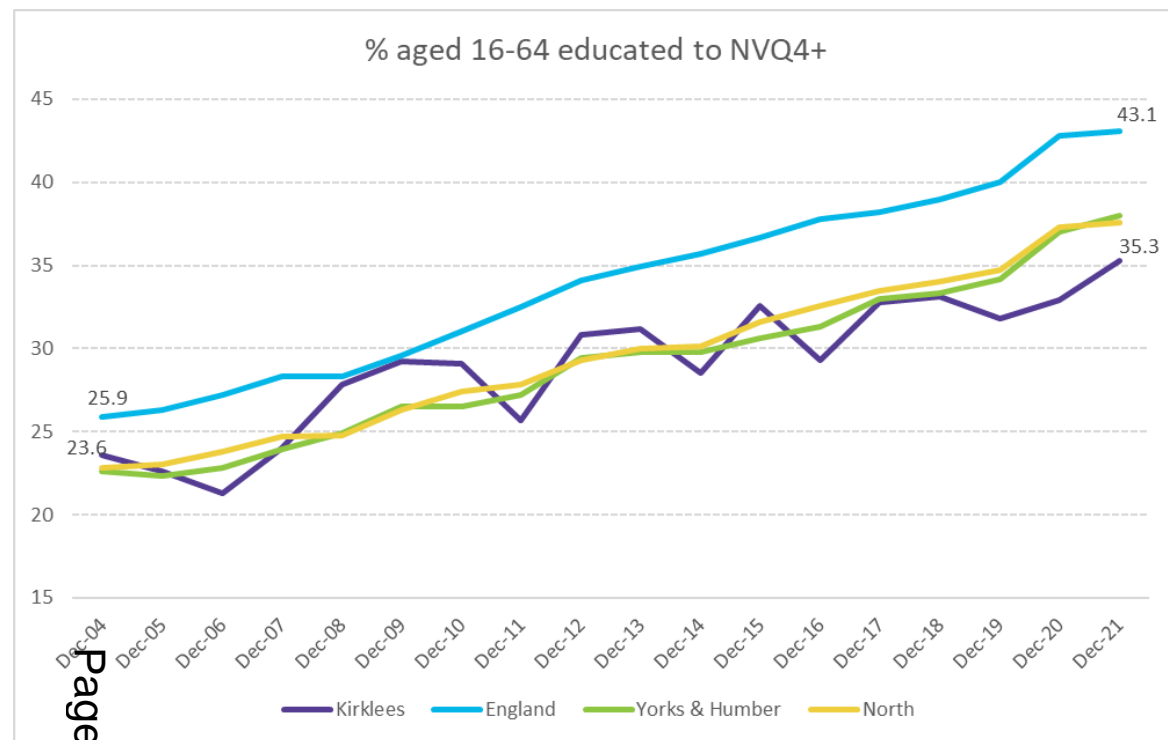
Outcome Definition

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')

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 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.
- A small cohort of adults (4,415 out of 269,971 Kirklees residents aged 16-64 years) took part in a CLiK survey Nov/Dec 2021. A larger proportion were qualified to Level 4 (47.4%). However, the data shows some significant differences in % people qualified to level 4 by age, ethnicity, sexual orientation, disability and deprivation, but not by gender.
- Census 2021 data indicates a lower rate of adults reporting that they are qualified at Level 4 or above than the rates observed via the Annual Population Survey. 29.9% of people aged 16 years and over in Kirklees say they have a Level 4 or higher qualification

Source: ONS Annual Population Survey. Please note that at the point of reporting the qualification estimates for 2022 have not been updated due to changes in the qualification framework and the need for the ONS to reflect these changes in their datasets.

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

- Aspire, Achieve, and Include: Kirklees Employment and Skills Plan 2022 - 2025 was endorsed by Cabinet in July of 2022 with delegated authority to progress with our key strategic partners with the implementation and planned delivery of activity granted.
- Aspire, Achieve, and Include does not exist in isolation, it sits alongside and builds upon the Our Kirklees Future Learning Strategy and Kirklees Economic Strategy. It is the key link between these key long term strategies allowing Kirklees to harness the economic benefits from the quality of learning Kirklees Futures will deliver and ensuring the Skilled and Ambitious people strand of the Kirklees Economic Strategy is achieved.

How much have we done?

- The partnership board met for the first time in November 2022 and has also met in February 2023.
- An independent co-chair was agreed with the position being held jointly between Martin Green of C+ K Careers and Helen Rose of Kirklees College.
- Agreement was also given for several task and finish groups to be formed to address what the partnership saw as key priorities. Four task and finish groups are currently set up and active. Each group is tasked with developing a set of SMART objectives.
- Performance against the Employment and Skills Plan will be evidenced via 8 key measures over its lifespan.

How well have we done it?

- Whilst the plan is in its first year of implementation, there are some wider positive outcomes that could be viewed as a result of increased partnership working and collaborative activity:
 - Kirklees College received a GOOD Ofsted grading in all areas, including skills.
 - **£ 2.3 Million** has been secured to the district to deliver employability and skills support under the Employment Kirklees banner.
 - Positive apprenticeship statistics for the Kirklees - the number of apprenticeship starts, overall participation, and achievement at the end of Quarter 2 in 2022/23, all showed increase above the national rates of change.
 - Progress in achievement rates of 16 year-olds in English and Maths GCSEs, overall and across inequality groups.



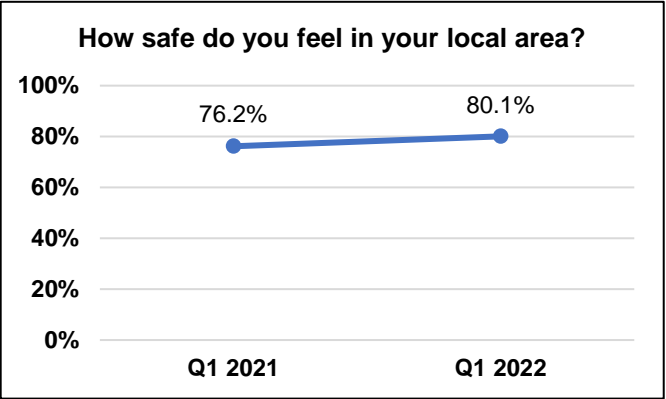
Safe and Cohesive: People in Kirklees live in cohesive communities, feel safe and are protected from harm

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')

% of people who feel safe in local area

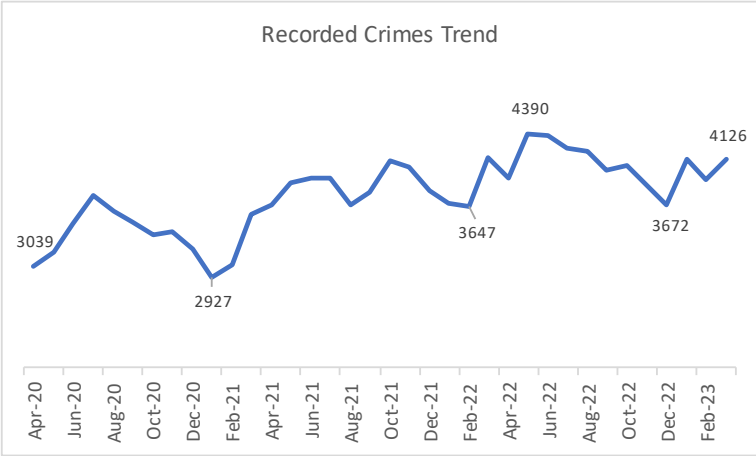


- The headline indicator on community safety recorded a rise in the proportion of residents who said they feel safe in their local area.
- The data is taken from the 'Your Views' survey conducted by West Yorkshire Combined Authority (WYCA). This wave of research achieved 2,757 responses during July (6.7% fewer than in 2021) including only 372 respondents from Kirklees.
- **80.1% of answered that they felt 'safe or very safe' in their neighbourhood**, a rise from 76.2% in the 2021 survey.
- In the Current Living in Kirklees Survey 2021 (with a response sample of over 6000 residents) 84% of adults said they feel safe in their local area during the day and only 51% feel safe after dark (a decrease from 65% in 2016).

% of residents who say people in their local area get on well with each other

67.5% of residents say people in their local area get on well with each other. This is an increase from 54% in 2021. However, the 'Your Views' survey which provides this indicator had a small sample of only 372 responses from Kirklees residents so direct comparisons are not reliable.

Recorded crime rates



- Recorded crime has continued to reduce from its peak at 4390 in May 22.
- All crimes reduced significantly in December 22 and then increased in January 23, most significantly the number of thefts from a vehicle increased by 123% from December to January and nuisance anti-social behaviour increasing by 26%.
- According to current rates in April and May 23 the number of crimes is projected to increase by 2% this year.

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 makes living in high rise blocks safer for tenants. It offers greater assurance about safety, helping to reduce anxiety and improve wellbeing. Tenants with vulnerabilities have received greater levels of support and advice and have had personalised arrangements put in place to ensure their safety. The knowledge and expertise of staff delivering works has increased and the quality, safety, and value, of the Council's assets has been enhanced.

How much have we done?

- 291 of 295 homes have had new flat doors and architraves fitted.
- 370 of 423 cross-corridor doors have been fitted.
- New processes to manage delivery and performance and ensure sign-off by accredited individuals have been put in place. Contract negotiations have taken place to resolve delivery issues and manage contractors.
- Lessons have been learned from this programme and will be applied in future installations.
- Continued close engagement with the Regulator of Social Housing to report progress, reporting to the Ad Hoc Scrutiny Panel to inform its report to Cabinet.

How well have we done it?

- The quality of work for all installations is high. Accredited installers and inspectors have helped to ensure required quality standards have been achieved. Contract and project management of delivery including sign-off processes has helped to ensure quality remains consistent.
- We have continued to manage risk mitigations to keep tenant safe with a 24 hr waking watch and monitored the contractor's performance with regular sample auditing, CCTV monitoring of the blocks, daily, weekly and monthly fire safety checks, updated information posters, emergency repairs to any fire related works, fire safety open days and regular comms to tenants, trialled evacuation procedures with WYFRS at Buxton House and regular meetings with WYFRS.
- The Regulator of Social Housing has been a key stakeholder in this programme and, through regular liaison, are satisfied with the progress made.

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.

How much have we done?

- Interim fire safety improvement works completed for all four high-rise blocks.
- Contract negotiations with Wates relating to the refurbishment of Harold Wilson Court 90% complete.
- Good progress made on the rehousing of tenants from the Berry Brow blocks and tenders issued for the procurement of a multi-disciplinary design team to oversee the demolition of the two existing blocks and the design of the new scheme.
- Concept designs prepared for the remodelling of Buxton House
- Communication strategies have been put into place for all three schemes as they move towards delivery/detailed design phases in 2023/24

How well have we done it?

- A dedicated team has been put into place to liaise with tenants regarding the Berry Brow re-housing strategy. This engagement regarding re-housing options and processing home loss payments has provided appropriate support and certainty for tenants and has accelerated the programme.
- Work on the Harold Wilson Court and Buxton House schemes are in the technical design phases. Tenant engagement will commence in the first quarter of 2023/24.
- **79** of 194 flats at Berry Brow now vacant. Dedicated Easy Live housing management teams have been put into place to support tenants and mitigate the risk around achieving vacant possession

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 Inclusive Communities Framework is a commitment to work better with communities on local issues. Integral to the framework is a ‘belief that communities have solutions to problems – they have skills and knowledge that organisations do not have’.

Throughout the implementation stage, there have been 25 presentations delivered to potential early adopters with ongoing support being provided to both internal and external partners.

The Inclusive Communities Framework was launched internally to Council Officers in May 2023 and a series of Information Briefings have been planned for colleagues to find out more about how the framework can be aligned within their work/service. The Communities Board will receive an impact report in December 2023.

How much have we done?

The Inclusive Communities Framework was taken to Scrutiny and then to Full Council during the 22/23 period. Activity since has included:

- A series of presentations to services, organisations and networks
- The document is signed off and available for use
- The development of an online self-evaluation form that has been launched
- The development of a web-based framework has been launched
- Early adopters identified and supported to begin use of the self-evaluation including working with Homes England in integrating the approach into current housing development engagement, Home England were very positive about engaging in the process, direct engagement in in planning stages in line with the wider master-planning process.
- Integrated Care Board has adopted the Inclusive Communities Framework and West Yorkshire Health & Care Partnership are embedding within plans and ways of working
- The Inclusive Communities Framework has been incorporated into the pilot of the new Integrated Equality Assessment.
- Inclusive Communities Framework integrated into service planning in some areas of the Council
- Webinars are in place and to be delivered throughout 2023
- Surgeries are in place and to be delivered throughout 2023

How well have we done it?

