

Public Document Pack



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

Samantha Lawton

Governance and Commissioning

PO Box 1720

Huddersfield

HD1 9EL

Tel: 01484 221000

Please ask for: Yolande Myers

Email: yolande.myers@kirklees.gov.uk

Monday 5 August 2024

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **1.30 pm** on **Tuesday 13 August 2024**.

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

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

A handwritten signature in cursive script, appearing to read "S Lawton".

Samantha Lawton

Service Director – Legal, Governance and Commissioning

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

The Cabinet members are:-

Member	Responsible For:
Councillor Carole Pattison	Leader of the Council
Councillor Moses Crook	Deputy Leader of the Council, Cabinet Member - Transport and Housing
Councillor Beverley Addy	Cabinet Member - Adult Social Care and Health
Councillor Munir Ahmed	Cabinet Member - Environment and Highways
Councillor Tyler Hawkins	Cabinet Member - Corporate
Councillor Viv Kendrick	Cabinet Member - Children' Services (Statutory Responsibility for Children)
Councillor Amanda Pinnock	Cabinet Member - Education and Communities
Councillor Graham Turner	Cabinet Member - Finance and Regeneration

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Cabinet

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

2: Declaration of Interests

1 - 2

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.

3: 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.

4: Deputations/Petitions

The Cabinet 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.

5: Questions by Members of the Public

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.

6: Questions by Elected Members (Oral Questions)

Cabinet will receive any questions from Elected Members.

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

7: Appointment of Cabinet and Portfolios (Notice Under Article 7) 3 - 4

To note the appointment of Cabinet Members and portfolio allocations, in accordance with Articles 7.2.4 and 7.3.4 of the Constitution.

Contact: Yolande Myers, Principal Governance Officer

8: Q1 2024/25 Council Plan and Performance Update Report 5 - 56

To receive the Q1 2024/25 Council Plan and Performance Update Report.

Wards affected: all

Contact: Mike Henry, Head of Data and Insight

9: Corporate Financial Monitoring Report Q1 2024-2025 57 - 126

To receive information on financial monitoring for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 1 (month 3), 2024/25.

Wards affected: all

Contact: James Anderson, Head of Accountancy

10: Corporate Risk: Quarterly Report 1 2024/25

127 -
158

To receive the corporate risk management for the first quarter of 2024/25.

Wards affected: all

Contact: Martin Dearnley, Head of Audit & Risk

This page is intentionally left blank

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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

KIRKLEES COUNCIL
NOTICE UNDER ARTICLE 7 OF KIRKLEES COUNCIL CONSTITUTION

I give notice under Article 7.2.4 and 7.3.4 of the Kirklees Council Constitution that I wish to make the changes to the Cabinet portfolio of functions described below, including the Councillors appointed as Deputy Leader and with Statutory Responsibility for Children.

Executive Functions and Delegations to the Cabinet and others including officers will remain as set out within Part 3 of the Council's Constitution.

Name	Description of Portfolio or other responsibility
Carole Pattison	Leader and Culture
Moses Crook	Deputy Leader and Transport and Housing
Graham Turner	Finance and Regeneration
Viv Kendrick	Children' Services (Statutory responsibility for Children)
Beverley Addy	Adult Social Care and Health
Munir Ahmed	Environment and Highways
Amanda Pinnock	Education and Communities
Tyler Hawkins	Corporate

Leader the Council

Signed 

Date 19/07/2024

This page is intentionally left blank



Report title: Q1 2024/25 Council Plan and Performance Update Report

Meeting	Cabinet
Date	13 th August 2024
Cabinet Member (if applicable)	Councillor Tyler Hawkins
Key Decision Eligible for Call In	No
Purpose of Report	
The Q1 2024/25 Council Plan and Performance Update Report provides information on progress against the 2024/25 Council Plan priorities and the performance against the 2024/25 Council Key Measures.	
Recommendations	
<ul style="list-style-type: none"> It is recommended that the report is noted. 	
Resource Implication: None	
Date signed off by <u>Executive Director</u> & name	Rachel Spencer-Henshall, Deputy Chief Executive & Executive Director of Public Health and Corporate Resources – 2 nd August 2024
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney, Service Director – Finance – 2 nd August 2024
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Sam Lawton, Service Director – Legal, Governance and Commissioning (Monitoring Officer) – 2 nd August 2024

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

Has GDPR been considered? No personal data within report

1. Executive Summary

The Q1 2024/25 Council Plan and Performance Update Report is the first iteration of a new report providing Executive Leadership Team, Executive Board, Cabinet and Scrutiny Panels/Committees with:

- A narrative update against each of the four Council Plan priorities. This includes an update on progress and activities delivered in the quarter and planned activities for the next quarter.
- An update against the 2024/25 Council Key Measures.
- A narrative update for each Executive Directorate informed by the Council Key Measures. This includes an update on progress and activities delivered in the quarter and planned activities for the next quarter.

The Council Key Measures are a fundamental part of the new quarterly reporting arrangements. The Council Key Measures reflect and represent the most critical and important areas of the Council with consideration of the Council's strategic priorities for 2024/25; the Council's transformation programmes; the Council's statutory functions and responsibilities; the Council's regulatory requirements; risks to the Council; and the Council's resources (finance and people).

Where available, data has been reported for the current quarter/year, the previous quarter/year and the current quarter for the previous year. This provides a short (3-month/1-year) and longer (12-month/2-year) term trend.

2. Information required to take a decision

Cabinet is invited to consider this report 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

This report provides an update on performance against the 2024/25 Council Key Measures. This will enable the Council to effectively monitor performance and drive further improvements.

3.1 Council Plan

The report provides an update on progress against the priorities within the Council Plan

3.2 Financial Implications

There are no financial implications.

3.3 Legal Implications

There are no legal implications.

3.4 Other (e.g. Risk, Integrated Impact Assessment or Human Resources)

There are no other implications

3.5 Integrated Impact Assessment (IIA)

No Integrated Impact Assessment (IIA) is needed

4 Consultation

No consultation is required, this report is for information only.

5 Engagement

No engagement is required, this report is for information only.

6 Options

6.1 Options Considered

It is recommended that the report is noted.

6.2 Reasons for recommended Option

This report is for information only.

7 Next steps and timelines

Updates will be shared on a quarterly basis with Cabinet Members and members of the public. The provision of these quarterly updates will enable Executive Directors, the Chief Executive and Cabinet Members to monitor progress against key priorities and enact change where needed, to maximise improvements and outcomes for people and places.

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 Appendices

Not applicable

11 Service Director responsible

Rachel Spencer-Henshall, Deputy Chief Executive & Executive Director of Public Health and Corporate Resources

This page is intentionally left blank

Kirklees Council
**Council Plan and Performance
Update Report**

Quarter 1 2024/25

***Council Plan Priorities Update – Quarter 1 2024/25*2**

Priority 1 – Address our financial position in a fair and balanced way 2

Priority 2 – Strive to transform council services to become more modern, efficient and effective 2

Priority 3 – Continue to deliver a greener, healthier Kirklees and address the challenges of climate change 2

Priority 4 – Continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish... 2

***Council Performance Update – Quarter 1 2024/25*2**

Summary..... 2

Adults and Health..... 2

Children and Families 2

Corporate Strategy, Commissioning and Public Health 2

Growth and Regeneration 2

Appendix A – Council Measures 2

Council Plan Priorities Update – Quarter 1 2024/25

This section provides an update on delivery of the priorities outlined in the 2024/25 Council Plan. The four priorities within the Council Plan are:

1. Address our financial position in a fair and balanced way.
2. Strive to transform council services to become more efficient, effective, and modern.
3. Continue to deliver a greener, healthier Kirklees and address the challenges of climate change.
4. Continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish.

The priorities don't aim to cover all the many services and programmes undertaken throughout the council. They aim to summarise the overarching strategic direction for our activity in the current context and with the resources that we have available.

You can find the full version of the Plan at www.kirklees.gov.uk/councilplan.

Priority 1 – Address our financial position in a fair and balanced way

In the first quarter, we produced a robust 2023/24 financial outturn report, which went to Cabinet on 9th July 2024. It showed how we reduced overspend from £20.3m in Q1 to £7.3m by year end, thanks to in-year controls and capital financing savings. We also delivered all the £19.8m savings for 2023/24. The total usable reserves were £61m, of which £36m was earmarked. The remaining general reserve balance of £25m meets the desirable level, above the assessed minimum of £15m.

We are implementing the £42.5m savings required for a balanced budget in 2024/25, with clear programme management and monthly financial monitoring. We will also review our multi-year Capital Strategy, to reduce pressure on the revenue budget, while keeping our long-term regeneration plans. The capital plan outlines £278.7m investment in 2024/25, and over £1.29 billion over the multi-year plan. The Capital Assurance Board meets monthly to review and re-profile Capital investment plans, and any changes will be reported to Cabinet quarterly.

To ensure decisions around changes to the resourcing of services and spending is fair and sustainable, the council has continued to make improvements to the Integrated Impact Assessment (IIA) process. This process supports the council to better understand the impacts of decisions and put in place appropriate mitigations to support a reduction in any potential negative impacts.

Since 1 January 2024, 89 Integrated Impact Assessments (IIAs) have been completed, with 8 IIAs having more than one iteration (where they have been updated once more information has become available, or where consultation has been completed). Over 80% of those IIAs have used specific sources of intelligence to inform decision making, for example ONS (Office for National Statistics) data, Kirklees ward profiles, or consultation results. The continued use of IIAs will ensure impacts are understood at a strategic level and that appropriate mitigations are put in place to mitigate impacts where needed.

One of the Council's aims is to help communities become more self-reliant and supportive of each other. To do this, we work closely with the voluntary, community, faith, and social enterprise sector (VCSFE).

In April 2024, we started a new infrastructure contract with Third Sector Leaders to support and connect groups in the VCSFE. We designed the scope of the contract following extensive engagement with the sector. Since delivery began in April 2024, the contract has helped to create or strengthen seven community networks. These networks focus on different issues, such as health and wellbeing, social isolation (Wise Network), and food provision. They help the sector to work better with public sector organisations, deliver better results, and get more external funding.

We also wanted to more deeply understand the extent of our support for the sector. We analysed our grant and contract spend and found that over the period April 2021-December 2024 we funded £61m of VCSFE activity, not counting our largest social care spend or the staff time and resources involved in supporting the sector.

Community anchors are community organisations that support other groups and volunteers to develop in local places. They play a key role in building local community capacity and supporting people to help each other, improving local places and managing demand for stretched public services. The network of community anchors is currently funded from a range of different sources, some of which come to an end in 2025. We are now working with Third Sector Leaders and community anchors to plan how to get more long-term funding from external sources, to enable the extension and further development of the community anchor role. Discussions have taken place with potential funders and key public sector partners (e.g., fire and rescue, police, and health services) to improve the funding model for everyone involved.

Government, the Combined Authority, and national funders are important partners at a time of financial restraints and challenges. Working together we can sometimes secure new investment behind key priorities. That's why over the last few years, the council has been developing a central corporate oversight and coordination function for external funding. In this quarter, we have been developing this function further to help us deliver our commitment to work to increase the amount of new external funding for projects in Kirklees. A key focus this quarter has been working to build strong relationships between council teams and key national funders like the National Lottery Community Fund. We are also working closely with West Yorkshire Combined Authority to improve the way we work together. In the coming quarter, both of these areas will continue to be areas of focus. These relationships will help us develop our bids in collaboration with the funder, gain insights into funding opportunities, and increase their chances of success. This will be particularly important in an increasingly competitive external funding environment as other councils and organisations seek to secure the same funding.

Since January 2024, thirteen bids have been submitted, of which five have been successful, generating over £750,000, with six pending outcomes. Ten opportunities are under consideration, and five bids are in development. Going forward, we will continue to further develop this function, including focusing on building more strategic relationships with key stakeholders and funders, and will be looking to develop a more comprehensive database and dashboard for a real-time overview of activities. We are also aiming to enhance support for schools and VCS organisations in Kirklees to help mitigate the financial challenges they are also facing.

Over the next quarter, we will continue to communicate and engage with customers, local businesses, local organisations, and citizens, on the delivery of the council's budget and the decisions we want to take, especially as we develop a clearer understanding of the level of further savings that may be required for the next financial year. Quarterly financial monitoring will provide publicly available information on the council's financial performance. Consultation and engagement on budget decisions, and the development of our medium-term financial strategy will also be planned over the coming months.

We will also continue to monitor closely spending, savings delivery, demand, performance, and other external factors. This will enable us to ensure the delivery of this year's budget, and achieve a balanced financial position, at the same time as continuing to deliver essential services and protecting the most vulnerable.

Priority 2 – Strive to transform council services to become more modern, efficient and effective

In the first quarter, we have established new and more robust management mechanisms for driving transformation across all directorates, ensuring we have the right transformation priorities and ensuring we deliver on them. Four new directorate-specific Change Boards meet six-weekly to help to drive progress on cross-directorate and directorate-specific priorities. These involve the dedicated corporate transformation service as well as a number of change hubs across the organisation. Priorities are reviewed regularly to ensure we are focussed on the highest value opportunities and biggest risks. Overall oversight of transformation activities is provided by the Executive Leadership Team.

Transforming services for children and young people with Special Educational Needs and Disabilities (SEND) is a top priority for the council. Our work aims to achieve the best outcomes for children, young people, and families, and to make SEND support provision financially sustainable. The SEND Big Plan (adopted in October 2023) guides our efforts in this important area.

We have been clear for years that government funding is insufficient to meet local demand for SEND services, causing a large financial deficit. This is a national issue. We have worked with the Department for Education to address this challenge and in 2022 agreed on a 'safety valve' agreement with government to reduce the funding deficit. The council receives £2.3m per year through the safety valve agreement. At the end of the last financial year, the government extended our agreement, with the funding now being paid over a longer period, up to 2030.

In April 2024, we confirmed that we were changing the way we support post-16 young people with additional needs to travel to their education. The changes only affect eligible pupils of sixth-form age who receive travel assistance.

Following Cabinet agreement, the new approach will provide each eligible pupil with a Post-16 Personal Travel Payment, based on the distance they travel to education; the further they travel, the higher their payment. A family receiving such a payment could spend their budget in the best way for them, giving them flexibility to tailor their travel arrangements based on individual needs.

However, we will consider arranging transport for pupils with the most complex needs who cannot use a Personal Travel Payment.

These changes aim to ensure people with the greatest needs receive the most assistance, while still supporting other students of sixth-form age. It will also help to make the service sustainable. In 2022/23, we spent £2.6m providing taxis and minibuses to transport eligible post-16 young people to their education setting. With costs rising quickly, this was not sustainable.

The Kirklees SEND transformation programme includes multi-million-pound investments in local special school facilities to improve outcomes and life chances for pupils with additional needs. We made good progress on this investment in Q1 of 2024.

In May 2024, we got planning permission for a new special school in Deighton (Huddersfield) for pupils with Social Emotional and Mental Health difficulties. The school will relocate from Scissett and expand from 63 to 132 places for pupils aged 4-18. The new site will have top-class facilities and more opportunities. This will reduce the travel distance for some children.

Also in May, we consulted on rebuilding and relocating another special school. Woodley School and College is currently at a site off Dog Kennel Bank in Huddersfield, with limited space and facilities. We are working with the school to create a purpose-built special school with around 180 places for children and young people with complex autism. The preferred site is land that was formerly home to a high school on Fernside Avenue, Almondbury. The consultation ended on 17 June, and we are now analysing responses before potentially applying for planning permission.

In July, Cabinet agreed to change the funding model for school pupils with additional needs. The new approach will give schools more flexibility and consistency in meeting the needs of vulnerable children and young people. The new model will group mainstream schools into 'clusters' based on their location. The council will then provide high needs funding to each cluster so that schools can use the money at the earliest opportunity and on a local level. Funding will not be tied solely to children with an Educational Health and Care Plan, which widens the scope of those who receive support. Each cluster of schools will be supported by a team of professionals, for example from Early Support and Educational Psychology.

Some of the ways of working that were introduced to respond to the COVID pandemic have taken us away from strength-based practice or created more hand-offs in internal processes. We reviewed adult social care in 2023 to find ways to improve outcomes for Kirklees residents. The Cabinet agreed on a two-year transformation programme in December 2023. This programme aims to prevent, reduce, and delay demand for care by helping people earlier. We want to resolve care needs effectively, offer more wellbeing and preventative services, increase care at home options, and use more assistive technology and housing adaptations. This will reduce the need for long term care.

We have started the transformation programme with a focus on setting up the workstreams and processes. We have secured additional temporary social work capacity for a team to review and improve outcomes for people living in specialist supported living schemes and other services that support people with a learning disability or mental health needs. We are also working on re-designing the adult social care pathway and processes, with plans to test different approaches in August.

In February 2024, we launched a new adult social care and finance record system called Mosaic which replaced CareFirst. The new system supports new and changing ways of working within the council and with partners. We have continued to improve the system and work with service leads after the launch.

More recent investments across the council include beginning to explore the use of Artificial Intelligence (AI) in our day-to-day work through commencing a trial of Microsoft Copilot. We have also put in place guidance for staff on the safe and effective use of other AI tools.

We have put in place clear corporate level governance and oversight to prioritise technology investments. This ensures we provide efficient services and good quality outcomes for residents while also creating efficiencies and cashable savings in the council. For example, we have invested in modern and specialised technology to support the efficient management, transformation, analysis, and provision of data across the Council.

We are working with teams across the council to make sure we use our spaces efficiently and effectively. We have raised about £970,000 from the disposal of assets and a further £250,000 in final agreements.

We are also in the process of reviewing current hybrid working arrangements. Our aim is to better understand the different ways in which teams operate across different directorates within the organisation, and to ensure that we are making the most of our council assets.

We have improved the facilities and internet in Civic Centre 3, ensuring the building works for the teams based there. We have also reviewed internet connectivity across key council assets – especially Town Halls - to ensure we can fully adopt hybrid ways of working. Immediate next steps include the refurbishment of the second floor in Civic Centre 3, as well as meeting rooms throughout the building.

In March 2024, Cabinet approved the Homes and Neighbourhoods Asset Strategy and Investment Plan, a plan to improve the quality and services of council housing. This five-year strategy includes an investment of over £200m total spend from the Housing Revenue Account (HRA), which makes sure income from rent is only spent on council housing.

The strategy focuses on service improvements, safety, efficient repairs, decarbonisation, and smart asset management. This contributes to the council's analysis of where investment is needed across the service. We are now working on implementing the plan, for example by carrying out mapping of the current situation and putting in place project streams to deliver improvements on issues like building safety (fire, asbestos and water), repairs, data governance and overall service improvement.

Priority 3 – Continue to deliver a greener, healthier Kirklees and address the challenges of climate change

Following cross-council, partner, and community engagement, we have drafted a strategy to submit to Full Council in September 2024 for adoption as part of the Council’s Policy Framework. If approved, this would place the Environment Strategy amongst the ‘top-tier’ strategies that guide everything the council does.

The proposals are to use the natural environment to improve the lives of the people in Kirklees, creating healthy, happy and well-connected communities. The strategy will aim to increase community engagement and empower communities in their care for their local environments.

The strategy is based on a high-level partnership framework to achieve a more environmentally sustainable future. The strategy defines “what we want to achieve,” and the “how we want to achieve it” is in the plans, policies and documents that support it. It has four thematic areas:

1. Nurturing Nature: green spaces, nature recovery, and biodiversity, including our community forest partnership, White Rose Forest, to plant more trees as part of the Northern Forest
2. Bringing it Home: good buildings, clean energy, and more sustainable neighbourhoods, including developing a sustainable neighbourhood’s programme with educational programmes, allotments and community-owned green spaces
3. Closing the Loop: prioritising re-purpose, reuse and repair over recycling and disposal
4. Kirklees on the Move: Better, greener transport options for all.

We will work with communities, business, residents, organisations, and the public sector to create a more environmentally sustainable district. We will seek partnership support for the strategy in 2024 and develop a communications plan for the launch of the strategy.

The Parks & Greenspace service is currently working through service changes which will see significant changes in available resources and as a result means that we are reviewing our baseline service standards. This review and re-design process is the first step towards the development of a new strategy and, once complete, will enable the service to push forward with developing this.

We are hoping to have our new standards ready later this year ready to consult on as part of our strategy. We are also taking our service vision and draft strategy to Scrutiny panel in January 2025, and it is likely that this will be followed by further consultation and then approval through cabinet in Spring/Summer 2025.

The Director of Public Health (DPH) Annual report for 2023/24 was presented to the Health and Wellbeing board in June 2024 with the project team disseminating the report across broad range of local organisations and partners, upon receiving support for the

findings. The DPH report aims to provide an independent professional statement about the health of local communities and is a key resource to inform stakeholders of priorities and recommend actions to improve and protect the health of the communities they serve.

The focus of the 2023/24 report is Inequalities in the experience of death and dying: 'What are the assets and opportunities in Kirklees communities?'

The Public Health team facilitated discussions with a wide range of Kirklees organisations who work with several different population groups. They looked to find gaps and challenges facing people in these groups relating to death and dying, as well as examples of local strengths, suggestions on what would help to improve the experience and collected information on the experience of end-of-life planning or care in Kirklees.

The report builds on recent insight gathered by Kirklees and West Yorkshire Healthwatch teams and will help to inform local and regional needs assessments. It outlines key themes and recommendations for improving our communities' experience of death and dying, from encouraging people to partake in potentially difficult conversations, to expanding the support currently offered and provided, by building on existing community assets and examples of good practice. The final report was published and shared in July 2024 and is available at www.kirklees.gov.uk/dying-well-matters.

In March 2024, the government approved our proposals for the new West Yorkshire Life Sciences Investment Zone. The plans for major investment in the health industry build on billions of pounds of investment across Huddersfield.

Development of our new dementia day care facilities in Mirfield is continuing in earnest with a completion target of summer 2024. Funding of over £8 million for developing the facilities was approved by Cabinet and Council in April 2022. The developments include a rebuilt dementia day care facility and a new Kirklees Living Well Centre.

Knowl Park House will benefit from environments designed using the Stirling University dementia friendly design standards to improve accessibility for all. The site will also have a Centre of Excellence that will offer advice and support for people with a dementia diagnosis, their carers and adults and children with other physical and sensory disabilities, so people are better able to stay independent for as long as possible.

Additionally, significant progress is being made at Ashbrow's new housing development, with 50 new apartments dedicated to helping people with extra care needs live independently. Construction is currently on track and is expected to be completed by the winter of 2024, in line with our completion target. Ash View is the fourth Extra Care scheme in Kirklees, building upon our existing schemes located in Huddersfield, Dewsbury and Heckmondwike. The scheme will be owned and managed by the council and will provide 50 top-quality flats, which include specially adapted units for wheelchair users, to bring inclusive and essential housing solutions for older residents with additional needs.

For more information: [Significant progress with new Extra Care housing in Ashbrow - Kirklees Together](#)

Supporting the Kirklees Health & Wellbeing Strategy, the Health and Care Plan was completed, and subsequently signed off by the Kirklees Integrated Care Board Committee in May 2023. As part of the sign off, it was agreed that it would be a live plan and would be refreshed on an annual basis: the most recent refresh process was completed in early 2024. Representatives from Kirklees Council are part of a working group which oversaw the initial development and will continue to play a part in developing future iterations of the plan. Other members of the working group include Mid-Yorkshire, South West Yorkshire, and Calderdale & Huddersfield NHS Trusts, Kirkwood Hospice, Locala, and Healthwatch.

The key priorities of the plan are (1) improving access to health and care; (2) holistic approach to out of hospital care; (3) crisis response; and (4) workforce. These are supported by key programmes relating to mental wellbeing, tackling inequalities, personalisation, and dying well.

Priority 4 – Continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish

We have a draft Kirklees Inclusive Economy Strategy which brings together the key things partners across the public and private sectors in Kirklees will work together on in the coming years with the aim of creating a stronger, more resilient local economy that works for everybody in Kirklees. Engagement with partners on the draft strategy will begin soon with the view to getting the strategy finalised and formally approved towards the end of 2024.

We are working closely with West Yorkshire Combined Authority to strengthen links with the West Yorkshire Local Growth Plan, ensuring Kirklees benefits from regional investment activity.

Our proposals for the new West Yorkshire Life Sciences Investment Zone were approved by the government in March 2024. This is a major investment in the health industry that builds on billions of pounds of planning investment across Huddersfield. It will boost the local economy, attract external investment in health and life sciences and create high value jobs, in partnership with the West Yorkshire Combined Authority, Huddersfield University, and Leeds and Bradford councils.

The Investment Zone will support innovation in the health, wellbeing and digital industries and is anchored by the new National Health Innovation Campus (NHIC), a transformative project led by the University of Huddersfield. The new campus will offer world-class research, teaching, and public health facilities, leading to improved local health outcomes and innovation in healthcare for the north of England, the UK, and internationally.

We are working with Huddersfield University, West Yorkshire Combined Authority, and other partners to progress the plans. We are developing the business cases for capital and revenue interventions which will confirm resources and future timelines.

As part of the wider Station to Stadium Corridor, we are focusing on the Gas Works Street site for high value employment. Private sector interest is growing, both from local businesses and inward investors.

We are working on our plans to regenerate our towns and villages, such as Huddersfield Cultural Heart, the Dewsbury Blueprint, and schemes in smaller centres like Batley, Marsden, and Holmfirth, using the government funding we secured.

Our investment in Huddersfield is ongoing and enabling works at Our Cultural Heart started in Spring this year. This project is a centrepiece for Huddersfield and will support wider regeneration and investment. We have also improved New Street, restored the Byram Arcade, and secured £16.5million from Government to enhance Huddersfield Market for traders and businesses.

In Dewsbury, work has started on the Arcade and Fieldhead apartments schemes, with both finishing next summer. The public realm work at the town centre and memorial gardens will start this summer, and the market and town park are at detailed design stage with the planning application due later this year. We are also developing a Dewsbury Long-term Plan that builds on the Blueprint.

Batley, Holmfirth, Heckmondwike and Cleckheaton have adopted blueprints, and we are developing one for Marsden. The improvement scheme in Batley is under development after consultation feedback and we plan to share the revised proposals in Autumn this year. In Holmfirth we have installed new pathways along the River Holme to improve access to the town centre and the improvement schemes at Towngate and Riverside are under development. In Heckmondwike we have demolished the indoor market hall for a temporary public realm improvement scheme; and in Cleckheaton we are developing our plan for Spen Bottoms after public consultation.

Our blueprint ambitions include vibrant markets in Huddersfield and Dewsbury, offering opportunities for communities to socialise, shop, sell, test ideas, eat, learn, and be entertained. Huddersfield open market has secured £16.5m of Government funding and development work is underway. The team has completed RIBA (Royal Institute of British Architects) Stage 2 designs and will engage with local businesses over summer before a planning application later in the year with the aim to start works on site by the middle of next year. Dewsbury market scheme is at detailed design stage with the planning application due this summer. Planning for the decant of the existing market is underway with the construction and decant planned for Spring next year.

We are developing new strategies for Culture, Heritage, and Tourism to engage more people in our cultural and heritage offer and raise Kirklees' profile, with a clear 10-year vision for culture across Kirklees and co-produced local action plans.

The Culture Strategy started with the Culture is Ordinary conference in November 2022 and will be developed in 2024. It will unite the district with a common 10-year vision for culture, identity, and creativity.

The Tourism Strategy will be developed in 2024 to establish a vision for future tourism and visitor economy work. The strategy is about how we are sharing the story of place and encouraging visitors to Kirklees from within and beyond. It will help Kirklees share its story and work with Yorkshire partners to attract visitors to the region, including through the West Yorkshire Local Visitor Economy Partnership.