Through the use of the Inclusive Communities Framework (ICF), the Housing Growth Team (Kirklees Council) are establishing a system of place-based engagement in their work with Homes England to develop plans for the Riverside Development, a key growth site requiring significant strategic infrastructure for up to 4,000 new homes. Using the approaches identified within the Inclusive Communities Framework, good practice models have been adopted to ensure inclusivity of community consultation throughout the duration of the project and a joined-up approach towards community engagement and social value has been developed. Feedback from Homes England on the approach has been very positive. By taking these approaches, the Housing Growth Team and Homes England have recognised that although people may be different, they have shared interests and challenges and the organisations have been active in building trust and promoting belonging in local places.

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. We've also had very positive feedback from our staff engagement activities, demonstrating that we have helped to improve people's awareness and understanding of our Working Alongside shared values. Participants have also appreciated these opportunities to have conversations with colleagues across the organisation, which has enabled staff to share ideas for putting our values into action.

How much have we done?

- **400** council staff engaged so far via Our Kirklees Welcome staff inductions sessions (for staff who have joined since March 2020).
- **200** council managers engaged via Kirklees Leadership Forum event.
- **373** council staff engaged via our guest post on Rachel Spencer-Henshall's blog.
- **100+** voluntary sector partners engaged via the Picture of Kirklees event.
- **50+** community organisations engaged in Working Alongside conversations.
- **40+** community organisations collaborated on creating the shared values and developing the VCSE Investment Strategy.

Place Based Working Programme - We have put more focus this year on bringing communications about the different aspects of the Place Based Working Programme together, to tell our overall story in a coherent way.

Engagement at events - We hosted a special Kirklees Leadership Forum about Place Based Working in May 2022 and followed up with digital resources for council managers, introducing the Working Alongside values and other key aspects of the programme.

Embedding our shared values, within the council - We have been working to embed key aspects of Place Based Working (including our shared values) in People processes.

'The way we do things around here' – Video animation - We created a series of three video animations which share key aspects of our Democracy and Place Based Working approach, this video continues to be a key part of our 'We are working alongside' promotion.

VCSE Investment Strategy development - The VCSE Investment Strategy was approved by Cabinet in October 2022. This is our first significant partnership work which is based on the 'We are working alongside' shared values.

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. We have made progress with introducing more staff and partners to the 'We are working alongside' approach over the past six months in particular, and we have plans to do more engagement in 2023.

Priority action 3: Work alongside voluntary and community sector in Kirklees to create a relationship that best delivers out 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: (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?

Story gathering

We are working with partners to encourage people to share their stories, so we can better demonstrate our shared values in action. Since welcoming Shaped by People as a new foundational shared outcome in October 2021, we have been developing an integrated approach, where we work with partners to talk about what storytelling approach would be the best fit for them. For example, some people may wish to share their personal story about how they have personally acted in a local place. This personal experience then becomes a Shaped by People story, which helps us to gain insight and track progress towards the Shaped by People shared goal. Other people want to share something they have done collectively as an organisation, and participants may want to reflect on their way of working alongside others. It is this kind of story that can become a good way of sharing our Working Alongside values in action.

A culture of storytelling

Also, as part of our connected approach, we are developing new guides and tools to support people to tell their own stories, and to support others to tell their stories. This work is part of the measurement approach for Shaped by People, through which we are recognising stories as valuable insight that can (and should) enable more people to shape their local place in future. This approach of 'Stories as evidence and insight' can also help us with tracking progress against our strategies and plans (for example, Working Alongside stories can help to demonstrate how organisations are putting the Inclusive Communities Framework into action).

Sharing stories

It's important that we give visibility to the stories we're gathering, and that we share the stories being gathered by our partners.

How well have we done it?

Until stories have been shared more widely, we cannot say how useful these feel to others, so it is difficult to demonstrate the impact of the storytelling aspect of this work so far. However, we have already seen impact through our engagement activities with staff and partners, where introducing the Working Alongside values has prompted people to think differently about the way that we work together. So, we're seeing a positive impact on relationships, and this is contributing to achieving the aims of the Place Based Working Programme.

Safe and Cohesive

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?

- A total of **25** Community Asset Transfers have been completed to date
- This figure includes **4** transfers completed during 2022/23. These have provided community organisations with the necessary security of tenure to support the continued delivery of support and services to communities and attract external funding for the maintenance and improvement of community facilities.
- A further **2** transfers have been approved by Cabinet in 2022/23 and are awaiting completion
- Integrated Impact Assessments are carried out for all transfers being reported to Cabinet for decision.

How well have we done it?

- The Community Asset transfer programme continues to be successful, with 4 groups successfully supported through the Community Asset Transfer process to completion in 2022/23. Assets transferred include public buildings, community facilities, sports and recreation grounds.
- A review of the Councils Community Asset Transfer process has been carried out with officers from the Third Sector team. Third Sector officers are now engaged on the initial receipt of an Expression of Interest for Community Asset Transfer allowing applicant groups to access early support with GAP (Grant Access Point) registration and governance/policy matters.
- During 2022/23 the Council continued to commission Locality (a recognised national charity network with specialist knowledge of community asset transfers) to provide support to applicant groups within the asset transfer process and facilitate periodic network meetings with community groups.



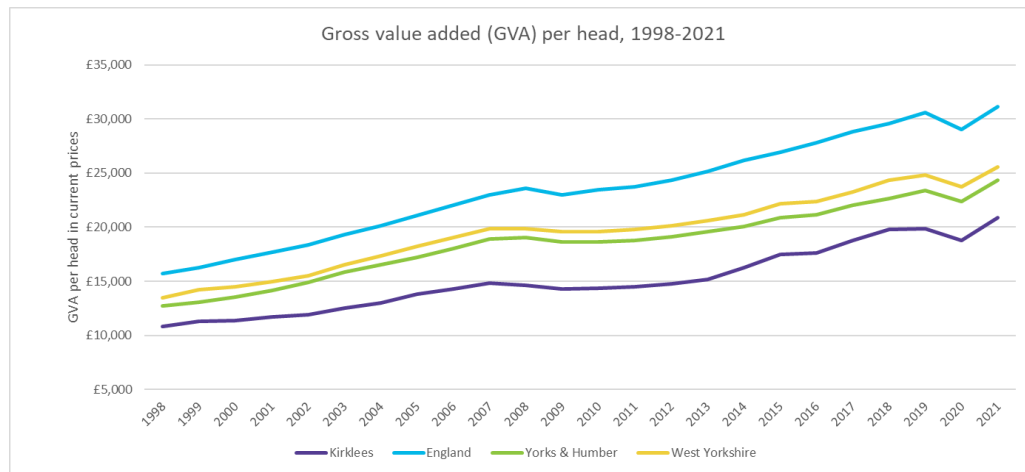
Sustainable Economy: Kirklees has sustainable economic growth and provides good employment for and with communities and businesses.

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.

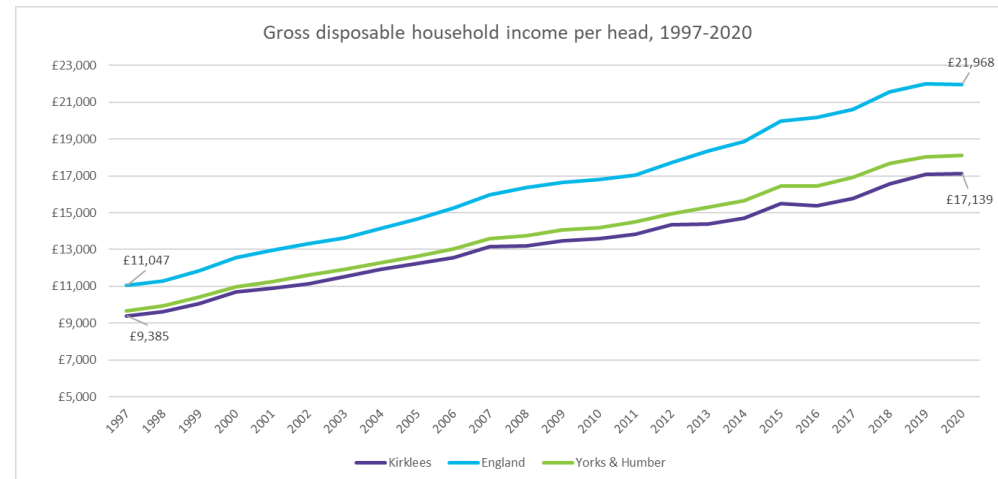
Population outcome indicators ('tracking our progress')

Gross value added per head (source: ONS Regional GVA per head)



- GVA per head is a measure of productivity. Economic output, measured by gross value added (GVA) was £20,869 in Kirklees in 2020. This is up 11.2% on 2019, with economic output across most parts of the UK showing a similar upturn.
- The rise in Kirklees was slightly larger than across England and Yorkshire & Humber, which saw 7.2% and 8.9% rises respectively.
- 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 rose by 10.8%.
- The falls in activity through COVID-19 disrupted the recent trend of steady growth in output per head in Kirklees. Growth post-Covid has not narrowed the gap to the England average, with output per head currently 49% below national levels in Kirklees.

Gross disposable household income (source: ONS Regional GDHI – All ITL Levels)



- Gross Disposable Household Income (GDHI) per head in Kirklees has increased from £9,385 in 1997 to £17,139 in 2020. This represents an 82.6% increase. Over the same period England has seen a 99.4% increase.
- The gap narrowed slightly in 2020, when GDHI per head increased by 0.4% in Kirklees whereas it decreased in England by 0.2%. However, the gap has widened over the longer term.
- This indicator suffers from significant lag. The latest national data shows that rising inflation, at 7.8% in April 2023 and increasing, is considerably outpacing wage growth (currently at 5.8% excluding bonuses), meaning wages are currently falling in real terms.
- **Inflation disproportionately affects low-income households.** Essential products such as energy and food are known to take up a larger proportion of the budget of low-income households.

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

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

Impacts and Outcomes

- In future, the Station 2 Stadium (S2S) Enterprise Corridor, centred on land immediately to the east of Huddersfield Town Centre, will be a focus for high quality/high skilled jobs and investment.
- The National Health Innovation Campus being developed by the University of Huddersfield will be a focus for research and innovation across a wide range of health and wellbeing and social care activities and will support the improvement of health outcomes across Kirklees.

How much have we done?

- The draft masterplan has been completed and approved by Cabinet in December 2022. The approved masterplan provides the basis for further consultation with the public and with businesses/landowners in the area which will be undertaken during summer 2023.
- A project manager has been appointed to support project development/feasibility and the preparation of business cases to secure funding for the delivery of some of the key projects outlined in the masterplan. Work is also underway to establish the most appropriate planning policy framework to support development of the area.
- External funding opportunities are being explored, including the Government’s Investment Zone programme.
- The first building on the National Health Innovation Campus has been granted planning consent and construction is underway with a target completion of September 2024. A second building, that will include the first community diagnostic hub developed on a University Campus, is scheduled to open in Spring 2025.

How well have we done it?

- With the masterplan completed and approved, we can move onto the development and delivery of business growth opportunities within the S2S Enterprise Corridor.
- The University of Huddersfield have made a positive start on site, with immediate progression to the second building following completion of the first.
- WYCA have welcomed the Station 2 Stadium (S2S) Enterprise Corridor and the NHI Campus as significant contributors to their investment zone proposals.

Sustainable Economy

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

Deliverable for priority 4: Levelling Up Fund Round 2 submission, making the most of partner contributions and delivering place-based investment for Batley.

Impacts and Outcomes

- Levelling Up Funding 2 Bid submitted in August 2022. This received a successful outcome with a **£12m** new grant secured towards a £14.83m scheme.

How much have we done and how well?

- The Batley bid focuses on the town centre and is a series of public realm improvements on Commercial Street and Market Place as well as creating a link to the main Tesco Superstore and an upgrade to the JBM building in the town.
- £12m secured
- Project Management procurement now undertaken

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

Deliverable for priority 5: Undertake Place Standard engagement activities to inform investment priorities for Holmfirth.

Impacts and Outcomes

- The results of this exercise has fed into the next stage of the 'Local Centres' work which will identify key projects for delivery. Within an overall masterplan (the Holmfirth Blueprint). The masterplan has been consulted upon and was adopted on 26th May 2023.

How much have we done and how well?