The 'Heritage Strategy: We Are Making History' was approved by Cabinet in April 2024. It provides objectives and principles to deliver our 10-year vision for heritage in Kirklees. It tells the unique stories of the people and place of Kirklees and includes a three-year Strategic Heritage Action Plan. The strategy was supported by National Lottery Heritage Fund through a project called 'Bringing out the Best' and captures the unique stories of Kirklees.

We will continue to work on these three interconnected strategies over the next year to transform the district for the future.

We are making progress with the strategic housing sites at Dewsbury Riverside and Bradley Park to deliver high quality housing and increase the amount of sustainable green homes to meet a range of people's needs. During 2024, work has continued at Dewsbury Riverside with landowners of the site to agree terms of collaboration and appointment of a master developer to develop the site. Funding opportunities are being progressed with Homes England. Good progress has been made at Bradley Park with an access strategy, progressing strategic acquisitions, and developing a procurement strategy during the first half of 2024.

We are strengthening public transport links within Kirklees and with neighbouring areas beyond. Penistone Line improvements will start soon, with station upgrades, better access and facilities, and rail infrastructure enhancements. The announced £48m of government funding was delayed by the election, but we are engaging with the new MPs and government to unlock it and progress the scheme, as well as working with other partners to support links with South Yorkshire.

We are continuing to work with the TransPennine Route Upgrade on delivery of the upgrade. Consultation on a second Transport Works Act Order is anticipated to start towards the end of 2024/early 2025.

Council Performance Update – Quarter 1 2024/25

This section provides an update on progress against the Council's Key Measures. The Council's Key Measures provide insight into the performance of the council and demand on key council services. Below provides an example of how the information is presented and an explanation of what it means.

Example table, key and explanations

Trend data is provided where available.

Shows the trend compared to the latest value. The direction of the arrow represents the numerical change. The colour of the arrow shows whether the trend is positive or negative.

↓ = latest value is lower.
 ↑ = latest value is higher.
 ↔ = latest value is the same.

Green = latest value is better.
Red = latest value is worse.
Grey = latest value is the same.

Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
Percentage of pupils who are persistently absent (attendance below 90%) from school	Performance	20.9% (2023/24)	21.2% (2022/23)	22% (2021/22)

Key Measure:
This is a description of what we are measuring.

Measure type:
What the measure is measuring - either performance or demand

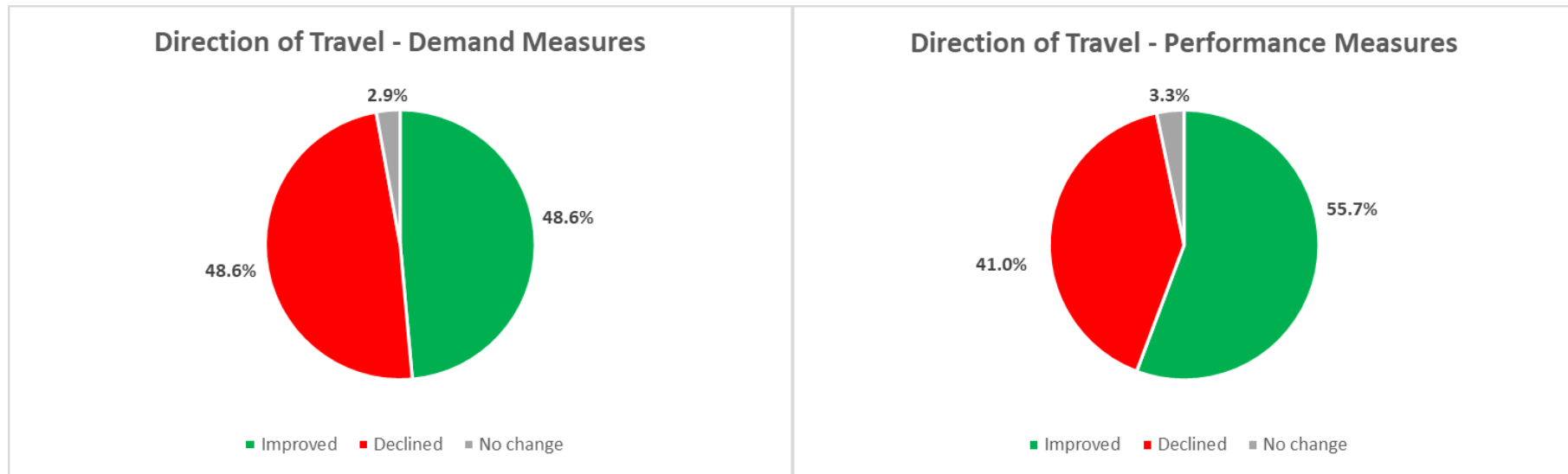
Latest value:
This shows the latest value that is available, and indicates the period it covers

Short-term comparison:
What we are comparing the latest value to, this could be the last quarter (3-months ago) or last year (12-months ago), and indicates the period is covers.

Long-term comparison:
What we are comparing the latest value to, this could be last year (12-months ago) or 2 years (24-months ago), and indicates the period is covers

Summary

The below charts summarise the direction of travel for measures reported in this section that have longer-term trend data available.



35 of the 43 demand measures within this section have longer-term trend data available.

61 of the 82 performance measures within this section have longer-term trend data available.

Adults and Health







Adults Social Care (ASC) Operation Key Measures

Quarter 1 2024/25

In relation to the initial data that has been included, there has been a general positive and upward trend compared to previous years.

In particular, the proportion of adult social care users and adult carers who found it easy to get information about available support has increased from last year, with the proportion of adult social care users increasing to the highest score in the last six years, and the proportion of adult carers increasing to a similar pre-covid score. We have also been steadily increasing the percentage of people supported by our Wellness Service, with the overall change in client's wellbeing score after receiving support increasing from last quarter and remaining at a similar score to the same period last year. Permanent admissions to residential care reduced for both younger and older adults and has declined similar to pre-covid rates. The number of repeat domestic abuse incidents has increased however this is in line with the total incidents increasing.

The Council is currently implementing significant change in relation to adult social care, including a transfer to an improved data collection system (from Care First to Mosaic) and a transformation programme to drive improvements and better outcomes for residents. During this critical period, data is being validated and quality assured, and is expected to be fully available for public reporting during Q2. Ongoing monitoring continues to be in place internally across services.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of home care service users	Demand	1,528 (Q1 2024/25)	 1,498 (Q4 2023/24)	 1,538 (Q1 2023/24)
Number of nursing and residential service users	Demand	1,464 (Q4 2023/24)	 1,496 (Q3 2023/24)	 1,455 (Q4 2022/23)
Number of self-directed support (SDS) service users	Demand	2,142 (Q4 2023/24)	 2,172 (Q3 2023/24)	 2,178 (Q4 2022/23)

Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
% of people who use ASC services who found it easy to find information *	Performance	74.8% (2023/24)	↑ 60.1% (2022/23)	↑ 65.3% (2021/22)

Key Measure	Measure type	Latest annual value	Short-term comparison (24-months)	Long-term comparison (60-months)
% of carers who found it easy to find information about ASC services **	Performance	62.8% (2023/24)	↑ 54.4% (2021/22)	↑ 62.1% (2018/19)







*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).

**Council key measures that are reported every 2 years, short-term comparison is with 2 years ago (24 months ago) and due to Covid-19 long-term comparison is with 5 years ago (60 months ago).

Communities and Access Services Key Measures

Quarter 1 2024/25

We have also been steadily increasing the percentage of people supported by our Wellness Service, with the overall change in client’s wellbeing score after receiving support increasing from last quarter and remaining at a similar score to the same period last year. The number of repeat domestic abuse incidents has increased however this is in line with the total incidents increasing.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Percentage of completed Wellness Service interventions	Performance	74.2% (Q1 2024/25)	 69.7% (Q4 2023/24)	 70.0% (Q1 2023/24)
% of repeat domestic abuse incidents within 12 months	Performance	44.9% (Q1 2024/25)	 44.7% (Q4 2023/24)	 47.6% (Q1 2023/24)
Number of Anti-Social Behaviour incidents	Performance	1,396 (Q1 2024/25)	 790 (Q4 2023/24)	 1,509 (Q1 2023/24)



Children and Families



Learning & Early Support Key Measures

Quarter 1 2024/25

We continue to see increased pressure on our SEND system and numbers of EHC plan requests which historically has caused our statutory compliance within the 20-week timescale to suffer significantly. However, due to investment and service developments, we have now started to see improvements in this area and would expect to see further increases to near national average.

School Attendance is a key focus across the directorate and in partnership with schools from both a safeguarding and achievement perspective. In Quarter 1 our data shows an improved picture, and there is better attendance than national. However, the number of children missing school is still too high, especially those that are persistently absent. We have been undertaking work across the system with a DfE Attendance Advisor, especially in preparation for ensuring that new duties which come into force from September are fulfilled. We continue to focus on vulnerable groups of children, including our Children Looked After and those with an additional need.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Percentage of Education, Health, and Care Plans finalised within 20 weeks during the quarter	Performance	25.9% (Q1 2024/25)	 0.0% (Q4 2023/24)	 5.9% (Q1 2023/24)

Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
School attendance - Total school absence - (authorised and unauthorised) *	Performance	6.9%		

		(2023/24)	7.2% (2022/23)	7.4% (2021/22)
--	--	-----------	-------------------	-------------------





*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).

Child Protection & Family Support Key Measures

Quarter 1 2024/25

The quarter 1 trend data highlights continued low numbers of Children Looked After compared to our statistical neighbours. We have high numbers of our children living in family-based settings with a continued focus on our children being supported to live with their carers through special guardianship order arrangements. Our focus going forward is to maintain this trend through prioritising these arrangements and related support.

For our children who are looked after, we continue to ensure they experience long-term placement stability close to their home. Quarter 1 trends show success when compared with national benchmarks. However, there is a slight reduction when compared with the previous quarter and year. With recently introduced internal fostering strategies, including recruitment (where we have record number of carers currently in the assessment process), and support which includes our enhanced emotional wellbeing service, we predict ongoing improvement for this priority area.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of Looked After Children	Demand	600 (Q1 2024/25)	 606 (Q4 2023/24)	 599 (Q1 2023/24)
Percentage of Looked After Children who have been in the same placement for 2 or more years	Performance	70.3% (Q4 2023/24)	 71.4% (Q3 2023/24)	 73.8% (Q4 2022/23)









Corporate Strategy, Commissioning and Public Health



Governance & Commissioning Key Measures

Quarter 1 2024/25

Demand for FOIs and SARs has risen beyond pre-COVID levels, mirroring trends across other West Yorkshire authorities. Performance for FOIs and SARs has been affected by various factors, including delays in obtaining service responses and signoffs, as well as bottlenecks in request handling and the volume of submissions. An FOI policy is underway, with a projected launch later this year. The SARs backlog has been evaluated, and alternative approaches are being considered to expedite processing. The Information Governance team will conduct webinars and promote mandatory e-learning modules. Therefore, efforts will focus on collaborating with service areas to address their needs and improve FOI and SAR compliance.

Percentage spend with local suppliers has increased in spend year on year. There have been improvements to data collection, recording, quality and analysis which may also have had an impact on the reported increase.





Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of Freedom of Information requests received	Demand	406 (Q1 2024/25)	 478 (Q4 2023/24)	 364 (Q1 2023/24)
Percent of Freedom of Information requests completed in time	Performance	72.0% (Q1 2024/25)	 77.0% (Q4 2023/24)	 82.0% (Q1 2023/24)
Number of Subject Access Requests received	Demand	127 (Q1 2024/25)	 111 (Q4 2023/24)	 121 (Q1 2023/24)
Percent of Subject Access Requests completed in time	Performance	62.0% (Q1 2024/25)	 67.0% (Q4 2023/24)	 68.0% (Q1 2023/24)

Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
Percent of spend with local suppliers *	Performance	57.0% (2023/24)	 53.4% (2022/23)	 55.6% (2021/22)

Finance Key Measures

Quarter 1 2024/25

Business Rates Collection were enhanced to 29.8%, surpassing previous quarters and demonstrating efficiency in collection. Council Tax collection rate has slightly declined from quarter one last year, but it still forecast to reach the in-year target.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (12-months)	Long-term comparison (24-months)
Council Tax collection rate **	Performance	25.9% (Q1 2024/25)	 26.2% (Q1 2023/24)	 24.2% (Q1 2022/23)
Business Rates collection rate **	Performance	29.8% (Q1 2024/25)	 28.7% (Q1 2023/24)	 29.0% (Q1 2022/23)



*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).

**Council key measures where data reported is cumulative so short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).

Environment Strategy & Climate Change Key Measures

Quarter 1 2024/25

The long-term picture of increasing numbers of children accessing the home to school transport service is part of a national trend and contributes to increasing cost, along with the complexity of need and the increasing cost of routes. The home to school transport team is delivering a programme of significant transformation aimed at reducing the cost of the home to school transport, unfortunately, we cannot control the demand for the service, but we can improve the cost base per child.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of children accessing home to school transport	Demand	1,283** (30 th June 2024)	 1,301 (31 st March 2024)	 1,262 (30 th June 2023)

**Does not include personal travel budgets, mileage and paternal contributions, only includes costs and number of children transported by taxi/minibuses.





People Services Key Measures

Quarter 1 2024/25

Staff turnover will vary throughout the year and will be able to review it annually to make meaningful comparisons, it is however important to monitor quarterly trends and there will always be more turnover in certain areas of the council. People service team have number of activities taking place which are:

- Continue to manage vacancies through people panel
- Continue with focus on deployment of staff across the council as part of our service change process
- Focus on hard to recruit/high agency spend roles
- Further roll out of workforce planning and learnings from exit interviews





Sickness per FTE has slightly increased since last quarter, we continue focus on proactive health and wellbeing initiatives across the council to deliver benefits of proactive sickness management.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Staff turnover	Performance	2.6% (Q1 2024/25)	 3.8% (Q4 2023/24)	 2.4% (Q1 2023/24)
Sickness per FTE	Performance	13.83 (Q1 2024/25)	 13.64 (Q4 2023/24)	 13.30 (Q1 2023/24)

Public Health & Health Protection Key Measures

Quarter 1 2024/25

Smoking during pregnancy has decreased to 7.4%, lower than previous quarters and better than the national average. The data masks differences in populations as we know the rate is higher in more deprived populations. Work is underway with the Tobacco Alliance to reduce the rate further. The number of RIDDOR reportable incidents has marginally reduced, reflecting the increased oversight of health and safety across the organisation and the rapid learning from each reportable incident embedded into working practices.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Smoking during pregnancy (mother's smoking status at time of delivery)	Performance	7.4% (Q4 2023/24)	 8.2% (Q3 2023/24)	 9.4% (Q4 2022/23)
Number of RIDDOR reportable incidents	Performance	9	 10	 10




Growth and Regeneration





Skills & Regeneration Key Measures

Quarter 1 2024/25

Despite an extended period of economic uncertainty and turbulence, Kirklees businesses continue to prove highly resilient, with employment levels in key sectors including manufacturing and engineering remaining stable. The number of new businesses created in Kirklees also increased steadily between 2017-2022. With funding support from WYCA, the Council continues to deliver programmes which support the resilience and growth of both start-up and established businesses and support the attraction of inward investment to the district. The relatively high employment rate suggests a stable local labour market, however this continues to mask high levels of economic inactivity and too many residents are in low paid, low skilled and insecure work; this is also linked to low growth in business productivity. Increasing skills levels (at all levels) is key to increasing productivity and wages for residents.

Details of the new Government's consultation on planning reforms have just been published which will have a major impact on our services and our work to prepare a new Local Plan. We will work closely with WYMCA to continue to develop the Growth Plan for West Yorkshire and to secure ongoing support for local business support and employment and skills support in Kirklees.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Employment Rate	Performance	74.10% (Q4 2023/24)	 72.70% (Q3 2023/24)	Not available (Q4 2022/23)
Business births	Performance	530 (Q4 2023/24)	 460 (Q3 2023/24)	 460 (Q4 2022/23)

Number of planning applications received - major	Demand	12 (Q4 2023/24)	 20 (Q3 2023/24)	 13 (Q4 2022/23)
Key Measure	Measure type	Latest quarterly value	Short-term comparison (24-months)	Long-term comparison (36-months)
Percent of population with at least level 2 qualification	Performance	87.3% (2023)	 72.7% (2021)*	 72.9% (2020)

*Short-term comparison is not available for 2022 so comparison is made with 2021 (24 months ago).

Highways & Streetscene and Waste Key Measures

Quarter 1 2024/25

Kirklees continues to perform well for maintaining roads and addressing defects in the highway (potholes). This prompt action ensures our highways remain safe for all users. The code of best practice for highway infrastructure provides guidance to respond on a risk-based approach to highway defects. Kirklees Council operate a risk-based inspection regime and response to defects that present the highest risk. Category 1 repairs have a target response rate (SS) of 99.5%.









Fly tipping is an issue for Kirklees as well as elsewhere in the UK. The incidence of fly tipping is slightly lower this quarter when compared with last, however the council and partners have a comprehensive response to ensure behaviours are challenged and tipping reduces in the long term. The use of overt and covert cameras has improved enforcement against those who feel it necessary to fly tip. Kirklees Council and active in both local and national campaigns and work to challenge behaviour and culture.

Kirklees Council continue to work actively with its partners, residents and business to improve recycling rates, and the trend is positive over the past year, with contamination now at 15.4%. Ongoing education, communication and enforcement continue using waste advisors to improve the Borough's recycling rates which fall short of the national targets. The recent waste strategy revised Kirklees Council target.

Our missed bins performance continues to impress, with 99.8% of all bins collected from households in the last quarter. Challenges affecting performance include accessibility due to parked cars, roadworks, incidents and accidents.

We await the outcome of the government's spending review to better understand resource availability for improving our highways in future years. We will continue to prosecute fly tippers whilst ensuring communities do not have to suffer the impact of their actions

by clearing waste when tipping occurs, anticipating an ongoing reduction in the amount of tips reported in the next quarter. We expect to keep our recycling contamination rates at the current level, however we are working towards the governments simpler recycling guidance and will consider necessary service changes. We are working with communities to relocate bins to aid collection, so expect to maintain, if not improve our missed bins performance data.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Potholes - % of emergency defects made safe within intervention timescales.	Performance	100.0% (Q1 2024/25)	 88.0% (Q4 2023/24)	 88.8% (Q1 2023/24)
Recycling contamination rate	Performance	15.4% (Q1 2024/25)	 17.5% (Q4 2023/24)	 21.5% (Q1 2023/24)
Number of fly tipping reports	Demand	2,231 (Q1 2024/25)	 2,372 (Q4 2023/24)	 1,793 (Q1 2023/24)
Missed bins (% of collections without complaints)	Performance	99.8% (Q1 2024/25)	 99.6% (Q4 2023/24)	 99.7% (Q1 2023/24)

Homes & Neighbourhoods Key Measures

Quarter 1 2024/25

Homes and Neighbourhoods collected 96.4% of rents due which resulted in arrears of 3.6% which is above target by 0.3% and is driven largely by the cost-of-living challenges faced by tenants but also the migration from Housing Benefit to Universal Credit (UC). The latter can take up to 5 weeks before tenants receive the UC payment. Whilst the challenges from UC migration will continue,

There are currently 1224 open cases where the Council's tenants are experiencing damp, mould and condensation and is an improving trend from the last quarter when the Council had approximately 1830 open cases



The average relet times for turning around void properties has deteriorated to 89 days as compared with 69 days in the previous quarter. Management of voids is in urgent need of improvement and the current performance results from shortages of staff (esp. surveyors who have been prioritised for damp, mould and condensation cases), the need for catch up repairs and the fact that the service is addressing long term voids that require major works which once relet add to the average relet time. The latter will continue to affect average relet times, however, the plan is to address the longer term voids through engaging the services of an external contractor for the long term voids so that the in-house team can focus on addressing 'standard' voids.

It is anticipated that rent arrears performance will be maintained in the next quarter and beyond. We continue work with tenants to support them to secure work through our Employment and Skills Team and where appropriate with Money Advice so that tenants maximise their income and/or benefit entitlements and signpost them to other services.

Reports of damp, mould and condensation continue to be high but the council has changed the way it works and recruited more staff to enable resolution for the tenant more promptly and so it is anticipated this reduction in the number of open cases will continue as we strengthen the approach and will decrease to approximately 700 by the end of November/early December 2024.

Void performance is disappointing and needs to improve. Engagement of dedicated additional resource should lead to performance improvements for relet times in subsequent quarters. Management oversight of process improvements and resource will be provided to provide all necessary support.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Percentage of rents in arrears.	Performance	3.6% (Q1 2024/25)	↔ 3.6% (Q4 2023/24)	↓ 3.7% (Q1 2023/24)
Number of open damp, mould and condensation cases	Demand	1,224 (Q1 2024/25)	↓ 1,830 (Q4 2023/24)	Not available (Q1 2023/24)
Average days to re-let time.	Performance	89.73 (Q1 2024/25)	↑ 69.73 (Q4 2023/24)	↑ 65.51 (Q1 2023/24)

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Proportion of non-emergency responsive repairs completed within timescale.	Demand	81.8% (Q1 2024/25)	 86.3% (Q4 2023/24)	 81.8% (Q1 2023/24)

Development Key Measures



Quarter 1 2024/25

Demand for temporary accommodation continues to be high in Kirklees, which is an issue experienced by many local authorities across the UK. A transformation plan has been developed and implemented to provide a comprehensive and sustained improvement for this indicator. Currently performance is recorded as the same as the previous quarter, with 474 households in temporary accommodation. Longer term trend analysis demonstrates a worsening of performance over the past year.

The number of new affordable homes built and ready for letting has increased over the last quarterly monitoring period. Seasonal increases are expected in Q1, however it is a concern that year on year completions are lower.

Detailed demand analysis of households placed in temporary accommodation indicates the transformation plan is leading to more households being moved into permanent accommodation than previously. Unfortunately, there is a subsequent increase in the number of presentations for households experiencing homelessness. Coordinated actions to address demand earlier, as well as prevent demand in the first instance should lead to a reduction in households in temporary accommodation over time. No immediate improvement in temporary accommodation usage is anticipated in the next quarter.

Kirklees Council continues to work with a range of housing providers to deliver affordable homes and looks forward to the government's spending review and planning reforms to help boost the number of affordable homes delivered in the district. Given the lead in time for new housing, there is no immediate improvement in longer term trends expected for this indicator.

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of households in temporary accommodation	Demand	474 (Q1 2024/25)	 474 (Q4 2023/24)	 343 (Q1 2023/24)

Affordable homes facilitated by Housing Growth	Performance	17 (Q1 2024/25)	 4 (Q4 2023/24)	 29 (Q1 2023/24)
--	-------------	--------------------	--	---

Appendix A – Council Measures

Adults and Health

Adults Social Care (ASC) Operation Key Measures

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Average commissioned home care hours per user.	Demand	13.2 (Q1 2024/25)	↓ 13.3 (Q4 2023/24)	↓ 13.5 (Q1 2023/24)







Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
The outcome of short-term services: sequel to service – this relates to those people accessing short term support (reablement etc) and the percentage of those people that go on to have no long-term support with ASC. *	Performance	86.1 (2023/24)	↑ 85.8 (2022/23)	↑ 81.5 (2021/22)

Key Measure	Measure type	Latest annual value	Short-term comparison (24-months)	Long-term comparison (60-months)
Carers of people in ASC quality of life (assess the overall quality of life of carers who support individuals with adult’s social care needs) **	Performance	7.2 (2023/24)	↓ 7.5 (2021/22)	↓ 8.1 (2018/19)



*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).

**Council key measures that are reported every 2 years, short-term comparison is with 2 years ago (24 months ago) and due to Covid-19 long-term comparison is with 5 years ago (60 months ago).

Communities and Access Services Key Measures






Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Change in emotional wellbeing score for Wellness Service clients (using Short Warwick-Edinburgh Mental Wellbeing Scale; scores can range from 7 to 35, with higher scores indicating higher positive wellbeing; positive change indicates improved emotional wellbeing)	Performance	+4.0 (Q1 2024/25)	 +3.6 (Q4 2023/24)	 +4.0 (Q1 2023/24)
% s42 safeguarding enquiries where the risk was reduced or removed.	Performance	95.1% (Q4 2023/24)	 93.4% (Q3 2023/24)	 93.2% (Q4 2022/23)
% S42 safeguarding enquiries where making safeguarding personal outcomes were met.	Performance	95.0% (Q4 2023/24)	 93.9% (Q3 2023/24)	 95.4% (Q4 2022/23)





Integrated Commissioning Key Measures

Key Measure	Measure type	Latest value	Short-term comparison (3-months)	Long-term comparison (12-months)
% Kirklees ASC providers judged as good or outstanding by CQC	Performance	75.7% (Q1 2024/25)	 76.3% (Q4 2023/24)	 73.8% (Q4 2022/23)

Children and Families

Learning & Early Support Key Measures

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of Education, Health, and Care Plans	Demand	4,218 (Q3 2023/24)	 4,146 (Q3 2023/24)	 3,851 (Q4 2022/23)
Percentage of inspected Early Years providers rated Good or better by Ofsted	Performance	99.0% (Q3 2023/24)	 97.0% (Q1 2023/24)	Not available (Q3 2022/23)
% of state funded schools rated good or better by Ofsted	Performance	89% (Q1 2024/25)	 87% (Q4 2023/24)	 87% (Q1 2023/24)

Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
Percentage of pupils who are persistently absent (attendance below 90%) from school *	Performance	20.9% (2023/24)	 21.2% (2022/23)	 22% (2021/22)
Suspensions - Number of all school suspensions expressed as a % of school population *	Performance	10.64%	 10.64%	 10.64%

		(2023/24)	10.81% (2022/23)	8.85% (2021/22)
--	--	-----------	---------------------	--------------------





*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).









Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
Exclusions - Total Permanent Exclusions from Schools as a % of the school population *	Performance	0.14% (2023/24)	↑ 0.13% (2022/23)	↑ 0.08% (2021/22)
Not in Education, Employment or Training - % of 16-17 year olds that are not in education, employment or training *	Performance	2.5 (2023/24)	↑ 2.3 (2022/23)	↓ 2.6 (2021/22)







*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).



Child Protection & Family Support Key Measures

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of Children in Need	Demand	2,095	↓ 2,219	↓ 2,411

		(Q1 2024/25)	(Q4 2023/24)	(Q1 2023/24)
Number of children with a Child Protection Plan	Demand	427	 417	 463
		(Q1 2024/25)	(Q4 2023/24)	(Q1 2023/24)
Number of children and young people starting to be looked after in the quarter	Demand	42	 52	 62
		(Q1 2024/25)	(Q4 2023/24)	(Q1 2023/24)

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of Children Looked After ceasing to be looked after in the quarter	Demand	48 (Q1 2024/25)	 62 (Q4 2023/24)	 55 (Q1 2023/24)
Number of Children Looked After in an external residential provision	Performance	29 (Q1 2024/25)	 23 (Q4 2023/24)	 16 (Q1 2023/24)
Number of Children Looked After aged 16-18 in semi supported accommodation external residential provision	Performance	41 (Q1 2024/25)	 34 (Q4 2023/24)	 57 (Q1 2023/24)
Number of contacts to children's services	Demand	4,376	 4,386	 5,217



		(Q4 2023/24)	(Q3 2023/24)	(Q4 2022/23)
Number of referrals to children's social care	Demand	864		
		(Q4 2023/24)	776 (Q3 2023/24)	1,005 (Q4 2022/23)
Percentage of Care Leavers in suitable accommodation	Performance	93.8%		
		(Q1 2024/25)	87.8% (Q4 2023/24)	92.1% (Q1 2023/24)
Percentage of Care leavers in Employment, Education or Training (of those available for EET)	Performance	63.9%		
		(Q1 2024/25)	66.7% (Q4 2023/24)	69.6% (Q1 2023/24)

Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
Percentage of Children's Homes rated Good or better by Ofsted *	Performance	40% (2023/24)	 60% (2022/23)	 100% (2021/22)

*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).