- All Place standard work has been completed and published online. Follow link below:

<https://howgoodisourplace.files.wordpress.com/2022/03/your-voice-your-holmfirth-results-summary.pdf>

- Holme Valley South ward councillors and Kirklees Council asked local people what they think about Holmfirth town centre. We asked people who live in, work in or visit Holmfirth town centre about what works now, how things might change in the future and what matters most to them. We used a tool called the "Place Standard" which encourages conversations about your local place, by using some simple questions.
- We talked with people and local businesses in the town centre, at Holmfirth Library and at Holmfirth market. We also listened in person to views of people representing local groups, such as Holmfirth Business Association, River Holme Connections, Holmfirth Transition Town, Holmfirth Civic Society, Holmfirth festival organisers and the 8-12 years youth club at the Phoenix Centre. 402 people took part online. **466** citizens took part, completing 434 Place Standard assessments.

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 was approved at Cabinet in November 2022.

How much have we done?

- The procurement strategy and action plan have been approved by Cabinet in November 2022.
- The strategy is the result of consultation with stakeholders on key themes and contents
- We have been experimenting with our approach to social value in procurement activities

How well have we done it?

- We will undertake an internal review of our social value work in relation to procurement, building on what has been done previously bringing it up to the end of financial years 22/23, to complete by June 2023.

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

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

Impacts and Outcomes

- The strategy will give good direction to future Tourism activity for the Council and comes at a time when we are working alongside other West Yorkshire authorities to apply to become a Local Visitor Economy Partnership (LVEP). It will enable the Authority to raise necessary funds to deliver the 3 year delivery plan, once approved.

How much have we done?

- The draft strategy is complete, along with the draft 3 year delivery plan following public consultation.
- Tourism Strategy has been produced and proofed – final version to go through design ready for consultation and publication Summer/Autumn 2023.

How well have we done it?

- We have not yet received public feedback on the work or applied it to service delivery, but the work to date has already proved beneficial through work with colleagues across West Yorkshire towards an LVEP bid.
- Outcomes are in line with national expectations for tourism markets and drivers, plus the outcome of the consultation is in line with all previous research on motivations and target audiences.

Sustainable Economy

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

Deliverable: Plan the programme for the Year of Music (YoM) 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

- Partnership working has been developed, which has helped the goodwill to support Year of Music (YoM), even when we have been unable to confirm funding agreements or projects.

How much have we done?

- The programme was planned and is now being delivered with main activity completed 2023.
- A wide range of activities have been undertaken for this programme resulting in the following highline activities:
 - Music Industry programme – improving the skills and knowledge of musicians in Kirklees through training, workshops and networking; and promoting Kirklees musicians internationally
 - Young People's programme – music programmes for children and teachers in schools; a 'music of tomorrow' programme to support 16 – 24 year olds accessing music and the music industry; Volunteering Futures programme to provide 16 – 24 year olds with volunteering opportunities to access the cultural sector
 - 'Major Chords' – over 100 new pieces of work and projects as a result of Year of Music, including the Townsounds podcast about the music heritage of the region and Herd, a major mass participation project taking place across the district with renowned arts producers Artichoke.
 - 'Musical to the Core' – support for music organisations and events in Kirklees that are part of the district's heritage and annual programme of activity
 - 'Rhythm of Life' a health & wellbeing programme relating to music and musicians – including a programme of community lead projects in collaboration with Creative Minds
 - Marketing and Communications (MarComms) – strong promotion and branding for Kirklees Year of Music 2023 (KYOM23) and music activity in the district has been put in place, including a new website where Kirklees residents can list their organisations and events [Kirklees Year of Music 2023 \(musicinkirklees.co.uk\)](https://musicinkirklees.co.uk)

How well have we done it?

- The programme has dedicated evaluation and MarComms activity which can provide more detailed data as the project progresses. The KYOM23 website and project management tools can also provide detailed information on the volume of activity.

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

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

Impacts and Outcomes

- Support delivery of Local Plan housing and jobs growth targets.
- Improve public transport, cycling, walking and wheeling activities within the district to improve wellbeing and quality of life (by reducing carbon emissions).

How much have we done?

Leeds Road scheme deliverables:

- This is one the highest valued highway corridor schemes that has been delivered in the last decade.
- Kirklees procured the design and delivery team in a way that has not been done previously.
- The contractual completion date is in August 2023 which has been delivered on 3 months early.
- Kirklees supported University Campus advance works delivery.
- A62 has an increased network capacity to support future predicted growth along the corridor for residential and employment growth.
- Built a more sustainable network over 2km that supports the modal shift to increased levels of active travel through the building of cycle lanes (Green Infrastructure).

Holmfirth Town Centre Improvements:

- The Contractor has been appointed. The progress is being made on Stage 1 – Early Contractor Involvement. The value engineering exercise is complete.
- The approach we are taking on this scheme should ensure a firmer construction price and programming.
- The next milestone is submission to WYCA-ATP to get funds to progress Stage 2. As part of this, the Contractor is now required submit the Price for Stage 2- Construction.
- Construction start is still planned for Summer 2023 subject to WYCA-ATP sign off.

How well have we done it?

- All activity has been carried out in accordance with WYCA assurance framework which assesses quality outcomes before schemes can pass to their next planning stage.
- The delivery of the Leeds Road scheme has numerous positive impacts, including:
 - Applying the learning of how we have managed this scheme to future schemes, ensuring increased efficiencies and returns in delivery.
 - Easing of congestion by making junction capacity improvements.
 - In turn, these address air quality issues and improve the quality of life in our communities.
 - Strengthening of partnerships.
 - Ensuring our infrastructure is fit not only for the ‘now’, but for the years to come.

Sustainable Economy

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

Deliverable: Transpennine Route Upgrade (TRU) Transport Works Act Order granted and conditions/agreements in place during Transpennine Route Upgrade (TRU) construction to protect our communities' needs.

Impacts and Outcomes

- The Transport Works Act Order (TWAo) and conditions/agreements were put in place up to 2023
- The wider TRU project will be delivered following these agreements, up to 2027

Deliverable:

- The Transport Works Act Order (TWAo) has been granted. Agreements and conditions have been put in place following input from technical teams.
- Governance processes are in place following the achievement of the stated deliverable.

Next Steps Moving On From The Deliverable:

- Governance processes continue to be adhered to as the wider project progresses.
- A funding agreement is in place for the council's work on discharge of conditions.
- Formal working groups and a programme-level meeting has been established between Network Rail (NR) and Kirklees.
- First discharge of conditions, S61 applications, highway structures, and highways design approvals granted to enable 'on the ground' works to commence.
- Regular bi-monthly Transpennine Route Upgrade (TRU) updates are being undertaken council portfolio holder (Councillor Firth).
- All-member briefing session held in March 2023.

How much have we done?

- TWAo has been granted.
- Agreements have been put in place following liaison with council teams.

How well have we done it?

- The council was able to reflect its policy and political aims by taking a clear position on the Transport Work Act Order (TWAo).
- The subsequent agreements and conditions have allowed Kirklees to exert a degree of control and influence over the Transpennine Route Upgrade (TRU) project.
- The existence of the working group sessions allows for a direct representation of council technical teams, senior leadership and political representation.
- This allows for wider council outcomes to be championed and reminds Network Rail (NR) of Council/citizen aims. (e.g. environmental, neighbour noise/disruption, planning, highways impacts, economic benefits and council financial/reputational risk).

Next Steps Moving On From The Deliverable

- Impacts of Kirklees collaboration is measured in the 6-weekly Programme Level Meeting with senior representatives from Network Rail



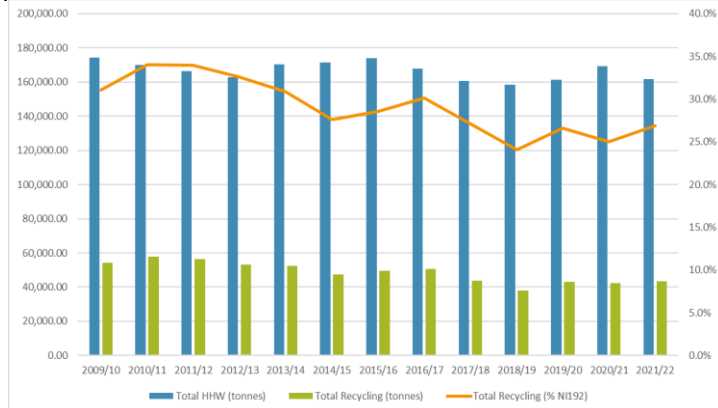
Clean and Green: People in Kirklees enjoy a high quality, clean and green environment

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

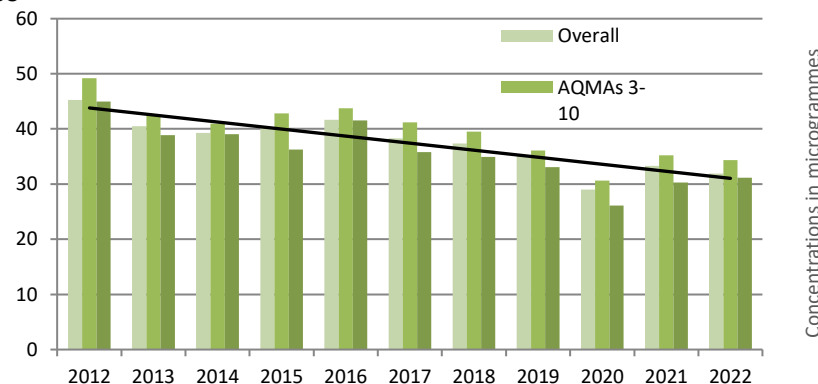


Source: WasteDataFlow, August 2022 (verified data)

- Annual waste and recycling data available **Oct/Nov**.
- Just over 161,000 tonnes of waste were collected from Kirklees households in 2021/22.
- 26.9% of household waste was recycled in 2021/22, up slightly from 25% the year before and the highest rate in 4 years.**
- This year has seen an increase in the amount of material recycled from trade and schools to 379 tonnes. From our Household Waste Recycling centres, 85 tonnes of items have been donated for reuse, continuing to reduce the amount of waste and alleviate poverty.

Air quality

Kirklees annual mean nitrogen dioxide (NO₂) concentrations

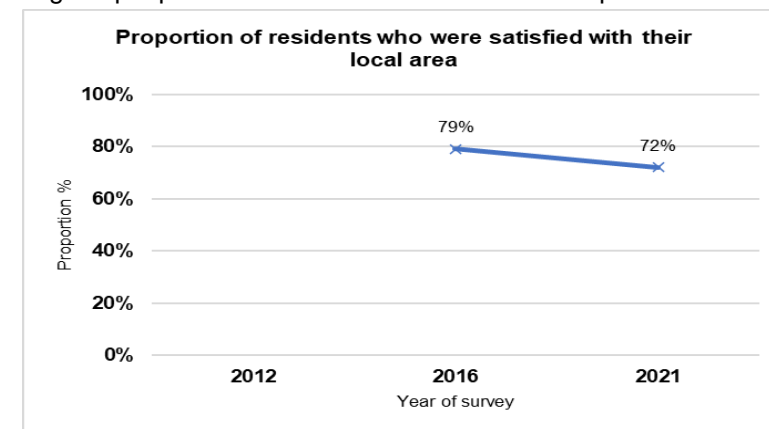


Source: Kirklees Council Air Quality Annual Status Report (draft version, June 2023)

- The above chart shows that, in 2022, NO₂ concentrations, "averaged" across the district highlighted a general "levelling off" with concentrations when compared to 2021. In 2021 NO₂ concentrations increased because of traffic returning to more typical flows after the pandemic year of 2020, when reduced traffic volumes during the lockdowns resulted in lower traffic emissions. In 2022 therefore, NO₂ concentrations appear not to have continued increasing as was the case when comparing 2021 data with the 2020 pandemic data.
- The black trendline in the above chart continues to indicate an overall declining trend in roadside NO₂ concentrations however over several years.
- In past years PM_{2.5} concentrations in Kirklees complied with previous air quality limit values. In 2022 however, the Government adopted a more stringent health based air quality target for PM_{2.5}. The focus over the coming years therefore will be to assess concentrations against the new target and reduce PM_{2.5} emissions in the Kirklees district wherever possible.

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

- The Your Views survey in summer 2022 (undertaken by WYCA for the WY Mayor) showed that **75% of Kirklees residents were satisfied with their local area**. This is higher than the previous year (66% in 2020). However the response sample for Kirklees this year was only 372 (and 600 in 2020).
- The CLiK 2021 survey showed that 72% of people were satisfied with their local area as a place to live.** This was a significant fall from the previous CLiK survey in 2016 (79%). See chart above.
- The CLiK survey sample (over 6000) is significantly larger than the Your Views survey sample and likely to provide 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 were satisfied with their local area than those 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 other ethnic groups.

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 **Soothill** 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.
- Housing at Soothill will help meet the identified need for 1,730 new homes per year which are needed across the district
- 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.
- Housing at Ashbrow also helps to meet the identified need for 1,730 homes per year
- Extra Care Housing helps older people stay healthier for longer and allows them to live independently whilst at the same time being able to access care and support, this in turn can generate revenue savings for the Council (saving on residential care).

How much have we done?

- Grant funding received from Homes England’s Accelerated Construction Programme has been used to remediate the site and construction is well underway.
- The first homes for market sale are now completed and the first affordable home is due to be completed by June 2023.
- At **Ashbrow**, phase 1 and phase 2 has started and homes are now occupied.
- Construction of Extra Care scheme homes is well underway, and completion of the construction is due autumn 2024.

How well have we done it?

- Modern methods of construction have been used which provide an increased pace of delivery and higher quality, energy efficient homes.
- Timber frames for the homes at Soothill are manufactured in Dewsbury, keeping the economic benefits local

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 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

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 (from July 2023).
- 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 **14** home chargers installed.
- **11** home chargers pending allocation and installation.
- **35** EV vans have been procured and are in service.

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. Vehicle and charging infrastructure procurement also affected by unstable global market.

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

- Cabinet agreed £6.25m for our Vehicle Replacement Programme - to replace standard vehicles with greener models and purchase an electric refuse collection vehicle. Number of EV trials completed in 2022/23.



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?

- **10** EV vehicles tested in 2022-23
- More thorough testing has been requested for electric HGVs, but due to high customer demands and lead-times, test vehicles were provided for limited periods.
- Initial Service and driver feedback has been positive with the exception of the E-Sweepers (insufficient range).
- Capital purchased E-RCV due for delivery Sept 23 (initially due Sept 22, lead-time extended due to global vehicle market situation).

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

- “To contribute to long-term carbon storage and help mitigate the effects of climate change“ based on planting areas (excluding carbon captured by other habitats included in the design) Total projected carbon Sequestration by tree planting :
Year 50= 7,552 tCO₂e
Year 100= 9074 tCO₂e
- “Contribute to reversing biodiversity decline”, all new woodland created have been designed to increase biodiversity on sites, following UK Forest Standard, native species, diversity of habitats etc
- “Provide communities with opportunities to access high quality green spaces”. All new woodlands created are open to public access and use.

How much have we done?

The hectareage of new woodland created on council land for 2022 has been met and exceeded.

Including woodland created in planting season Nov-Dec 2022 combined with woodland created in planting season Jan-Feb 2022, (that has already been reported, Oct 2022). In total, during available planting seasons, in 2022 total woodland created on council land = 29.9 Ha

Woodland sites planted in 2021/22:

- Council land - 8 sites planted.
- Private land - 3 sites delivered by White Rose Forest (WRF) core team.

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 will be measured by the number of hectares of woodland creation 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.

Deliverable: Open a reuse shop in Huddersfield

Impacts and Outcomes

- Sales and tonnage data will be used to evaluate the success of the 12 month trial of the re-use shop.
- Following evaluation, options for the continuation of the re-use shop will be explored.

How much have we done and how well?

- The reuse shop in Upperhead Row, Huddersfield (next to the bus station) has been fitted out and **opened** with a 'soft launch' on **14 November 2022**.
- The re-use shop is the second phase of work. The first phase was to establish re-use containers in household waste (HHW) sites in Huddersfield and in Dewsbury.
- The re-use containers continue to be a great success. Since November 2021, **83 tonnes** of donated and re-usable items have been collected and distributed from the two HHW containers. Following its launch, the items collected in the containers will be distributed via the new re-use shop.



Deliverable: Commence a trial of kerbside glass collections

Impacts and Outcomes

- The feedback we receive from the Survey questions for residents and commercial businesses will provide valuable information, but we don't currently have this information as the trial is still in operation.

How much have we done

- The kerbside glass collection trial ran for 6 months from 28th November 2022 to 25th May 2023.
- All 23 Wards across Kirklees had the glass collection trial operating in their area.
- The initial trial included 105 Communal properties & 11 Private rented blocks totalling 1383 flats but expanded the trial in early March 2023 to include an additional 42 Communal & 7 Private rented blocks totalling 448 flats this brought the total number of flats in the trial to 1831. In addition to this we trialled 34 Commercial businesses.
- Trialling two types of containers, a blue 240L with standard lid and a blue 240L with gravity lock & aperture. All sites were visited by Operational staff & the Group Safety advisor to assess bin storage and access requirements.
- A glass bay was constructed at Emerald Street to accommodate the separate glass tip offs. The glass collected from the trial will be recycled into more glass and trying to create a circular economy. Our waste disposal contractor SUEZ are responsible for the onward processing for this trial.
- Prior to the trial commencing there was an education programme for residents who live in the selected communal properties, this included stickers on the containers, flyers, posters on internal noticeboards and door knocking, a blue woven bag was provided to each tenant for them to carry their glass to their designated bin store.

How well have we done it?

- We are currently in the final stages of the trial where a full evaluation report will be undertaken on its completion.
- Glass tonnages have been very poor we have collected 0.4 tonnes per week from communal properties and 1.3 tonnes per week from the commercial businesses.
- Two 23t top loader vehicles with side & rear bin lifters were hired for the trial, however these vehicles were replaced in January 2023 due to their unreliability and mechanical failures by two 12t RCV's with rear lift.



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

- **Additional carriageway markings undertaken in wards** – a safer road network for road users. Ability to undertake parking enforcement which improves traffic movement in urban areas.
- **Autumn gully blitz ahead of winter period** – reduced likelihood of highway flooding during extreme weather events, causing disruption to the road network and reducing the risk of highway flooding to adjacent land and property.
- **Safe removal and storage off site of Oakenshaw Cross** - remove the risk of further damage to the structure and also to remove the road safety risk that the Cross was creating for road users and pedestrians
- **Support certain gateway improvements delivered by Landscape Architects eg Bradley Bar and additional money spent on town centre masonry works** - make those gateways more visually attractive to people visiting Huddersfield in the post Covid period

How much have we done and how well?

- Safe removal and storage off site of Oakenshaw Cross
- Financial support for Highway gateway improvements delivered by Landscape Architects
- Additional carriageway markings undertaken in wards - each ward visited for around a week to undertake a pre-planned programme of lining work. Attempted to tackle a backlog of lining work that had built up during Covid
- Autumn gully blitz ahead of winter period – circa 10,000 gullies in high-risk flooding locations cleaned reducing the risk of carriageway flooding and the negative impacts on local communities.
- Safe removal and storage off site of Oakenshaw Cross – including specialist reports, traffic management costs and options appraisal of road safety risks associated with the re-installation of the Cross
- Support certain gateway improvements delivered by Landscape Architects eg Bradley Bar and additional money spent on town centre masonry works to improve the aesthetic of the gateways and to tidy up some of the highways assets in the town centre by undertaking non safety critical improvements

Clean and Green

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

- **Licensing** – economic advantages from prospective license holders seeking employment as taxi drivers not impeded by the licensing process
- **Food safety** – safer food being produced by food businesses keeping residents safe and well.
- **Passenger travel** – transporting children to their place of education in a way which means they are ready to learn. More efficient routes reduce costs and ensure vulnerable young people are not on transport longer than necessary.

How much have we done?

Licensing

- The numbers of license applications is increasing and moving toward pre-pandemic levels. **814** new and renewal licences for taxi drivers were issued between Oct 2022 and March 23.

Food safety

- Approximately 500 new food businesses register every year in Kirklees and all must be inspected. In 2022/23 a total of 3,044 inspections or other interventions were undertaken by food safety officers, to assess the food safety standards in businesses.
- Team has also developed and piloted a low-cost food safety training workshop, aimed at businesses with poor food hygiene ratings, to assist them in improving their food safety standards and to ensure that food in Kirklees is safe.

Passenger Travel

Numbers of children being transported continues to rise.

- **927** children and young people aged under 16 years and approx. **300** aged 16 years or over using Home to School (H2S) transport (minibuses and taxis).
- **486** separate routes involved going to over 70 settings in and out of Kirklees.
- **52** approved private operators.
- **180** passenger assistants.

How well have we done it?

Licensing

- **98%** of applications processed within service standard timescales. Applicants are able to get their licenses or renewals within timescales agreed by the Licensing and Safety Committee.

Food safety

- The Food Safety Team have met the Food Standards Agency (FSA) recovery requirements, which needed to be completed by 31st March 2023. Furthermore, the Team has significantly exceeded the recovery requirements in completing food safety interventions of lower risk premises, not prioritised under the recovery plan. This has helped to ensure food safety standards are being maintained in Kirklees.

Passenger Travel

- Passenger travel team continue to meet statutory duties to provide school transport for eligible children. Effects of pandemic are still being felt in respect of lack of drivers / vehicles.

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

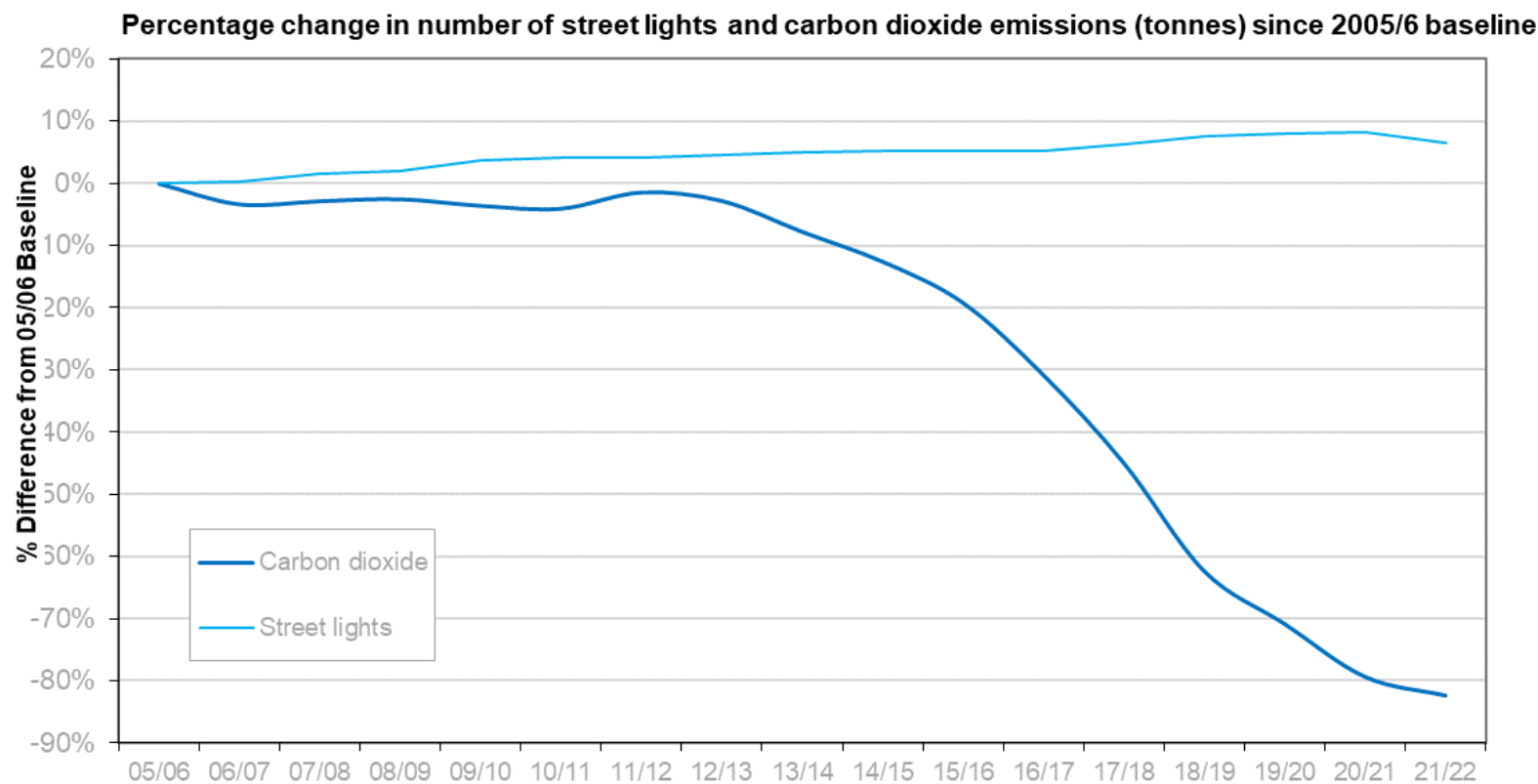
- At the end of 2021/22 the energy consumption of Kirklees street lighting had reduced by just under 60% from the 2005/6 baseline and **carbon had reduced by 82%** from just over 12,000 tonnes CO₂ to just over 2,000 tonnes.
- Further reductions in energy consumption and CO2 emissions expected.