Resources, Improvement & Partnerships Key Measures
















Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
-------------	--------------	------------------------	----------------------------------	----------------------------------






Number of mainstream foster carer households in Kirklees	Performance	138 (Q1 2024/25)	 136 (Q4 2023/24)	Not available (Q1 2023/24)
Waiting times for child mental health services for month at quarter end (time in weeks)	Performance	13.00 (Q4 2023/24)	 11.00 (Q3 2023/24)	Not available (Q4 2022/23)

Corporate Strategy, Commissioning and Public Health



Corporate Resources Key Measures

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
No. of upheld complaints	Performance	4 (Q1 2024/25)	 4 (Q4 2023/24)	 3 (Q1 2023/24)
Total amount spent on Social Value delivered (derived from contract above £100k per annum with commitments delivered via social value portal)	Performance	£8,589,814 (Q1 2024/25)	 £1,286,910 (Q4 2023/24)	 £1,577,806 (Q1 2023/24)
% of 2024/25 budgets savings completed or on track for delivery.	Performance	81% (Q1 2024/25)	New PI (Q4 2023/24)	New PI (Q1 2023/24)
Vacancy rate	Performance	7% (30 th June 2024)	 5% (31 st March 2024)	 6% (30 th June 2023)
Percent of extra external funding raised through civic crowdfunding*	Performance	310.0% (2023/24)	 340.0% (2022/23)	Not available (2021/22)
Councillor enquires	Demand	1,814 (Q1 2024/25)	 2,043 (Q4 2023/24)	 2,333 (Q1 2023/24)
Councillor enquires responded to within timeframe	Performance	91.0% (Q1 2024/25)	 89.0% (Q4 2023/24)	 77.0% (Q1 2023/24)

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of Hackney carriage and private hire licenses	Demand	1,079 (Q1 2024/25)	 1,117 (Q4 2023/24)	 1,091 (Q1 2023/24)
Number of Licensing Act 2003 licenses	Demand	312 (Q1 2024/25)	 242 (Q4 2023/24)	 370 (Q1 2023/24)
Number of Gambling Act licenses	Demand	21 (Q1 2024/25)	 30 (Q4 2023/24)	 20 (Q1 2023/24)
Number of general licenses (all other licenses issued that fall outside the licensing act, gambling act and taxi licensing)	Demand	69 (Q1 2024/25)	 45 (Q4 2023/24)	 59 (Q1 2023/24)
Hackney carriage / private hire drivers suspended/refused/revoked/warnings	Performance	6 (Q1 2024/25)	 8 (Q4 2023/24)	 5 (Q1 2023/24)
Number of noise pollution complaints	Demand	932 (Q1 2024/25)	 694 (Q4 2023/24)	 1,073 (Q1 2023/24)
Number of air pollution complaints	Demand	143 (Q1 2024/25)	 91 (Q4 2023/24)	 153 (Q1 2023/24)
Number of odour pollution complaints	Demand	54 (Q1 2024/25)	 59 (Q4 2023/24)	 66 (Q1 2023/24)





Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of other pollution complaints (inc. drainage)	Demand	322 (Q1 2024/25)	 245 (Q4 2023/24)	 424 (Q1 2023/24)
Number of pollution complaints planning referrals	Demand	299 (Q1 2024/25)	 327 (Q4 2023/24)	 312 (Q1 2023/24)
Food hygiene ratio of food business to officers	Demand	406 (30 th June 2024)	 422 (31 st March 2024)	Not available (30 th June 2023)
Average cost per child accessing home to school transport	Demand	£1,084** (Q1 2024/25)	New PI (Q4 2023/24)	New PI (Q1 2023/24)






**Does not include personal travel budgets, mileage and paternal contributions, only includes costs and number of children transported by taxi/minibuses.

Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
Carbon dioxide equivalent (CO2e) emissions for Council operations (measured in tonnes of carbon dioxide equivalent (TCO2e))*	Performance	40,362.87 (2021/22)	Not available due to new methodology	Not available due to new methodology
Carbon dioxide equivalent (CO2e) emissions for the District (measured in kilotonnes of carbon dioxide equivalent (KT CO2e))*	Performance	1,944.5 (2021)	 1,805.8 (2020)	 2,022.9 (2019)

*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).

Public Health & Health Protection Key Measures

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Breastfeeding initiation rates (proportion of babies whose first feed included breastmilk)	Performance	67.7% (Q4 2023/24)	 70.3% (Q3 2023/24)	 67.4% (Q4 2022/23)
Percentage of people taking up an NHS Health Check invite	Performance	43.0% (Q4 2023/24)	 34.5% (Q3 2023/24)	 40.9% (Q4 2022/23)

Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
Percentage of children who are overweight/obese in Year 6 *	Performance	37.6% (2022/23)	 40.7% (2021/22)	Not available (2020/21)
Suicide rate per 100,000 population *	Performance	11.9 (2020-22)	 11.4 (2019-21)	 12.0 (2018-20)
Cancer screening coverage: breast cancer *	Performance	62.6%	 62.6%	 62.6%

		(April 2020 to March 2023)	58.5% (April 2019 to March 2022)	57.1% (April 2018 to March 2021)
Cancer screening coverage: bowel cancer *	Performance	73.8% (October 2020 to March 2023)	↑ 72.3% (October 2019 to March 2022)	↑ 67.3% (October 2018 to March 2021)






*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).



Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
Cancer screening coverage: cervical cancer (aged 25-49) *	Performance	68.6% (October 2019 to March 2023)	↓ 70.1% (October 2018 to March 2022)	↓ 70.6% (October 2017 to March 2021)
All new STI diagnoses (rate per 100,000) *	Performance	571.0 (2023)	↓ 590.0 (2022)	↑ 488.0 (2021)

*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).





Growth and Regeneration



Skills & Regeneration Key Measures





Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Occupancy of council business centres.	Performance	89.0% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Unemployment Rate	Performance	3.9% (Q4 2023/24)	 4.0% (Q3 2023/24)	Not available (Q4 2022/23)
Business deaths	Performance	535 (Q4 2023/24)	 490 (Q3 2023/24)	 615 (Q4 2022/23)
Number of planning applications received - minor	Demand	166	 163	 178

		(Q4 2023/24)	(Q3 2023/24)	(Q4 2022/23)
Number of planning applications received - other	Demand	323	 347	 401
		(Q4 2023/24)	(Q3 2023/24)	(Q4 2022/23)

Highways & Streetscene Key Measures





Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Percentage of street lighting faults attended within published timeframes (7 working days).	Performance	74.0% (Q1 2024/25)	 69.5% (Q4 2023/24)	 78.9% (Q1 2023/24)
People killed or seriously injured in road traffic accidents	Performance	50.0 (Q1 2024/25)	 58.0 (Q4 2023/24)	 50.0 (Q1 2023/24)

Key Measure	Measure type	Latest Annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
	Performance	35.6%		

% of B and C roads that should be considered for maintenance *		(2021/22)	25.6% (2020/21)	25.8% (2018/19)
% of A roads that should be considered for maintenance *	Performance	29.3% (2021/22)	 20.0% (2020/21)	 20.2% (2018/19)
% of U roads that should be considered for maintenance *	Performance	28.0% (2021/22)	 17.0% (2020/21)	 17.0% (2018/19)

*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).

Homes & Neighbourhoods Key Measures







Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of closed damp, mould and condensation cases	Demand	588 (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Average number of days of open damp, mould and condensation cases	Demand	141 (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Proportion of homes for which all required fire risk assessments have been carried out.	Demand	100% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Proportion of emergency responsive repairs completed within timescale.	Demand	95.1% (Q1 2024/25)	 94.7% (Q4 2023/24)	 92.8% (Q1 2023/24)
	Demand	81.8%		

Proportion of non-emergency responsive repairs completed within timescale.		(Q1 2024/25)	86.3% (Q4 2023/24)	81.8% (Q1 2023/24)
Number of applicants on Housing Register	Demand	18,920 (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Fire Risk Assessments	Performance	100.00% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Asbestos Management	Performance	100.00% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Electrical Testing - domestic	Performance	98.68% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Electrical Testing - communal	Performance	100.00% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Gas and Solid Fuel Servicing - domestic	Performance	99.89% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Gas and Solid Fuel Servicing - communal	Performance	100.00% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Lifts - servicing	Performance	95.18% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Lifts - LOLER inspections	Performance	100.00% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)
Percent of completed legionella assessments Water	Performance	100.00% (Q1 2024/25)	Not available (Q4 2023/24)	Not available (Q1 2023/24)

Key Measure	Measure type	Latest annual value	Short-term comparison (12-months)	Long-term comparison (24-months)
Proportion of tenants who report making a complaint who are satisfied with our approach to complaints handling. *	Demand	23.0% (2022/23)	Not available (2021/22)	Not available (2020/21)

*Council key measures that are reported annually (financial, calendar or academic), short-term comparison is with the previous year (12 months ago) and long-term comparison is with 2 years ago (24 months ago).

Development Key Measures

Key Measure	Measure type	Latest quarterly value	Short-term comparison (3-months)	Long-term comparison (12-months)
Number of households in B&B temporary accommodation.	Demand	230 (Q1 2024/25)	 238 (Q4 2023/24)	 144 (Q1 2023/24)
Market homes delivered within Housing Growth programme.	Performance	14 (Q1 2024/25)	 18 (Q4 2023/24)	 22 (Q1 2023/24)
Affordable homes delivered within Housing Growth programme.	Performance	12 (Q1 2024/25)	 11 (Q4 2023/24)	 8 (Q1 2023/24)



REPORT TITLE: Corporate Financial Monitoring Report, Quarter 1.

Meeting:	Cabinet
Date:	13th August 2024
Cabinet Member (if applicable)	Councillor Graham Turner
Key Decision Eligible for Call In	Yes Yes
<p>Purpose of Report: To receive information on financial monitoring for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 1 (month 3), 2024/25.</p>	
<p>Recommendations</p> <ol style="list-style-type: none"> 1) note the forecast revenue outturn position at Quarter 1 for 2024/25 (£12.9 m overspend) and that Executive Directors have been asked to bring forward sustainable proposals to reduce the overspend to bring the budget back into balance. 2) note the Quarter 1 forecast that the DSG deficit is forecast to increase by £20m in 2024/25. 3) note the Quarter 1 forecast HRA position (£403k deficit) and forecast year-end reserves position of £13.8m; 4) note the Quarter 1 forecast capital monitoring position for 2024/25 and approve £62m re-profiling of the 2024/25 capital plan into future years as set out in the accompanying slides (slide 21-22); 5) note the Quarter 1 treasury management prudential indicators. 6) authorisation for the Executive Director Adults and Health or his authorised representative (Kirklees Council as Lead Local Authority for West Yorkshire for the Accelerating Reform Fund - ARF) to receive, host and utilise ARF revenue funding (£1.57m) and to transfer to regional partners by way of revenue grants as part of this. The regional partners are NHS West Yorkshire ICS and the other West Yorkshire Local Authorities. 	
<p>Reasons for Recommendations This Quarter 1 report updates the Cabinet on the current financial position as of Month 3 (30 June), together with key risks.</p>	
<p>Resource Implications: To note information on financial monitoring for General Fund Revenue, DSG, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 1 (month 3), 2024/25.</p>	
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer Henshall – 5th August 2024
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney – 1st August 2024

Is it also signed off by the Service Director for Legal Governance and Commissioning?

Sam Lawton – 2nd August 2024

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes. This report contains no information that falls within the scope of General Data Protection Regulations.

1. Executive Summary

The attached slides provide information on financial monitoring for General Fund, Revenue, DSG, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 1 (month 3), 2024/25.

2. Information required to take a decision

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

Forecast General Fund revenue outturn position in 2024/25 by service area;

General Fund reserves and balances movements in-year;

Forecast HRA revenue outturn position including movements in HRA reserves in-year;

Forecast capital outturn position in 2024/25;

Treasury management prudential indicators.

3. Implications for the Council

3.1 Working with People

N/A

3.2 Working with Partners

N/A

3.3 Place Based Working

N/A

3.4 Climate Change and Air Quality

N/A

3.5 Improving outcomes for children

N/A

3.6 Financial Implications

3.6.1 The forecast outturn position at Q1 is an overspend of £18.1m which after the use of earmarked reserves and contingencies reduces to £12.9m. Within the position of £18.1m, an estimated £8.5m is due to slippage in the approved savings programme across the Council.

3.6.2

Quarter 1 Revenue Monitoring

Saved to F: Drive

	Revised Budget Q1 £000	Forecast at Q1 £000	Variance Q1 £000
Children and Families	80,573	86,279	5,706
Adults and Health	120,033	122,074	2,041
Place	42,136	48,779	6,643
Corp Strategy, Comm and Public Health	57,382	61,137	3,755
Central Budgets	64,824	64,824	-
General Fund	364,948	383,093	18,145
Demand Reserve Drawdown	3,000	-	(3,000)
Social Care Contingency Budget Release	-	(1,997)	(1,997)
Waste Inflation Budget Release	-	(295)	(295)
Adjusted General Fund Total	367,948	380,801	12,853

3.6.3 The key service variations (outlined in more detail in the slide deck) are summarised below.

3.6.4 Children's Services are facing significant pressures across the Social Care budgets reflecting national trends in this area. Demand, complexity and cost of living increases indicate a potential pressure of £4.5m in 2024/25. The service continues to ensure costs are managed effectively whilst providing the best outcomes for children. In the Learning & Early Support area of the service, there are continued pressures relating to the necessary use of Educational Psychology Locums to support service delivery, this is also linked to increased demand and complexity.

3.6.5 The overall projected position for the whole Adults & Health Directorate is an overspend of £2m. Within the Adult Social Care related portfolio, variances are being seen across key demand-led headings, on Independent Sector Home Care (£2m over), and on Self-Directed Support (£0.3m under) (mainly in relation to Direct Payments) and against the achievement of income targets (£2.2m not achieved). An underspend is being projected across employee budgets (£0.9m).

The Communities and Access portfolio is projecting an underspend of £0.2m. The Culture & Visitor Economy portfolio is projected to be close to breakeven.

This report also seeks authorisation for Kirklees Council to transfer Accelerating Reform Fund (ARF) funding to regional partners by way of grants. The regional partners are NHS West Yorkshire ICS and the other West Yorkshire Local Authorities. Further information is shown in the attached appendix 3 and is net neutral to the Council.

3.6.6 The overall projected position for the Place directorate is an overspend of £6.6m. In Development there is an overspend of £1.4m that largely relates to the management and maintenance of corporate buildings. Highways and Streetscene is forecast to overspend by £5.5m, £2.7m of this relates to pressures within waste (including £1.3m statutory pressures such as POPs and £1m fleet related), £1.6m of relates to parking services, £400k in transport on maintenance of the fleet and £400k in highways.

- 3.7.7 Corporate Strategy, Commissioning and Public Health - There is an overall overspend of £3.8m forecast, predominantly due to the impact of subsidy loss on housing benefit payments which is £4.4m, offset by savings across service budgets.
- 3.7.8 At Quarter 1, central budgets are projected to deliver in line with budget.
- 3.7.9 Directorates have been asked to bring forward proposals to reduce service overspends to bring the budget back into balance.
- 3.7.10 A number of activities aimed at reducing spending further within the financial year were identified, and continue to be managed and monitored, including: stopping non-essential expenditure; implementing a process whereby all recruitment is approved by senior management; ongoing review of discretionary fees and charges and increasing these by inflation where possible; exploring all external funding opportunities to bring in additional income and an ongoing review of the Council's capital investment programme to manage the overall treasury management budget. Whilst it is evident that these are having some effect, further actions are now required to bring the budget back into balance.
- 3.7.11 Total forecast usable reserves at March 2024/25, excluding any impact of this projected overspend are £60.5m, of which £35.5m are earmarked.

DSG

- 3.7.12 The 23/24 in-year deficit was £15m taking the total DSG Deficit to £43.7m at 31 March 2024. The increase in costs was mainly due to rising complexity and demand in mainstream schools and inflationary increases from external providers. These pressures are continuing further into 24/25 and Q1 monitoring information indicates that additional pressures of c£20m are forecast. A more detailed update will be brought to Cabinet at Q2.

HRA

- 3.7.13 The HRA projected outturn at Quarter 1 is a £4.8 million deficit, and it is currently assumed £4.4m will be transferred from reserves of £4.4 million to mitigate the pressure. However, in line with para 3.7.9 the service has been asked to bring forward to proposals to balance the in year budget without using general reserves.

Capital Plan

- 3.7.14 A review of the profile of the Capital plan has commenced during this quarter. The latest budget for the 2024/25 Capital Plan is now £278.7m (£340.8m being the updated opening position following the 23/24 outturn). To date the review has identified slippage of £62m being re-profiled into subsequent financial years (see also Appendix 5) and other minor budget changes.
- 3.7.15 Noting that Quarter 1 is an early capital forecast, 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.

3.7.16 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.

3.8 Legal Implications

3.9 Other (eg Risk, Integrated Impact Assessment or Human Resources)

Section 28 Local Government Act 2003 imposes a statutory duty, from time to time to carry out budget monitoring of expenditure and income against budget calculations during the financial year. If there is a deterioration in its financial position the council must take such action as it considers necessary to remedy the situation.

There is an ongoing risk around the volatility of demand budgets and also the potential impact of the pay being settled above the amount provided for in the base budget. The 2024/25 budget assumed an overall pay award of 4% (c£10m). A pay award above this level would increase expenditure at the rate of c£2.5m for every 1%.

3.10 Consultation

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

4 Engagement

N/A

5 Options

5.1 Options considered

N/A

5.2 Reasons for recommended option

N/A

6 Next steps and timelines

That Cabinet endorse the recommendations set out in this report.

7 Contact officer

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

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

8 Background Papers and History of Decisions

Annual budget report 2024-27 to Budget Council, March 2024
Budget Update Report to Council, September 2023

9 Appendices

Appendix 1: Financial Monitoring slides
Appendix 2: Savings Plan slides

- 10 **Service Director responsible**
Kevin Mulvaney, Service Director – Finance.

Corporate Financial Monitoring – Quarter 1 2024/25

Cabinet 13th August 2024



Revenue Headlines

- Quarter 1 Monitoring – Forecast overspend of **£12.9m**
- Savings forecast to be delivered at 80%, against a target of £42.6m.
- Total Useable Reserves forecast to be c**£60.5m** at 31st March 2025 of which:
 - Unallocated reserves forecast to be **£25m – excludes in year overspend** (Minimum working balance assessed at £15m using risk-based approach, desirable balance £25m)
 - Earmarked Reserves forecast to be **£35.5m**



DSG Headlines

- Quarter 1 Monitoring Position
- HN Budget - £64.7m (includes SV Funding and Block Transfer) 23/24 budget £60.4m
- HN Projected Expenditure £84.8m (23/24 - £75.4m)
- Projected in year overspend - £20m (23/24 – £15m)
- Safety Valve Impact
 - Unmitigated Projected overspend - £11m
 - Mitigated Projected overspend - £7m (If projected savings are achieved)



Quarter 1 Revenue Monitoring

	Revised Budget Q1 £000	Forecast at Q1 £000	Variance Q1 £000	Variance made up of:	
				Savings Slippage £000	Net Pressures £000
Children and Families	80,573	86,279	5,706	1,045	4,661
Adults and Health	120,033	122,074	2,041	3,525	(1,484)
Place	42,136	48,779	6,643	3,939	2,704
Corp Strategy, Comm and Public Health	57,382	61,137	3,755	-	3,755
Central Budgets	64,824	64,824	-	-	-
General Fund	364,948	383,093	18,145	8,509	9,636
Demand Reserve Drawdown	3,000	-	(3,000)		
Social Care Contingency Budget Release	-	(1,997)	(1,997)		
Waste Inflation Budget Release	-	(295)	(295)		
Adjusted General Fund Total	367,948	380,801	12,853		



Directorate Budget Variances

Children and Families

Children and Families Totals		
Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£80.573m	£86.279m	+ £5.706m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Overspend			
Assessment & Intervention South & CDS	+ £1.2m	Uplift to KICES pooled contribution due to demand and increased cost of equipment (+£150k), Increased demand for s17 welfare payments & temporary B&B accommodation (+£80k), Demand led cost of Domiciliary and direct payments care packages related to complex case and cost of living inflation (+£625k), Demand led financial support to families with no recourse to public funds (+£250k).	Paper presented to Children's SLT, and increase agreed for KICES. Wrap around financial support preventing children coming into Kirklees care with significant cost benefit. New task & finish group established to consider Kirklees children's respite offer. Demand led financial support to families under review
Corporate Parenting	+ £1.138m	Financial support for care leavers to remove barriers towards independence, education and training (+£250k), Demand led sufficiency budget pressure assuming targets met in line with forecast model	Financial policy under review regarding the financial support for care leavers. Childrens demand led sufficiency budgets are under regular review with 2 weekly placement gatekeeping panel.



Directorate Budget Variances

Children and Families

Children and Families Totals

Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£80.573m	£86.279m	+ £5.706m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Overspend			
Education Psychology	+ £536k	Continuing pressure re staffing costs to support demands of the service, high locum. This will need to be kept under review as the Cluster working comes online from September.	Service have a continuing rolling programme of recruitment to fill posts substantively but with minimal success/retention issues.
Strategic Learning	+ £250K	Budget pressure is a legacy from the loss of the SIMB and unfunded HoS posts, inroads made to reduce overspend in 23/24 and 24/25	Service leaders maximising DSG where applicable, work ongoing to increase traded income and various other initiatives.
Commissioned Services	+ £494k	Increase to new 3-year priority led Home start contract (+£180k), Priority led waiting list initiative combined with WYICB (+£100k), Inter agency adoption fees outside of OAWY contract (+ £70k), increased contribution to KICES contract (+ 150k)	The Home start contract is under review Priority led waiting list programme planned for one year only. The Inter agency adoption fees are difficult to predict. Cost based on previous three years.



Directorate Budget Variances

Children and Families

Children & Families Totals		
Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£80.573m	£86.279m	+ £5.706m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Overspend			
Sustainability, Resources and Capacity	+ £1.851m	Demand led Sufficiency budget pressure assuming targets met in line with forecast model agreed with strategic director. Likely £80k slippage on YPAT short break savings target	Childrens demand led sufficiency budgets are under regular review with 2 weekly external placement panel chaired by DCS and all OOA placements are signed off by Service Director. All External Residential placements are currently being reviewed to identify which children can be moved back into internal residential, fostering or supported lodging carers.



Directorate Budget Variances

Adults and Health

Adults and Health Totals		
Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£120.033m	£122.074m	+ £2.041m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Overspend			
Customer Service Centres	+ £290k	Unplanned overspend due to service change still in process (employees and HRA income).	Service change underway.
Independent Sector Home Care	+ £2,019k	Higher unit costs on all Client cohorts.	Ongoing work to manage pathways, working with the market.
Underspend			
Adults & Health – Employees (excl Customer Service Centres – see above)	- £1,124k	Ongoing management of staffing and budget levels.	Ongoing review.
Other demand led activities (Care phones & AT / Shared Lives / Reablement /other client provision)	- £984k	Ongoing management of provision.	
Self Directed Support	- £282k	Mainly due to underspend on Direct Payments (under on OP, PD and MH cohorts, offset by over on LD)	Continued monitoring to ensure remains within budget.



Directorate Budget Variances

Adults and Health

Adults and Health Totals

Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£120.033m	£122.074m	+ £2.041m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Income Underachievement			
Saving - ASC - Increasing the collection of social care income	+ £2,200k	Ongoing work on the saving programme - review of practice and processes. Levels of potential achievement unlikely to hit the full total (still being reviewed).	Ongoing work/review and analysis of potential options and scope.



Directorate Budget Variances

Place

Place Totals

Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£42.136m	£48.779m	+ £6.643m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Overspend			
Corporate Landlord/ Strategic Assets	+ £1,375k	<p>Core Estate rationalisation (+£1,364k), Piazza & Unachievable income (£154k), Landbank inc KSDL Wetside (+£126k), Estates Management staffing recovery (+£110k)</p> <p>Offset by Capital Delivery(-£398k) - Surplus recovery of fees</p>	<p>Use of flexible capital receipts being explored for transformational activities, essential only repairs, holding of vacancies. Close monitoring of cost for Piazza, handover to developers reduces some liability (residual NNDR). Negotiations with KSDL</p>
Waste – Regulatory Pressures	+ £1,665k	<p>EA directive in 2023 resulted in a significant change to the disposal of soft furnishing containing Persistent Organic Pollutants (£700k)</p> <p>Inflationary increase within the market sector for IPPC which is necessary to the operation of the EFW Plant – Emissions (+£300k),</p> <p>Landfill Escalator within the sector in 24/25 (+£250K) with future increases reported for April 2025</p> <p>Staffing pressures £252k and agency staff £368k offset by income of £296k</p>	<p>The service has been working nationally to benchmark and mitigate the increased costs including increasing bulk collection charges which has reduced demand. The extension of the reuse shop has also been completed to remove soft furnishing before disposal. The number of HWRC centre will also aim to reduce demand. It should be noted that mattresses are being disposed of in the normal way at risk currently - Potential enforcement.</p> <p>Contractual and environmental compliance requirement</p> <p>Inflation and government driven (monitored closer for earlier warning)</p> <p>Simpler Recycling and legislation horizon scanning continues to identify any potential additional funding for the waste sector.</p>



Directorate Budget Variances

Place

Place Totals		
Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£42.136m	£48.779m	+ £6.643m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Overspend			
Waste - Vehicles	+ £1,066k	Growth within the service demands increased resources above based budget(historical) The service has completed round reviews, but additional vehicles are required + 20 RCV @ £1m pa. The Fleet capital has been fully committed in 24/25 and therefore the service are operating with hired fleet as essential resources not additional.	An invest to save business case for capital funding to purchase additional RCV's has been presented to the capital assurance board CAB (24 th July) and accepted as a robust case to reduce hire costs. It should be noted however that a lead time of upto18 months is anticipated. The CAB also received and agreed in principle to the wider fleet Vehicle Replacement Programme to contact fleet costs over the next 5 years. The fleet Capital strategy includes £26m of investment.
Transport	+ £391k	Aging fleet and increased parts costs have resulted in this pressure.	The costs of replacement parts have increased due to the inflation uplift in the last 12 months. The service continue to source alternative and cheaper parts and look to minimise repairs(essential only). Transport Oversight board monitor all aspects fleet. Investigation of ALL accident damage over £300 to reduce costs by 20% over previous years outturn. Pool fleet has been reduced by over 40 vehicles.
Parks & Greenspaces	+ £422k	Service Review now concluding October.	Service Review concluding October. Staff have been issued with the 118 notices. Deployment and alternative roles are being used to mitigation redundancy costs – FTE service reduction of 34 to give a FY effect of £1.3m savings. Further reviews are underway with H&N with regards to the affordability of the current levels of service. Parks and Greenspaces also hire plant and equipment and the agreed capital VRP will assist in reducing hired costs circa £100k per annum above budget.