How much have we done and how well?

- April 2022 to April 2023 c.**900 Street Lighting units were converted to LED**
- C.475 units are still remaining and awaiting conversion to LED – the majority of these will be replaced under the ongoing wall mounted lantern replacement programme
- 99.09% of Street Lights have been converted to LED** as of 31st March 2023
- Replacement LED Decorative lanterns ordered for Huddersfield town centre

Due to engineering difficulties with the remaining lanterns that require changing to Led (Site accessibility, Huddersfield Town Centre, Wall Mounted Fittings on private properties 100% of LED street lighting scheme was not completed by March 2022.

Graph below shows the increase in the number of streetlights compared to the reduction in carbon dioxide emissions (tonnes)



Priority action 7: Make our roads greener

Deliverable: Invest in a network of Electric Vehicle Charging Facilities

Impacts and Outcomes

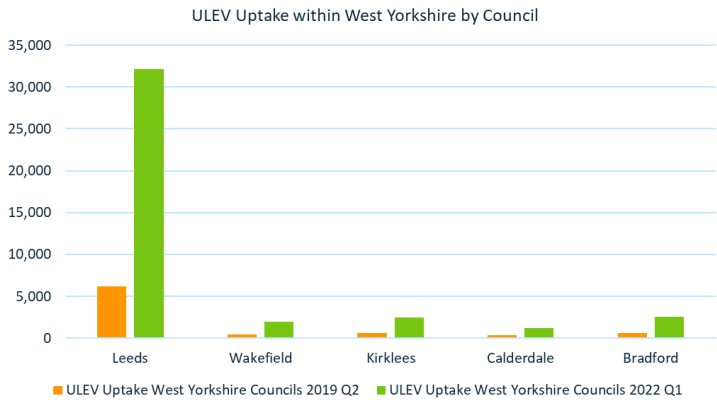
- Since EV chargers were installed by the council across 17 sites (and were free to use until October 2021), they have provided over a **million green miles** and saved over **307,000kg of carbon dioxide**.
- Increasing number of Ultra Low Emission Vehicles (ELEV) licensed in Kirklees

How much have we done?

- Secured £4.6million City Region Sustainable Transport Settlement (CRSTS) funding- 5 year programme for delivery of innovative on street charging solutions, EV try before you buy and provision of infrastructure to support regional decarbonisation.
- New dedicated staff appointed for EV infrastructure delivery.
- Ongoing contract management of existing ULEV Rapid Taxi Chargers including provision of additional chargers in strategic locations across Kirklees.
- Planning delivery Provider appointed for charging point install at Cliffe House/Burton Village Hall.
- Market Engagement for long term EV contract/partnership.
- Confirmation of in excess of £15million through the LEVI funding scheme –to support local EV hubs.

How well have we done it?

- It's an exciting time for EV Infrastructure. Kirklees continues to secure additional funding to extend its programme of EV delivery and has grown Officer resource to support EV infrastructure delivery.
- Kirklees continues to demonstrate leadership and works well with EV Charge Point Operators and other regional and national local authorities to enable great working practices to be achieved.
- Both CRSTS and LEVI (Local Electric Vehicle Infrastructure) funding is providing funding to maximise the future opportunities for EV infrastructure delivery throughout Kirklees and is further providing funding to allow additional resources to reduce timelines.



Source: Department for Transport Statistics, table VEH0132a, ULEVs licensed at the end of the quarter by local authority



Clean and Green

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

How much have we done?

- **90 LBUR Schemes were completed**, on time and to good standards as of March 2023.
- Carriageway Resurfacing works – Conventional and proprietary surface treatments of **over 100,000 square metres of carriageway**
- We resurfaced and reconditioned over **30,000 square metres of footways**
- Additional activities:
 - Drainage works
 - Installation of Traffic Calming features
 - Roadmarkings including high friction surfacing.
 - Installation of road studs (cat's eyes)
 - Replacement of defective ironwork (utility apparatus)
 - Streetlighting upgrades
 - UTC upgrades and loop cutting
 - Kerbing and Channel works

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.
- Of the non-complying contractors, their performance and quality of works have been addressed and as a result a number of contractors have been suspended from the framework contract
- **7** outstanding schemes are programmed for delivery before August 2023.

Deliverable: Deliver a capital programme of around 40 schemes as approved including the surface dressing of circa 25km of highway

How much have we done and how well ?

- 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.
- **80** Capital-funded schemes have been delivered.
- **2** Grant-funded schemes have been delivered.
- **2km** of surface dressing has been delivered (100% of what had been identified)
- £219080.50 value of works was deemed defective and subject to remedial works by the relevant Contractor at their expense.

CONVENTIONAL MACHINE-LAID SURFACING					
A-ROAD		B & C-ROAD		U-ROAD	
LENGTH (m)	AREA (m2)	LENGTH (m)	AREA (m2)	LENGTH (m)	AREA (m2)
1737.00	26297.75	3878.50	30926.06	21130.50	131284.53

FOOTWAY SURFACE TREATMENTS						KERBING
PROPRIETARY TREATMENTS		RESURFACING		RECONSTRUCTION		
LENGTH (m)	AREA (m2)	LENGTH (m)	AREA (m2)	LENGTH (m)	AREA (m2)	LENGTH (m)
0.00	0.00	12856.80	25078.31	6524.55	12991.10	8183.60

Clean and Green

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, killed or seriously injured **(KSI) numbers have remained relatively stable.**
- The Covid-19 pandemic lockdowns reduced the volume of traffic which contributed to reduced killed or seriously injured (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.

How much have we done?

- All nine community schemes have been completed on site. The junction scheme was completed in April 2023 and the outstanding new crossing was completed in May 2023.
- One of the thirteen Casualty Reduction schemes remains outstanding due to the need for further investigation into the impact of the proposals on the wider network. This is proposed for a build by the end of December 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
- The difference will be seen from within the collision and or speed data results for the schemes (and Kirklees data overall), however these are typically reviewed as part of the yearly cluster analysis work and any 'post scheme' speed surveys typically 12 months or so after a scheme has been completed to allow for the settling in of any changes.

Deliverable: Purchase Speed Indicator Devices (SIDs) and launch a new two year programme of deployment in consultation with ward councillors to begin in Jan 2022

How much have we done and how well?

- All locations for 31 of the purchased 35 Speed Indicator Devices (SIDs) have been agreed with local ward councillors and the devices have been installed at their first and second chosen sites with the speed and traffic data downloaded for site 1 and site 2. Site 1 data corrupted on most Speed Indicator Devices (SIDs) so part data has been shared with the ward councillors for their information and none with the policing team. Site 2 data is currently being compiled to be shared with local Ward Cllrs and policing teams towards the end of May.
- Several Wards have also chosen to purchase and fund additional Speed Indicator Devices (SIDs) which have been added to the programme increasing the total amount to 42.
- No analysis of the Speed Indicator Devices (SID) effectiveness has been undertaken as yet as per mid-year update, but we are still planning to identify a sample selection of sites at location 3 with speed counts been undertaken before the Speed Indicator Devices (SID) arrives, whilst the Speed Indicator Device (SID) is in place and the again once the Speed Indicator Device (SID) has left to help monitor their impact on traffic speeds.
- This is a 2 year programme now ending in August 2024



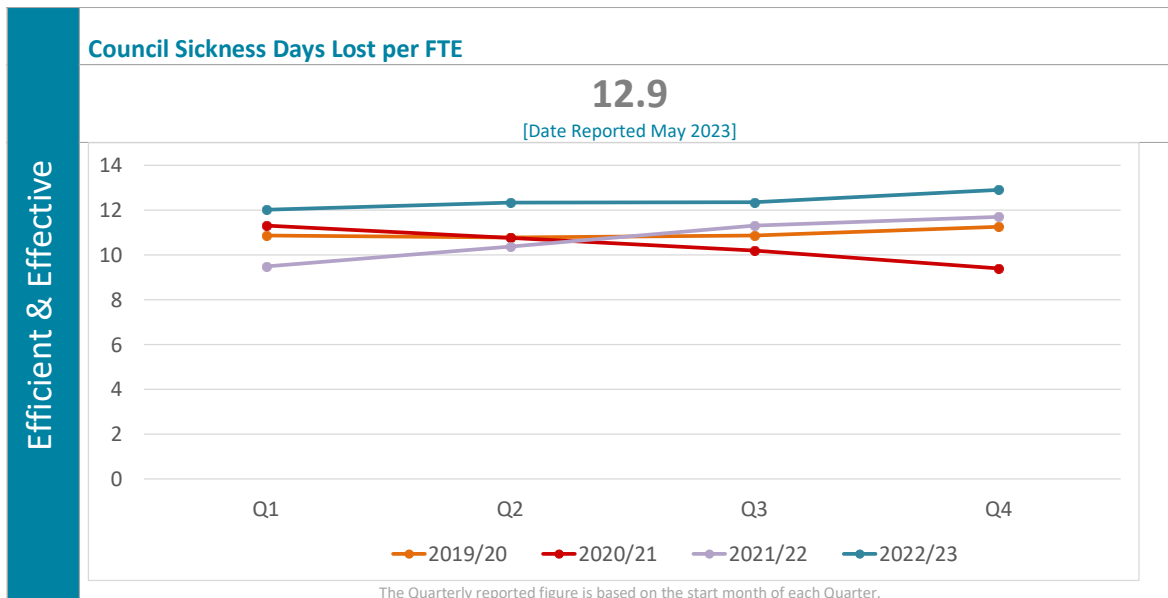
Efficient and Effective: Kirklees Council works smart and delivers efficiently and effectively

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.

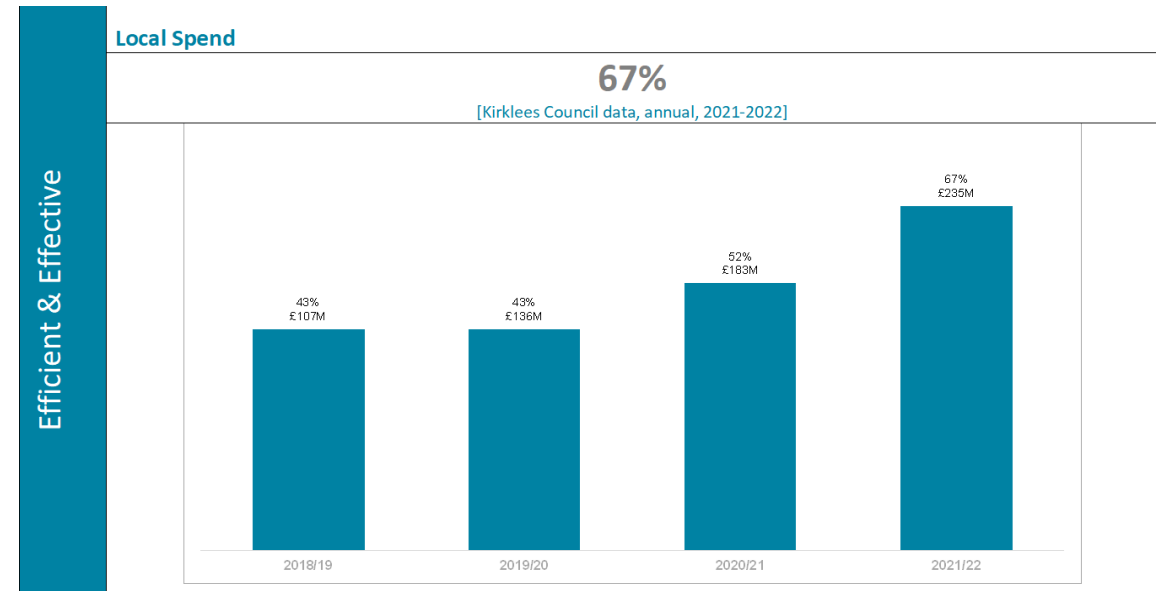
Population outcome indicators ('tracking our progress')

Indicator 1



- Sickness Days Lost per FTE in Financial Year 2022/23 remained above previous years and saw a slight uptick at the end of the FY.
- Sickness days lost per FTE remain higher than pre-pandemic and are highest in Adults & Health, Environment & Climate Change and Children & Families.
- The largest number of sickness FTE days lost are for Musculoskeletal and Mental Health.