Directorate Budget Variances

Place

Place Totals		
Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£42.136m	£48.779m	+ £6.643m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Overspend			
Highways	+ £368k	Delivery Directorate wide savings GR14	A recruitment freeze on all revenue funded posts. The service continue to delivery ONLY of safety critical work. The service are reviewing fees/charges and opportunities for new charging including Lane Rental with a flightpath for a December report and implementation 25/26.
Income underachievement			
Parking	+ £1,572	Delays in implementation of existing tariffs uplift, the pause on the implementation of new charges and approvals for residential permit charges resulted in over £100k per month of lost income.	Replacement parking machines have been installed to reduce downtime and income loss. The pause on CEO staff has been removed to increase enforcement – fines. A review is ongoing following full council with regards to the proposals to charge for car parks that are currently free of charge and the uplift of the cost of a residential parking permit. The cabinet reports for the August meeting
Underspend			
Skills & Regeneration	- £216k	Recharging to capital schemes (-£150k), Grant recovery (-£66k)	



Directorate Budget Variances

Corporate Strategy, Commissioning and Public Health

Corporate Strategy, Commissioning and Public Health Totals

Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£57.382m	£61.137m	+ £3.755m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Overspend			
Housing Benefits	+ £4.4m	Continued pressure of homelessness, including temporary accommodation pressures and use of bed and breakfast.	A homelessness board has now been set up and is working through various projects to try and reduce the costs
Schools Transport	+ £194k	Overspend on routes due to volumes and complexity requirements	Post 16 policy changes to be implemented September. Personal travel budgets are being agreed with parents to allow them to transport children themselves.
Underspend			
Strategy and Innovation	- £603k	Vacancies being held where possible, and IT savings implemented in 23/24 are continuing.	Only critical roles will be filled



Directorate Budget Variances

Corporate Strategy, Commissioning and Public Health

Corporate Strategy, Commissioning and Public Health Totals

Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
£57.382m	£61.137m	+ £3.755m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Underspend			
Peoples Service	- £192k	Vacancies being held where possible.	Only critical roles will be filled
Governance and Commissioning	- £266k	Vacancies being held where possible and reduction in cost of councillor allowances.	Only critical roles will be filled
Income Underachievement			
Welfare & Exchequer	+ £250k	Court cost recovery budget is very challenging and has not been achieved over recent years	Number of claims will be monitored over the year, and write offs are being minimised.



Analysis of Council Reserves (excl Statutory Reserves)

	Unallocated * £000	Earmarked £000	Total £000
At 1st April 2024	(25,045)	(36,192)	(61,237)
<i>Planned Drawdowns from Earmarked Reserves</i>			
WYCA Returned Levy – 2024/25 MTFP support	-	9,400	9,400
Budgeted drawdown for Collection Fund deficit	-	2,000	2,000
- Budgeted drawdown from Insurance Reserve		1,500	1,500
<i>Planned Contributions to Earmarked Reserves</i>			
Transfer into Voluntary Revenue Provision reserve	-	(15,195)	(15,195)
	(25,045)	(38,487)	(63,532)
<i>In Year Adjustments – Quarter 1</i>			
- Forecast use of Earmarked Reserves	-	3,000	3,000
Estimated balance of Reserves at 31st March 2025	(25,045)	(35,487)	(60,532)

- *£15m Minimum Working Balance (£25m desirable).
- Note that the estimated balances at 31st March 2025 exclude the in-year projected overspend



HRA Quarter 1

	Revised Budget £000	Forecast Quarter 1 £000	Variance Quarter 1 £000
Repairs & Maintenance	30,909	32,459	1,550
Housing Management	45,569	43,165	(2,404)
Property Services	0	0	0
Other Expenditure	31,779	36,594	4,815
Total Expenditure	108,257	112,218	3,961
Rent & Other Income	(108,257)	(107,415)	842
Total	0	4,803	4,803
Planned transfer from HRA Reserves	0	(4,400)	(4,400)
Total after reserves	0	403	403



HRA Reserves

	Balance at 31 March 2024 £000	Approved Movement in reserves £000	Balance at 31 March 2025 £000
Set aside for business risks	(13,500)	5,000	(8,500)
Set aside to meet investment needs (as per HRA business plan)	(18,942)	15,146	(3,796)
Working Balance	(1,500)	-	(1,500)
Total	(33,942)	20,146	(13,796)



HRA Budget Variances

HRA Totals

Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
-	£4.804m	+ £4.804m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Overspend			
Repairs and Maintenance	+£1,550k	Backlog of void works £400k and requirement to carry out 40% stock condition surveys in 2024-25	Capitalisation of staff costs estimated at £2m for the Development and Asset team, putting process in place and savings identified from revised lettings policy for decoration.
Management costs - Council services bought in, Policy and Management and Community Facilities	+£215k	Legal services overspend directly relating to disrepair/compensation claims. Temp Accom repairs £76k, Regulatory fees £108k netted off by underspend on abortive cost budget. Overspends for communal lighting , sheltered heating, concierge and cleaning.	Budget for 2024-25 increased to £1m, but this might need a further review if the trend continues. Awaiting income from receipt from RM Grylls and Reiks lane. A review of service charges is being carried out to move to a full cost recovery position.
Other Expenditure	+£4,815k	Increased Council tax relating to empty properties.	Increased depreciation cost has been covered by a transfer from reserves of £4.4m and increased council tax has been covered by the underspend on staffing costs and savings from inflation provision



HRA Budget Variances

HRA Totals		
Agreed 24/25 budget	Forecast at Quarter 1	Total variance at Quarter 1 +/-
-	£4.804m	+ £4.804m

Service area	Variance Quarter 1	Reason for variance	Mitigating actions
Income Overachievement			
Other Income	-£40k	Under- recovery of service charges for leasehold and tenant communal costs offset by additional forecast from investment income on balances	Review of service charges being carried out to move to a full cost recovery position
Income Underachievement			
Rental Income	+£882k	Void rent loss through time taken to turnaround empty properties but does include rent loss from planned empty properties before demolition	Updated process in place to better manage turnaround times and tracking of standard, non-standard and voids requiring major works.
Underspend			
H & N Management Costs	-£2,619k	Capitalisation of Development and Asset team estimated £2m and Staff underspends of £619k based on vacancies.	Staff costs will be capitalised where staff work on capital schemes and a mechanism is being put in place for this to happen.



Capital Headlines

- Quarter 1 Capital Monitoring – On Budget
- Capital budget **£278.7m**
- Reduction of budget since Council Budget Report £62m due to:
 - -£62m re-profile (General Fund -£46.4m, HRA -£15.6m)
 - +£35k RCCO's, -£21k S106 (General Fund)
- Officers continue to review the multi-year capital plan and budget profiles (under FPR 3.10-3.15)

Q1 Capital Monitoring (Directorate)

	Revised Budget Q1	Actual Costs	Forecast at Q1	Variance Q1		Rollover Plan	Budget Change	% Outturn
	£'000	£'000	£'000	£'000		£'000	£'000	
Children and Families	19,008	532	19,008	0		26,431	(7,423)	(28%)
Adults, Housing & Health	8,100	441	8,100	0		8,260	(160)	(2%)
Regeneration & Growth	191,898	18,764	191,898	0		230,427	(38,529)	(17%)
Corp Strat, <u>Commiss</u> & Public Health	11,863	239	11,863	0		12,154	(291)	(2%)
General Fund	230,869	19,976	230,869	0		277,272	(46,403)	(17%)
HRA	47,840	8,022	47,883	43		63,491	(15,651)	(25%)
TOTAL	278,709	27,998	278,752	43		340,763	(62,054)	(18%)



Breakdown of Capital Budget Changes

	£'000	£'000
ROLLOVER CAPITAL PLAN BUDGET		340,763
General Fund:		
Borrowing	(23,854)	
Self-Funded	(110)	
Grant (Grants & contributions)	(22,408)	
S106	(67)	
RCCO	36	
	(46,403)	
Housing Revenue Account:		
Borrowing	(3,091)	
Grant (Grants & contributions)	(3,355)	
Reserves/RCCO	(9,205)	
	(15,651)	
Change in Budget		(62,054)
REVISED CAPITAL BUDGET (Q1)		278,709



Prudential & Treasury Management Indicators Quarter 1 2024-25



Prudential Indicators

- 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.
- **Information contained includes:**
 - Capital Expenditure
 - Capital Financing Requirement
 - Gross Debt and the Capital Financing Requirement
 - Debt and the Authorised Limiting and Operational Boundary
 - Net Income from Commercial and Service Investments to Net Revenue Stream
 - Proportion of Financing Costs to Net Revenue Stream



Prudential Indicators

Capital Expenditure

- The Council has undertaken and is planning capital expenditure as summarised in the table below.
- The main General Fund capital projects for 24/25 include spend on the Cultural Heart, Town Centre Action Plans (Huddersfield/Dewsbury/Local Centres), Highways baseline schemes, and major projects for both the West Yorkshire plus Transport Schemes and Transforming Cities Fund. HRA capital expenditure is recorded separately and to date includes supporting a Council House Building programme, Building Safety and Housing Growth
- The 24/25 forecast includes the approved budget plus spend rolled over from 23/24, while 25/26 and 26/27 budget figures are those approved as part of the 24/25 Budget Report. The forecast capital expenditure will be adjusted to reflect updates to the capital plan from the quarter following its approval.

	2023/24 £m actual	2024/25 £m forecast	2025/26 £m budget	2026/27 £m budget
General Fund	111.1	275.5	188.0	122.7
Housing Revenue Account	31.6	63.5	64.6	64.0
Capital investments	5.6	1.8	0.0	0.0
Total Capital expenditure	148.3	340.8	252.6	186.7



Prudential Indicators

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

	2023/24 £m actual	2024/25 £m forecast	2025/26 £m budget	2026/27 £m Budget
General Fund	691.2	756.0	798.5	831.5
Housing Revenue Account	204.3	205.4	212.0	213.8
Capital investments	5.6	1.8	0.0	0.0
Total Capital Financing Requirement	901.1	963.2	1010.5	1,045.3



Prudential Indicators

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.

	2023/24 actual £m	2024/25 forecast £m	2025/26 budget £m	2026/27 budget £m	Debt at 30.06.2024 £m
Debt (incl. PFI & leases)	784.9	844.5	866.5	901.2	813.5
Capital Financing Requirement	901.1	963.1	1,010.5	1,045.3	



Prudential Indicators

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.
- 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.

	Maximum debt Q1 2024/25	Debt at 30.06.24	2024/25 Authorised Limit	2024/25 Operational Boundary	Complied
Borrowing	735.9	735.9	892.6	872.6	Yes
PFI and Finance Leases	77.6	77.6	82.8	77.8	Yes
Total debt	813.5	813.5	975.4	950.4	



Prudential Indicators

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.

	2023/24 actual £m	2024/25 forecast £m	2025/26 budget £m	2026/27 budget £m
Total net income from service and commercial investments	-1.1	-1.9	-1.9	-1.9
Proportion of net revenue stream	-0.3%	-0.5%	-0.5%	-0.5%



Prudential Indicators

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.

	2023/24 actual	2024/25 forecast	2025/26 budget	2026/27 budget
General Fund - Financing costs (£m)	21.4	50.3	54.8	59.7
General Fund – Proportion of net revenue stream (with reduced MRP)	5.9%	14.1%	14.6%	15.2%
General Fund – Proportion of net revenue stream	11.6%	14.1%	14.6%	15.2%
HRA – Financing costs (£m)	35.3	32.9	34.3	35.5
HRA - Proportion of net revenue stream	35.9%	30.7%	31.6%	31.9%



Treasury Management Indicators

- **Indicators include:**
 - Liability Benchmark
 - Maturity Structure of Borrowing
 - Long Term Treasury Management Investment
 - Interest Rate Exposures



Treasury Management Indicators

Liability Benchmark

- This 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.
- Following on from the medium-term forecast below, the long the long-term liability benchmark includes capital expenditure funded by borrowing of £119 million in 2024-25, minimum revenue provision based on assets lives and reduction in balance sheet resources of £37 million.

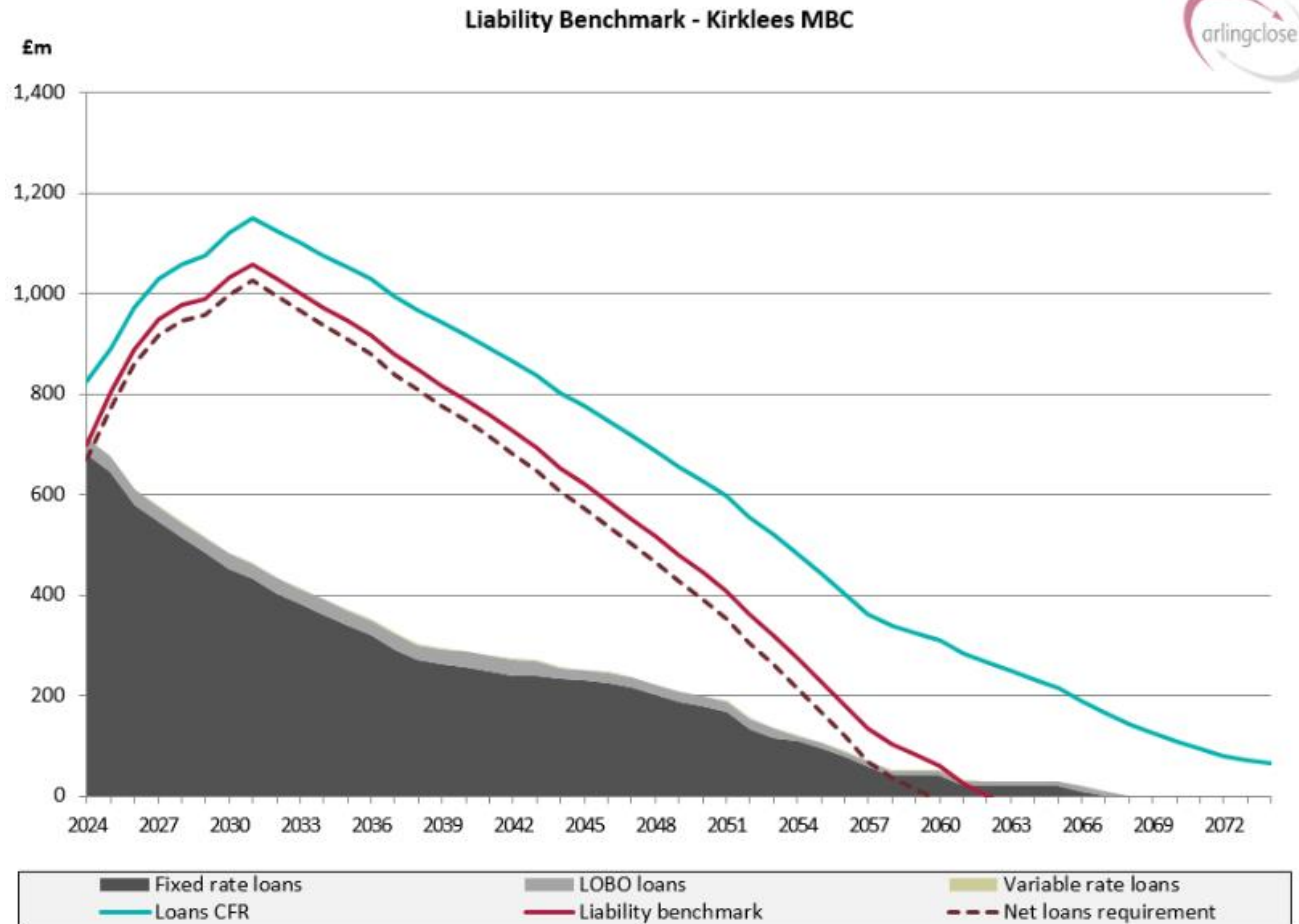
	31.03.24 actual £m	31.03.25 forecast £m	31.03.26 forecast £m	31.03.27 forecast £m
Loans CFR	823.5	890.4	963.1	1009.3
Less: Balance sheet resources	155.3	118.7	112.8	111.5
Net loans requirement	668.2	771.7	850.3	897.8
Plus: Liquidity allowance	30.0	30.0	30.0	30.0
Liability benchmark	698.2	801.7	880.3	927.8
Existing borrowing - committed	707.3	672.1	606.3	572.8



Treasury Management Indicators

Liability Benchmark

The total liability benchmark is shown in the chart, 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.