Indicator 2



- In 2021/22 our local spend was £235M. This is higher than in 2020/21 but it is likely that this apparent increase is due to improvements in data collection/recording/ quality.
- This spend is for top 300 spend and are either located or have an office/base in Kirklees.

Efficient & Effective

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

We concluded the 'Let's Talk Digital' survey reaching 1,627 residents, with a good split between people filling in the survey online and in-person, supported by engagement with our community champions. In addition, we consulted with partners including community anchors, Huddersfield University, Kirklees College, NHS, and Locala through the Kirklees Digital Inclusion Partnership and other routes. The results of the engagement demonstrated that we have significant digital opportunities across Kirklees (including via some of our 200 community centres) but people are not always aware of them.

To improve awareness of opportunities available to residents, we will be developing a shared action plan and public-facing Kirklees website. We will provide information on where digital services can be accessed across Kirklees such as locations of free Wi-Fi (e.g.: library, leisure, community, educational and health settings); how to get cheaper access to internet at home, e.g. social tariffs offered by companies; how to get a free mobile phone SIM preloaded with data; where to access Chromebooks in order to access the internet; where you can print documents; and how to get digital training and advice about being online

We have been working across West Yorkshire on a number of opportunities:

- Engaging with West Yorkshire Combined Authority and the West Yorkshire Integrated Care Board, ensuring we minimise inequalities as more and more services move online and expecting to lead to a full-time digital inclusion lead aligned to Kirklees
- Leading on a programme to support local care providers to build digital skills in their workforce and those they care for
- Working with Kirklees Care Association to support private providers to bid for NHS funding, improving local services and building local skills
- Securing national government funding (e.g. UK Shared Prosperity Fund)

How much have we done?

1,627 'Let's Talk Digital' Surveys completed by Kirklees residents

We have provided Chromebooks to the following places in the last 12 months: Welcome Centre and food banks; Young People's Activity Team; Customer Service Centres; Cleckheaton Library; Youth Justice Service; SENACT team for pupils and tutors; and children's care homes. 154 MiFi/Chromebooks were loaned out in the last financial year (including 60 Chromebooks available to loan from Huddersfield and Dewsbury libraries).

In addition:

- **175** SIM cards were loaned out in the last financial year (80 of which were distributed free mobile sims with preloaded data from Huddersfield and Dewsbury libraries).
- **139** partner organisations, (community anchors, CHFT, Locala, Kirklees College and the University of Huddersfield etc) have regularly attended the KDIP over the last year
- We have had excellent feedback from many of the local providers of devices, equipment, and advice recognising the difference we can make.

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

The Council’s Budget for 2022/23 was set on 16 February 2022 and reflected the Administration’s priorities and Council ambition as set out in the Council Plan. It also reflected the recovery from the impact of the pandemic, emerging global supply issues, pent up consumer demand pressures on cost inflation, and labour supply recruitment and retention issues across all sectors of the economy. The expectation was that these matters would be transitory rather than structural.

However, the onset of the war in Ukraine had a further significant impact on the global economy leading to higher rates of inflation on many goods and services. This impacted directly on what the Council does and the lives of residents in the Borough resulting in unexpected costs pressures and rising demand for Council services.

In that context, the Council has been faced with significant additional costs and continuing shortfalls in income that could not have been foreseen when both the Revenue Budget and the Capital Programme were set. The Council has, however, taken action to contain those cost pressures whilst endeavouring to maintain services, particularly for the most vulnerable residents in the Borough who themselves continue to be directly affected by the ‘cost of living’ crisis.

Overall, the Revenue Budget was overspent by c£27m in 2022/23. This outturn position was after various actions to contain and reduce costs where it was possible to do so. The Capital Programme was underspent by £33m but despite this, progress has made on several of the Council’s key initiatives including the Cultural Heart, the various Town Centre Action Plans and measures to improve the sufficiency of the Borough’s Schools.

Looking ahead, the Council set its budget for 2023/24 in March 2023. The budget included additional funding provision across of range of matters (energy, pay, income) to reflect some of the pressures felt in 2022/23. At the same, budget efficiencies of c£19m were agreed for implementation during the year. Given the limited balance of Council reserves, delivery of the savings, controls of costs and income generation are fundamental to achieving a balanced budget whilst ensuring that service provision continues to meet the need of residents.

Efficient & Effective

Priority action 3: Become an inclusive employer of choice

Deliverable: Pilot a Workforce Planning toolkit in priority areas

Impacts and Outcomes

We have seen impacts in the conversations we are having with services, they are talking more openly about the struggles with recruitment, retention, and development, are more open to discuss workforce demographics and putting plans in place to address this.

It's too early to tell what the impact on the workforce, as part of the ongoing monitoring of the project we will be completing impact assessments based on behaviour and culture change.

Through Succession Planning we are also noticing (through positive feedback) that the process is working. It feels like we have created a clear process and able to support services to create solid plans based on their critical roles, more open career conversations and strong development plans for the next set of Kirklees leaders.

How much have we done?

The Succession Planning roll out has been broken down into sessions, although the rollout was slower to get going than we originally anticipated we have now hit a period of increased demand and expect these levels to continue until the end of 2023:

- Approximately **100+** hours since January 2023 has been spent supporting services with Succession Planning.
- **42 out of 67 services** have initially engaged with
- **100+** Team managers that have had introduction session.
- **5** Services that have completed the pre-diagnostic questionnaire.
- **15** Teams that have completed the critical role analysis.
- **24** Critical Roles have been identified.
- **15** Teams have completed Success Profiles.
- **24** Success Profiles have been completed

How well have we done it?

In June 2023, we will be writing to all services and teams that have engaged with the Succession Planning process to ask for feedback on the session, how useful they are and what they have been able to produce since starting the sessions.

Efficient & Effective

Priority action 3: Become an inclusive employer of choice

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 rolled out to **96%** of the Council this year so far compared to 86% in September 2022, via face to face, online and video guides.
- Developments implemented including access to email, calendar, MS Teams delivered.
- Design has been aligned to Council My Kirklees branding.
- New starters given access at start of employment.

How much have we done?

- My Space rolled out to **9,136 (96%)** of the Council this year so far, via face to face, online and video guides.
- With **4,365 (46%)** take up compared to 3,294 in September 2022, with frontline take up of 1,990 and office take up of 2,375.
- There has been a total of **49,389 hits on My Space**, compared to 23,347 in September 2022

How well have we done it?

Frontline colleagues can now access:

- personal details the council holds and correct if out of date
- pay details two days before pay day
- corporate council messages
- wellbeing support
- staff benefits information
- access to job and training opportunities
- access to Council networks
- access to emails, calendar and MS teams - enabling more efficient communication within the team
- Cleaning staff can request annual leave via My Space, removing need for postal requests
- Learning & Organisational Development are continuing with digital upskilling; however, sessions are difficult to schedule due to availability

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

An interim strategy for the year has been developed and included the following:

- Implemented a new business plan to organise, prioritise and monitor campaigns.
- Implemented an evaluation framework for major campaigns and systematically analyse the results.
- Opened and developed new communications channels for the council.

How much have we done?

Out of the 37 campaigns planned for the year:

- 21 have been delivered and completed (including Voter ID, blueprints, Christmas 2022 and Cost of Living),
- 11 are ongoing
- Five have not yet been completed, primarily due to factors outside the communications service.

How well have we done it?

The new Communications Strategy has been subject to the council's internal audit process this year. This resulted in an adequate assurance outcome on the steps the service is taking to implement the new plan.

Deliverable: Demonstrate evidence of increased reach and engagement in the council's work with citizens and communities.

Impacts and Outcomes

The service has implemented an evaluation framework for its main channels. These are collated and analysed at quarterly performance meetings.

How much have we done and how well?

All campaigns are now evaluated using a consistent framework.

A framework for measuring reach and engagement for social media channels has been developed and shared across the team.

Business as usual data is collected and analysed quarterly from the council's main social media channels.

Engagement, the number of users engaging with content on social media:

- We have achieved 7.5% of Kirklees population following the Council on Facebook, this is an increase of 0.5% in 2023.
- We have achieved 2,808 followers on Instagram, this is an increase of 3.9% in 2023.
- We have achieved 3.2% of Kirklees population following the Council on LinkedIn, this is an increase of 0.1% in 2023.
- We have 1,500 followers on NextDoor.

Reach, the number of users seeing council content:

- We have between 300,000 and 400,000 users seeing council content on Facebook each month.
- We have around 150,000 users seeing council content on Twitter each month

Name of meeting: Overview and Scrutiny Management Committee

Date: 5 September 2023

Title of report: Health Scrutiny – Older people’s inpatient mental health services transformation programme.

Purpose of report: To seek approval from the Overview and Scrutiny Management Committee (OSMC) on the process that will be followed for the appointment of Kirklees representatives to a Joint Health Overview and Scrutiny Committee (JHOSC) with Calderdale and Wakefield Councils.

Key Decision - Is it likely to result in spending or saving £500k or more, or to have a significant effect on two or more electoral wards? Decisions having a particularly significant effect on a single ward may also be treated as if they were key decisions.	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?	Not Applicable
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	Rachel Spencer-Henshall – 23.08.2023 N/A Julie Muscroft – 23.08.2023
Cabinet Member portfolio	Health and Social Care – Cllr Jackie Ramsay

Electoral wards affected: None Specific

Ward councillors consulted: Not Applicable

Public or private: Public

Has GDPR been considered? Yes. The report does not include any personal data that identifies an individual.

1. Summary

- 1.1 South West Yorkshire Partnership NHS Foundation Trust (SWYPFT) and Calderdale, Kirklees and Wakefield Health and Care Partnerships are working together to transform inpatient mental health services for older people.
- 1.2 On the 4 July 2023 Health scrutiny councillors from Calderdale, Kirklees and Wakefield attended an informal workshop with representatives from SWYPFT and the Calderdale, Kirklees and Wakefield Health and Care Partnerships.
- 1.3 During the session councillors were presented with details of the current model of care for older people inpatient mental health services, why they were proposing to transform the services, their vision for the services of the future, the options for development and criteria and the risks of not proceeding with the programme of change.
- 1.4 Although proposals are still being developed councillors from the three local authorities reached the conclusion that, based on the information presented and the subsequent discussions, the older people's mental health transformation programme was highly likely to be a substantial development or variation in service provision.
- 1.5 Regulation 23 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 requires NHS bodies to consult with the local authority about any proposals for a substantial development or variation of a health service in the area of a local authority.
- 1.6 Where a proposal for a substantial development or variation affects more than one local authority area, Regulation 30 (5) of the regulations requires those local authorities to establish a joint overview and scrutiny committee.
- 1.7 It was agreed that each local authority would take steps to consider the information detailing the reasons for the transformation programme and if the local health scrutiny panel agreed that the changes were likely to constitute a substantial variation in service provision to move forward with arrangements to participate in a Joint Health Overview and Scrutiny Committee.
- 1.8 At its meeting on 15 August 2023 the Health & Adult Social Care Scrutiny Panel determined that the proposals that are being developed to change inpatient mental health services for older people would constitute a substantial development or variation in health services and agreed to the formation of a JHOSC.
- 1.9 The purpose of this JHOSC is to:
 - (a) make comments on the proposal consulted on.
 - (b) require the provision of information about the proposal.
 - (c) require a member or employee of a responsible person to attend before it to answer questions in connection with the consultation.

2. Information required to take a decision

- 2.1 Previous practice in Kirklees has been to provide an opportunity for all main political groups (this would currently include Conservative, Labour, Liberal Democrat, and the Green Party) to have representation on a JHOSC.
- 2.2 The guidance in the Protocol for the Yorkshire and the Humber Councils Joint Health Scrutiny Committee, states that membership should reflect the participating local

authority's political balance. However, this can be waived with the agreement of all participating authorities.

- 2.3 The Council's constitution Part 2, Article 6, allows for OSMC to determine an alternative distribution of membership between political groups.
- 2.4 Based on the terms of the protocol, committee membership for three participating local authorities would allow for 4 nominated councillors from each authority. It is suggested that one of those Members should be appointed "lead member".
- 2.5 Calderdale Council has agreed to establish a JHOSC with Kirklees Council and Wakefield Council subject to Kirklees and Wakefield OSMC agreement. Calderdale has also agreed to waive the political balance requirements.
- 2.6 Wakefield Council Health Scrutiny have yet to meet to discuss the proposal for a JHOSC.
- 2.7 The draft Terms of Reference are attached to this report at Appendix 1.

3. Implications for the Council

N/A

3.1 Working with People

No specific implications

3.2 Working with Partners

No specific implications

3.3 Place Based Working

No specific implications

3.4 Climate Change and Air Quality

No specific implications

3.5 Improving outcomes for children

No specific implications

3.6 Financial Implications for the people living or working in Kirklees

No specific implications

3.7 Other (e.g. Integrated Impact Assessment (IIA)/Legal/Financial or Human Resources) Consultees and their opinions

No specific implications

4 Consultation

Not applicable

5 Engagement

Not applicable

6 Next steps and timelines

- 6.1 That the Overview and Scrutiny Management Committee takes account of the information presented and considers the next steps it wishes to take.

- 6.2 Subject to the agreement of OSMC the intention is for officers to start the process of seeking nominations from Kirklees Group Party Leaders for representation on a Joint Health Committee with Calderdale and Wakefield Councils.

7 Officer recommendations and reasons

- 7.1 That the Overview and Scrutiny Management Committee determines from the options below, the preferred approach for seeking nominations for representation on a Joint Health Committee.

Option 1: Nominations from Kirklees Council for appointment on a Joint Health Committee to be established with Calderdale and Wakefield Councils to reflect the political balance of the Council.

Option 2: That all main political groups in Kirklees Council are provided with the opportunity to nominate a representative for appointment on a joint Health Committee to be established with Calderdale Council.

8 Cabinet Portfolio Holder's recommendations

Not applicable

9 Contact officer:

Yolande Myers – Principal Governance Officer
yolande.myers@kirklees.gov.uk

10 Background Papers and History of Decisions

Not applicable

11 Service Director responsible

Julie Muscroft – Service Director, Legal, Governance and Commissioning

Calderdale, Kirklees and Wakefield Joint Health Overview and Scrutiny Committee

(Older people's Inpatient Mental Health Services)

Draft Terms of Reference

Introduction

(Insert paragraph summarising the context for the proposals)

The Calderdale, Kirklees and Wakefield Joint Health Overview and Scrutiny Committee (the JHOSC) is a joint committee appointed under Regulation 30 (5) of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013/218.

The Joint Committee Functions

The participating authorities are:

- Calderdale Council
- Kirklees Council
- Wakefield Council

The participating authorities authorise the JHOSC to discharge the following overview and scrutiny functions in relation to the planning, provision, operation and delivery of inpatient mental health services across the footprint of the joint committee:

- Receive and consider the relevant NHS body consultation¹ proposals related to the substantial development / variation in the provision of older people's inpatient mental health services, and in particular review and scrutinise:
 - Any matter relating to the planning, provision, operation and delivery of older people's mental health inpatient services and specifically (but not exclusively) consider and take account of the:
 - Impact of the proposals on patients, patients families and the public;
 - Views of local people, service users and/or their representatives;
 - Impact on the local health economies and the local economies in general, including any financial implications.

¹ Any informal question raised by an NHS body or health service provider as to whether a proposed development or variation is in the opinion of an authority substantial; or whether a proposed development or variation will have an impact on the health service in the area of an authority will be a matter for individual participating authorities to respond to.

- The arrangements made by relevant NHS bodies to secure patient access to appropriate older people's inpatient mental health services, including the quality and safety of such services.
- How the proposed changes to older people's inpatient mental health services support the delivery of local Health and Wellbeing Strategies across the footprint of the joint committee and improving both the health of the local populations and the provision of health care services to that population.
- The arrangements made by relevant NHS bodies for consulting and involving patients and the public regarding the proposed changes.

Require the provision of all relevant information associated with older people's inpatient mental health services, as identified by the Joint Committee.

- Require a member or employee of a relevant NHS body to attend before the Joint Committee to answer questions in connection with the planning, provision, operation and delivery of older people's inpatient mental health services, including consultation on the proposed changes.
- Prepare and make comments / recommendations on the proposed changes to older people's inpatient mental health services consulted on.
- Make recommendations on the proposed changes to older people's mental health inpatient services to:
 - Any of the participating local authorities represented on the JHOSC
 - Relevant NHS bodies (including relevant health service providers)
 - Any other relevant bodies identified by the JHOSC
- Receive notice of any disagreement from relevant NHS bodies and to take reasonable steps to resolve such disagreement
- Prepare and present a report and recommendations to the Secretary of State for Health and Social Care on the proposed changes to service (subject to the agreement of all local authorities participating) and only if disagreement cannot be resolved.

Scrutiny Lead Member Report

Lead Member: Cllr Andrew Cooper, Children's Scrutiny Panel

Period of Update: From July 2023 – August 2023

Panel Highlights

Bi-monthly Lead member briefings with:

Senior Officers in Children's Services

- Service Director – Learning and Early Support
- Service Director – Resources Improvement and Partnerships
- Service Director – Family Support and Child Protection
- Strategic Director for Children's Services

Cabinet Members

- Children (Statutory responsibility for Children)
- Learning, Aspiration and Communities

Panel Activity and meetings -

- Panel meeting on 28th July 2022 – Performance Data; and Cabinet Member Priorities for Children's Services
- Visits to PCAN Social events in September 2022
- SEND Transformation and Commissioning Team meeting on the 8th September 2022

Outcomes:

PERFORMANCE DATA

In July 2023, the Panel received verbal updates from Senior Officers in Children's Services on the key performance issues for the service for period ending May 2023. The following key issues were considered by the Panel:-

- There had been an ongoing reduction in the number of contacts through the front door and that re-referral numbers had reduced with an understanding of the reason for re-referrals,
- The timeliness of initial child protection case conferences had risen to the highest it had been throughout the year, resulting in children subject to a repeat child protection plan reducing,
- The number of children going missing had declined with the number of children entering care remaining stable, ensuring that children and young people who did not need to be looked after lived with family members in Special Guardianship Order arrangements,
- 98% of care leavers had a pathway plan, with 92% of them being in suitable accommodation
- Caseloads for workers had increased, there was work in the team taking place to improve the number of assessments that needed to be completed on time,
- The number of children on a Child Protection Plan had risen in Kirklees, this was lower than neighbouring Local Authorities and across England

- 90% of children who were looked after were seen on time, work was ongoing to ensure that health checks were completed in time, particular dental checks.
- Ofsted judgements for some of the residential children's homes had declined which had been impacted by sufficiency and a national capacity crisis that developed throughout the pandemic. As a result, identifying and securing safe living environments for children and teenagers had been increasingly challenging. Children's homes had identified that risk management needs for children in the homes had grown significantly, with the issues in the homes being related to demands in staffing skills.
- Recruiting and retaining social workers was a national issue. Through government reforms there had been a national agreement that the use of agency workers would not be a possibility anymore, and there was a consultation around the parameters of agency workers. Kirklees was clear that they would not breach the memorandum of understanding which was an agreement with Local Authorities and the Yorkshire & Humber region on how much agency workers were paid. Caseloads were higher for some social workers than the service would like them to be. A weekly case load meeting took place with Head of Services considering the workload of all teams and the cases allocated to them. Directors and Managers were doing everything they could to ensure that staff felt supported and that their work was recognised.
- The Panel were informed that Housing staff would go into homes on a regular basis where concerns would arise, a question was asked what training those staff had received in relation to safeguarding. The service had a very close relationship with housing colleagues through the front door, and housing colleagues did understand what their responsibilities were with regards to safeguarding. This was an area for the service to look at to assure themselves that safeguarding concerns were recognised and referred into the front door. Through the children's safeguarding partnerships, safeguarding training was reviewed across all partner agencies, which any colleague across the council would be involved with and the service would approach the partnership to ensure that there was take up of the training sessions and explore what was done to record concerns around safeguarding.
- A report on the educational outcomes would be provided for consideration to the September 2023 Panel meeting. The Virtual School for children that were looked after had worked hard with colleagues in children's social care, the looked after children's team, to ensure there was robust planning, and looked after children's education was secure. One challenge was suspensions and exclusions across the district within different groups. There was an increase in suspensions which was a key theme in 'Our Kirklees Futures', Our Learning Strategy, and it was agreed with the educational learning partnership board would be a key priority from September 2023. Too many suspensions took place, particularly in Secondary Schools but there was good partnership working in place with schools on how suspensions and exclusions could be reduced.
- The number of Health and Care Plans were stabilising, although quite high, Kirklees had a higher than national average number of youngsters with special educational needs, which provided an opportunity for youngsters to be supported in the right place to receive their education. There was a sufficiency challenge with the re-build of two specialist schools, and that there were 5 new additionally resourced provisions opening in September.

The Panel agreed to consider a future report on the sufficiency of Children's residential homes and would arrange some support visits to the homes; a report be would be considered at future meeting providing data on the take up of training from front line housing staff, and systematically, what was done to record concerns around safeguarding. The Panel also agreed to arrange some supported visits to schools to look at a range of practices regarding exclusions and the good work that was being undertaken.

CABINET PRIORITIES FOR CHILDREN'S SERVICES

In July 2023, the Panel received an update on the Cabinet priorities for Children's Services from Councillor Kendrick, Portfolio Holder for Children and Councillor Pattison, Portfolio Holder for Learning, Aspiration and Communities.

Councillor Kendrick advised that her cabinet priorities were:

- To achieve a good outcome from the Inspection of Local area Children's Services reflecting improved outcomes for our children, young people and families
- Providing high quality, stable, loving homes for our children and young people locally
- Ensuring our children and young people and families with additional needs were supported as early as possible and were provided with a new financial support system to meet their needs in their learning environment.
-

Councillor Pattison advised that her cabinet priorities were:

- Ensuring the number of school places matched need and that schools were supported to meet changing needs
- Reviewing Our Kirklees Futures, Our Learning Strategy, and its delivery over the next 5 years
- Working with women and local organisations and understanding their lived experiences to drive culture change and ensure services respond appropriately.

The Panel agreed to consider a future report giving an update on Exclusions and Suspensions at Kirklees Schools.

Partnership Visits

Our Kirklees Futures Learning Summit and Joint Headteacher Session on 27th June 2023

Cllrs Cooper and Reynolds attended the Our Kirklees Futures Learning Summit on the 27th June 2023. The event centred around the theme of transition in a child's school journey. It looked at the critical challenges and opportunities that students face during their educational transitions. Coming together as a system provided an invaluable platform for education professionals to exchange ideas, share best practices, and explore innovative approaches to supporting students through these significant milestones.

The workshop sessions allowed attendees to delve into areas such as seamless transitions between schools, effective collaboration between educational institutions, emotional well-being during transition periods, and the role of parents in supporting their child's educational journey.



Looking Ahead

At the meeting scheduled for the 22nd September 2023, the Panel will consider a report on the Sufficiency of Children's Residential Homes.

An Informal Session of the Panel on the 22nd September 2023 will consider a report on Headlines of KS1, KS2 and GCSE and A Level Outcomes (to include an early synopsis of achievement overall); Emerging Risks; and a Briefing Note on Post 16 Home to School Transport as well as performance data.

The Panel have been invited to attend the Education Learning and Partnership Board (ELPB) on the 27th September 2023 as part of the Panel's focus on exclusions and suspensions in Kirklees' schools.

General Comments

It has been good to have in depth discussions with Cllr Kendrick and Cllr Pattison regarding their priorities for the coming year. High on the agenda is the forthcoming inspection of Childrens Services by OFSTED. Having observed a staff briefing on the subject I am clear that senior officers are well informed about the service that they deliver and that the outcomes for children are paramount to them. Recruiting and retaining staff is clearly an issue nationally and I have been impressed at how the Council has ensured so much of the service is being delivered in house. What is clearly understood is that good systems of record keeping and monitoring are essential to demonstrate that Managers have a strong handle on how the service is operating to help ensure children are safeguarded and that no one falls through the cracks.

The panel will look in more detail about why there are few referrals to Childrens Services from Kirklees Homes and Neighbourhoods staff to reassure ourselves that opportunities to report safeguarding concerns are being taken and the training needed for frontline staff carrying out home visits is being systematically taken up.

The panel will be carrying out several supportive visits to see first-hand how exclusions in schools are being managed in different settings and how Childrens Homes are providing safe and happy environments for young people.

We will also be examining the experience of children with disabilities who transition from children's services to adult services.

I would like to thank Kirklees staff, panel members and Cabinet Members for their positive contributions in our initial meetings. I am confident that we all have the same aim of ensuring that the council provides good outcomes for children and that they grow in a safe, secure, and supportive communities.

Cllr Andrew Cooper
Lead Member for Children's Scrutiny Panel

This page is intentionally left blank

Scrutiny Lead Member Report

Lead Member: Cllr Bill Armer

Panel: Health and Adult Social Care

Period of Update: From: June 2023 - August 2023

Panel Highlights

Work Programme Workshop (informal) meeting

On 7 June 2023 the Panel held an informal workshop to discuss its planned programme of work for 2023/24. Representatives from the local health and adult social care system were invited to attend and asked to comment on proposed issues and to put forward any new issues that they felt should be considered for inclusion in the work programme.

During the reporting period the Lead Member has had briefings with a number of key contacts from across the local health and adult social care system including:

- Richard Parry – Strategic Director for Adults and Health.
- Anna Basford – Deputy Chief Executive, Director of Transformation and Partnerships
- Diane Tinker - Director of Midwifery and Women's services, CHFT
- Lindsay Rudge – Chief Nurse, CHFT
- Subha Thiyagesh – Chief Medical Officer, South West Yorkshire Partnership NHS Foundation Trust
- Matthew Burns – Quality & Governance Lead, South West Yorkshire Partnership NHS Foundation Trust
- Rhona Radley - South West Yorkshire Partnership NHS Foundation Trust
- Debbie Graham - South West Yorkshire Partnership NHS Foundation Trust

Panel Meeting – 5 July 2023

Work Programme 2022/23

The Panel discussed its work programme and agenda plan for the 2023/24 municipal year that included input from Richard Parry (Strategic Director, Health and Adult Social Care) Emily Parry-Harries (Head of Public Health) Stacey Appleyard (Director Healthwatch Kirklees) Karen Jackson (Chief Executive, Locala) Catherine Wormstone (Associate Director of Strategy, CHFT) and Darryl Thompson (Chief Nurse/Director of Quality and Professions). There was broad agreement in the proposed items identified at the workshop and the approach to the themes throughout the programme were deemed appropriate.

Panel Meeting – 15 August 2023

Old People's inpatient mental health services transformation programme

The Panel considered information relating to the South West Yorkshire Partnership Foundation Trust (SWYPFT) proposals for inpatient mental health services for older people. On the 4 July 2023 Health scrutiny councillors from Calderdale, Kirklees and Wakefield attended an informal workshop with representatives from SWYPFT

and the Calderdale, Kirklees and Wakefield Health and Care Partnerships about the proposals. The councillors from the three local authorities reached the conclusion that based on the information presented and the subsequent discussions that the older people's mental health transformation programme was highly likely to be a substantial development or variation in service provision.

The Panel was therefore asked to consider whether a formal Joint Health and Overview Scrutiny Committee should be established to consider the proposals.

Resources of the Kirklees Health and Adult Social Care Economy

Representatives from organisations across the Kirklees Health and Adult Social Care system were in attendance to present an update on their financial position and to provide an overview of the local financial landscape in relation to the West Yorkshire Integrated Care Board (WYICB) and place-based partnerships. The discussions included: the financial pressures on local authority commissioned services; the challenges of workforce retention, recruitment, and succession planning; and the work being done locally to employ people.

Capacity and Demand - Kirklees Health and Adult Social Care System

Representatives from Kirklees core "physical" providers attended the meeting to provide details of the work that was being done to manage demand and catch up with delayed planned surgery. The detailed discussion focused on a number of issues that included: individual organisation insight which identified the services experiencing the most pressures and the approach to dealing with the demand and backlog; market sufficiency in adult social care; the approach to waiting list management and clinical prioritisation; Diagnostic waiting times; and access to general practice.

Outcomes:

Old People's inpatient mental health services transformation programme

The Panel agreed to the formation of a Joint Health Overview Scrutiny Committee with Calderdale and Wakefield Councils, and a report is before the OSMC at its meeting to consider next steps.

Resources and Capacity and Demand.

The Panel acknowledged that despite the pressures facing the local health and adult social care system it was a credit to the organisations and the workforce that patients reported being treated with care and kindness. The Panel also noted the pressures on managing the elective surgery backlog and meeting the targets to reduce the waiting times.

Monitoring Work

(If monitoring previous recommendations please identify what difference Scrutiny has made).

N/A

Looking Ahead

The following areas will be considered by the Panel at the meetings scheduled to take place in September and November 2023:

- Joined up Care in Kirklees Neighbourhoods
- Managing Capacity and Demand.

- Maternity Services in Kirklees
- Joined up hospital services in Kirklees

The Panel will be visiting Pinderfields Birth Centre in October 2023, and will receive a presentation from Chief Nursing Officer and Director of Midwifery. The Panel will be exploring any proposals to re-open the birthing unit at Dewsbury District Hospital.

General comments

Its clear that Health and Adult Social Care are struggling nationally as well as locally, with budget pressures increasing. This is compounded by recruitment difficulties faced by all health partners. The Panel will continue to keep in focus recruitment and retention as one of the themes running through all items considered by the Panel.

The issue regarding the lack of provision for babies to be born in Kirklees remains an area of concern for the Panel, and representatives from Calderdale and Huddersfield NHS Trust, along with Mid-Yorkshire Teaching NHS Trust will be attending the Panel in November to outline their plans for the birthing units at Huddersfield Royal Infirmary and Dewsbury District Hospital. Given the increased pressures on Calderdale Royal Hospital and Pinderfields Hospital birthing units, representatives from Calderdale and Wakefield's Health Scrutiny Panels have been invited to attend and participate in the meeting.

The Panel will continue to monitor the position of maternity services in Kirklees.

This page is intentionally left blank

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2023/24

MEMBERS: Councillors; Elizabeth Smaje (Chair), Bill Armer, Andrew Cooper, Yusra Hussain and Jackie Ramsay

SUPPORT: Sheila Dykes, Principal Governance and Democratic Engagement Officer

FULL PANEL DISCUSSION		
THEME / ISSUE	APPROACH / AREAS OF FOCUS	OUTCOMES / ACTIONS
1. Leader's Priorities 2023/24	The Leader will set out portfolio priorities for 2023/24 and later in the municipal year will give an update	
2. Corporate Portfolio Holder's Priorities 2023/24	The Portfolio Holder will set out his priorities for 2023/24 and later in the municipal year will give an update	<u>1st August 2023</u>
3. Council Financial Management	<ul style="list-style-type: none"> Quarterly Financial Management Reports. Financial management areas of interest to scrutiny – focus to be confirmed 	<u>1st August 2023</u> Presentation providing an overview of the Council's financial position, including an update on the latest outturn position.
4. IT	<ul style="list-style-type: none"> Potential for digitisation Replacement of telephony system Security 	
5. Communications	Pre-decision scrutiny of Communications Strategy	
6. Inclusion and Diversity	Monitoring work, including: <ul style="list-style-type: none"> Inclusion and Diversity Strategy Pre-decision scrutiny of the revised strategy Inclusion and Diversity Annual Report 	
7. Council Plan	<ul style="list-style-type: none"> Pre-decision scrutiny in respect of the development, and content, of the latest version of the Council Plan 	

8. Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy	<ul style="list-style-type: none"> Annual scrutiny of the Kirklees Communities Partnership Plan in accordance with statutory requirement under Section 19 of the Police and Justice Act 2006. (Community Safety Partnerships have a duty to develop a strategic plan to address multi-agency issues affecting quality of life for residents including crime and anti-social behaviour.) <i>(2022 – 2027 Plan endorsed by Cabinet 21.9.22 and adopted by Council 12.10.22)</i> Kirklees Domestic Abuse Strategy – annual review. <i>(Current strategy 2022 to 2027 – adopted by Cabinet 17.1.23)</i> 	<u>1st August 2023</u> Update provided in respect of queries raised at the meeting on 6 th February in relation to the Kirklees Communities Partnership Plan, the Annual Strategic Impact Assessment, and the Domestic Abuse Strategy.
9. Corporate Safeguarding Policy	<ul style="list-style-type: none"> Implementation of Policy <i>(adopted by Cabinet 8th March 2022, Council 13th July 2022)</i> Further to the rollout of the refreshed policy; how it has worked in practice, the outputs, and feedback on training 	
10. Local Flood Risk Management	<ul style="list-style-type: none"> Annual Review of the Council’s Flood Risk Management Plan, including progress against the Action Plan. Pre-decision scrutiny of revised Local Flood Risk Management Strategy 	
11. Kirklees Active Leisure	<ul style="list-style-type: none"> Briefing on the not-for-profit charity that manages ten leisure facilities throughout Kirklees, including the review taking a strategic approach to the future leisure centre offer 	<u>1st August 2023</u> Presentation in respect of KAL including the review of the future offer and long-term operating model. <ul style="list-style-type: none"> The Committee recommended that: <ul style="list-style-type: none"> Its views be sought during the review consultation period and that the results of the analysis of the different models of operation be provided when available. and acknowledged the importance of the links with health and wellbeing.
12. Procurement	<ul style="list-style-type: none"> Challenges and future plans 	

13. Asset Management Strategy	<ul style="list-style-type: none"> • Pre-decision scrutiny of Asset Management Strategy, including proposals for engagement 	
14. Corporate Landlord Function	<ul style="list-style-type: none"> • Challenges and future plans 	
15. People Strategy/People Management	<ul style="list-style-type: none"> • Impact for/on transformation 	
16. Ad Hoc Scrutiny Panel – Residential Housing Stock, Health and Safety Compliance	<ul style="list-style-type: none"> • Monitoring of implementation of the recommendations contained within the Ad Hoc Panel’s final report. 	
17. Overview of Scrutiny Work Programmes	<p>Maintain an overview of the Work Programmes of the four Panels:</p> <ul style="list-style-type: none"> • Children’s • Environment and Climate • Growth and Regeneration • Health and Adult Social Care <p>and receive regular updates from Lead Members</p>	<p><u>1st August 2023</u></p> <p>The Panel’s initial Work Programmes for 2023/24 were endorsed.</p>
18. Social Isolation/Loneliness	<p>Scrutiny work in relation to social isolation and loneliness, with specific reference to the impacts of the Covid-19 pandemic:</p> <ul style="list-style-type: none"> • Focus on evidence relating to young people. • Production of final report 	
19. West Yorkshire Joint Services Committee – Activity in Kirklees	<p>To attend to give members a briefing on the work being undertaken in Kirklees by WYJSC</p>	
20. Mental Health Services for Older People – JOHSC Establishment		<p><u>5th September 2023</u></p>

LEAD MEMBER BRIEFING ISSUES		
THEME/ISSUE	APPROACH / AREAS OF FOCUS	LEAD OFFICER/NOTES
1. Risk	Risk reports circulated to Members of OSMC for consideration prior to each meeting.	Briefings held with the Council's Head of Risk on regular basis in line with risk reporting schedule.
2. Performance Reporting	Performance reports circulated to Members of OSMC for consideration prior to each meeting	
3. Budget Engagement		LM Briefing TBA
4. Innovative Working in Kirklees		LM Briefing TBA
5. Challenges to Delivery		LM Briefing TBA
6. Grant Funding Distribution to Anchor Organisations	Update on contract, including locality plans to be shared Update on contract, including locality plans to be shared	
7. Regional Working	<p>Including:</p> <ul style="list-style-type: none"> - The mechanics of how Kirklees is working with the WYMCA and the relationship between the two. - Funding streams and Kirklees approach - How funding bids are considered - The project plan <p>To include:</p> <ul style="list-style-type: none"> • Meetings with Kirklees Members of WYMCA Scrutiny Committees • Funding and Kirklees' approach 	
8. Primary Care Networks and Local Health Improvement	Approach to engagement and communication with Ward Councillors on arrangements that span more than one ward such as PCNs and schools as community hubs.	Information awaited re future PCN landscape (role of wider teams involved with primary care and development of place-based approach to health outcomes, CG&AC)

9. Armed Forces Covenant	Monitor the Council's work in relation to the Armed Forces Covenant.	<p><u>1st August 2023</u></p> <p>Update on the work of the Kirklees Armed Forces Board, including the ongoing work with partner and voluntary organisations provided.</p> <ul style="list-style-type: none"> • The Committee welcomed the work with housing services to help Armed Forces Personnel navigate the housing process and noted the budget position in relation to the Armed Forces Covenant. • The Committee recommended that: <ul style="list-style-type: none"> ○ A survey be developed to hear the voice and understand the need of Armed Services personnel locally ○ Discussion be undertaken with health organisations to allow the Council to understand how they are working with the Covenant. ○ Statistical information relating to the take up of e-learning training be provided in future updates.
10. Data and Insight Strategy	Update	
11. Libraries Service	Update	LM Briefing arranged

This page is intentionally left blank