Treasury Management Indicators

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	30.06.24 actual	Complied
Under 12 months	20%	0%	14%	Yes
12 months and within 24 months	20%	0%	9%	Yes
24 months and within 5 years	60%	0%	11%	Yes
5 years and within 10 years	80%	0%	16%	Yes
10 years and above	100%	20%	51%	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 £30 million have a potential repayment date during 2024-25 and have been included in the under 12 months line.



Treasury Management Indicators

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:

	2024/25	2025/26	2026/27	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.



Treasury Management Indicators

Interest Rate Exposures

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

	01/04/24	30/06/24
Bank Rate	5.25%	5.25%
1-year PWLB certainty rate, maturity loans	5.39%	5.37%
5-year PWLB certainty rate, maturity loans	4.72%	4.89%
10-year PWLB certainty rate, maturity loans	4.80%	4.96%
20-year PWLB certainty rate, maturity loans	5.24%	5.37%
50-year PWLB certainty rate, maturity loans	5.07%	5.18%



Monthly 24/25 Budget Savings Delivery Update Q1 - Cabinet 13th August 2024



Projected savings delivery summary (all directorates & HRA)

	24/25				
Directorate	Total budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Projection £000	24/25 Projected Variance £000	RAG Rating
Children and Families	-6,104	-2,720	-5,059	1,045	On Track
Adults and Health	-16,719	-1,769	-13,194	3,525	May Slip
Place	-12,473	-	-8,534	3,939	May Slip
Corporate Strategy, Commissioning and Public Health	-7,258	-868	-7,258	-	On Track
All Directorates	-42,554	-5,357	-34,045	8,509	
Housing Revenue Account	-3,121	-1,364	-3,123	-2	May Slip
Total Directorates + HRA	-45,675	-6,721	-37,168	8,507	

Savings Delivery Monitoring RAG Summary (all directorates & HRA)

	24/25			
Proposals (RAG rating)	Number of proposals	Budgeted Savings £000	Latest Projection £000	Projected Variance £000
<u>Complete</u> – proposal has been fully delivered and full savings will be realised	26	-6,717	-6,875	-158
<u>On track</u> – high level of confidence that full savings will be delivered	58	-20,171	-20,318	-147
<u>May slip</u> – a risk that full savings will not be realised, but mitigating actions are in place. High level of confidence that mitigating actions will bring this back on track.	21	-11,080	-8,665	2,415
<u>Slipped</u> – a risk that full savings will not be realised, but mitigating actions are in place. Lower level of confidence that mitigating actions will bring this back on track.	7	-7,707	-1,310	6,397
<u>Significant issue</u> – proposal cannot be delivered. Alternative proposal to deliver the quantum needs to be found from elsewhere.	0	0	0	0
TOTAL	112	-45,675	-37,168	8,507

Monthly Savings Monitoring

Children and Families

[Month 3]

Savings Delivery Monitoring – Children and Families (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24CF1	Cross Directorate	Integration for support to keep families together	-1,443		-1,326	117	May slip	Work ongoing to ascertain final position Saving due to be in place from July 1st but will slip
24CF2	Child protection and Family Support	Section 17 Funding and Household Support Fund	-220	-110	134	354	May Slip	HSF will be used to substitute budget but still pressure of £250K. Only £110K of target £220k provided to service
24CF3	Child protection and Family Support	Redesign MST (Multisystemic Therapy) provision	-290	-290	-290	0	Complete	
24CF4	Learning and Early Support	Further review Calderdale and Kirklees Careers Contract	-750	-750	-750	0	Complete	
24CF5	Learning and Early Support	SEND Efficiencies	-64		-64	0	On Track	Awaiting confirmation of Health Contribution
24CF6	Learning and Early Support	Mainstream our approach to mental health in Families	-314	-314	-314	0	Complete	
24CF7	Learning and Early Support	School Support Efficiencies	-111		36	147	May Slip	Savings likely to be achieved but potential pressure in this area relating to KBS
24CF8	Learning and Early Support	Redesign and integration of targeted detached Youth Work offer	-398	-353	-353	45	On Track	May be some slippage against target due to timescales slipping - amount TBC
24CF9	Learning and Early Support	Redesign Early Support Play Offer	-152	-152	-152	0	Complete	
24CF10	Resources, Improvements and Partnerships	Redesign of short break, respite and support provision	-400		-320	80	May Slip	Slippage in timescale of redesign

Savings Delivery Monitoring – Children and Families (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24CF12	Resources, Improvements and Partnerships	CAMHS redesign and associated efficiencies	-180	-180	-180	0	Complete	
24CF13	Resources, Improvements and Partnerships	Renegotiation of One Adoption West Yorkshire funding formula	-425	-425	-425	0	Complete	
24CF14	Resources, Improvements and Partnerships	Funding contributions to placements (NHS)	-400		-400	0	May slip	Work ongoing to ensure contributions from Health partners are maximised
24CF16	Learning and Early Support	Cease the operation of Kirklees Supply Service (KSS)	-60	-60	-60	0	Complete	
24CF17	Learning and Early Support	Stop direct delivery for the Duke of Edinburgh Award	-105		-34	71	May slip	Plans to reduce overspend position TBC
24CF19	Learning and Early Support	School Improvement	-200		31	231	May slip	Work ongoing to reduce overspend, timing TBC
24CF20	Learning and Early Support	Reduce success Centres Offer	-100		-100	0	On Track	
24CF22	Children and Families Directorate	Expected vacancy efficiency management	-264		-264	0	On Track	
24CF23	Learning and Early Support	Virtual School for Children looked after – embedding of additional duties	-125		-125	0	On Track	

Savings Delivery Monitoring – Children and Families (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
NEWCH1	Child protection and Family Support	Remodel early help and children's social care in line with National review	-17		-17	0	On Track	
NEWCH7	Child protection and Family Support	Review & redesign C&K commission	-86	-86	-86	0	Complete	
TOTAL CHILDREN AND FAMILIES			-6,104	-2,720	-5,059	1,045		

Monthly Monitoring

Adults and Health

[Month 3]

Savings Delivery Monitoring – Adults and Health (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24AH2	Adult social care in-house provision	Explore the future of learning disabilities supported living schemes provided by the Council	-200		-200	0	On track	Ongoing review - expected to be achieved by year end.
24AH3	Adult Social Care	Alignment of Occupational Therapy services to improve outcomes for the citizens of Kirklees	-100	-25	-100	0	On track	
24AH4	Mental Health and Learning Disabilities	Contract Savings	-277	-90	-277	0	Complete	Changes in place - saving will be delivered throughout the year.
24AH6	Adults and Health	Household Support Fund Grant	-400	-200	-400	0	May Slip	Expected to be achieved but dependent on national funding decision for second half of year
24AH7	Adult Social Care	Kirklees Integrated Community Equipment Service (KICES)	-200	-50	-200	0	Complete	Achieved
24AH9	Adult Social Care	Staffing savings across Adults and Health	-340	-85	-340	0	On track	Ongoing work/review and analysis of budgets - expected to be achieved
24AH11	Mental Health and Learning Disabilities	Supported Living Project	-1,680		-1,680	0	On track	Work ongoing around Adults Transformation programme - currently expected to be achieved by year end (tracking methodology being worked up)
24AH10	Adult Social Care	Reduction of Agency Use against all Hubs	-80	-20	-80	0	Complete	Work put in place - expected to be achieved by year end

Savings Delivery Monitoring – Adults and Health (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24AH13	Adult Social Care	Review of Direct Payment Policy application to ensure delivering to intended outcomes for individuals	-1,750		-1,750	0	On track	Work ongoing around Adults Transformation programme - currently expected to be achieved by year end (tracking methodology being worked up)
24AH14a	Learning Disability	Reviewing Shared Lives Provision to mitigate costs elsewhere in Adult Social Care	-350		-350	0	On track	Work ongoing around Adults Transformation programme - currently expected to be achieved by year end (tracking methodology being worked up)
24AH17	Communities and Access Services	Community Based Integrated Library and customer service functions and assets	-950	-165	-660	290	Slipped	Service change underway
24AH18	Communities and Access Services	Bring all customer contact centre activity together across the Council	-175		-175	0	On track	Ongoing work to determine - expected to be on track.
24AH19	Communities and Access Services	Review of Registration Service Delivery Model and fees and charges	-40	-40	-198	-158	Complete	Work undertaken - will be realised through the year.
24AH20	Communities and Access Services	Community Grant Schemes	-604	-547	-604	0	Complete	Mainly already achieved, one staff element being realised through the year.
24AH21	Communities and Access Services	Review of 24 hours service	-120		-120	0	On track	
24AH22	Communities and Access Services	Community Safety	-250	-63	-250	0	Complete	Savings being realised - will achieve level by year end.

Savings Delivery Monitoring – Adults and Health (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24AH23	Adult Social Care	Ings Grove – exploring partnership delivery options	-643		-643	0	On track	Work underway to review partnership income potential.
24AH24	Communities and Access Services	Review of Personalised Care funding and delivery model	-170	-170	-170	0	Complete	
24AH25	Learning Disability and Mental Health	To review the current Southwest Yorkshire Partnership NHS Foundation Trust (SWYPFT) and Kirklees Council's Community Mental Health Integration arrangements	-270		-141	129	May Slip	Various elements on track but home care share may slip (work ongoing to review). Tracking methodology being worked up.
24AH28	Adult Social Care	Increasing the collection of social care income	-2,627		-427	2,200	Slipped	Ongoing review of income streams, processes, and levels of debt - likely underachievement (to be confirmed).
24EC18	Culture and Visitor Economy	Increase to Bereavement Fees and Charges	-180		-180	0	On track	
24EC20	Culture and Visitor Economy	Caretaking and Cleaning – Increased charges to schools	-200		-200	0	On track	
24EC21	Culture and Visitor Economy	Markets Vacancy Savings and Income Generation	-248		-248	0	On track	
24EC22	Culture and Visitor Economy	Changes to the creative Development offer	-90		-90	0	Complete	

Savings Delivery Monitoring – Adults and Health (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24EC24	Culture and Visitor Economy	Operational Review relating to Commercial Catering, Venues and Museums and Galleries	-104		-104	0	On track	Asset decision required re DRAM (DRAM Centre 37 may slip)
24EC27	Culture and Visitor Economy	Increase Commercial Income	-140		-140	0	On track	
24EC34	Culture and Visitor Economy	Increase School Meal Charges	-503		-503	0	On track	
NEWAD1	Communities and Access Services	Integrated Community and Access model	-147	-147	-147	0	Complete	Achieved - see also work ongoing re 24AH17
NEWAD2	Older people and Physical Disabilities	Work with an External Change Partner	-3,240		-2,176	1,064	May Slip	Work ongoing around Adults Transformation programme - possibility of partial slippage (to be determined as work progresses). Key workstreams now being implemented as of July.
NEWAD3	Learning Disability and Mental Health	Work with wider health and care system to properly reflect the cost and design of services	-378	-95	-378	0	Complete	Deemed as being complete - benefit to be realised throughout the year.
NEWAD4	Learning Disability and Mental Health	Reviewing the respite offer for people with a learning disability	-189	-189	-189	0	Complete	

Savings Delivery Monitoring – Adults and Health (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
NEWAD5	Adults Sufficiency	Mental Health Peer Support service pilot review	-26	-26	-26	0	Complete	
NEWAD11	Adults Sufficiency	Review of Stroke Support services	-48	-48	-48	0	Complete	
TOTAL ADULTS AND HEALTH			-16,719	-1,769	-13,194	3,525		



Monthly Monitoring Place [Month 3]



Savings Delivery Monitoring – Place (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24GR1	Business and Economy	Reduction in support to business	-250		-250	0	On track	
24GR2	Employment and Skills	Reduction in employment and Skills support to individuals and businesses	-248		-248	0	On track	
24GR3	Corporate Landlord and Capital	Business rate savings from successful rating appeals in respect of museums and galleries	-100		-100	0	On track	
24GR5	Corporate Landlord and Capital	Asset Rationalisation	-840		-840	0	On track	Overspend reduction, pressure on NEWGR5
24GR6	Major Projects	Increased additional external recharges for delivery of transport and infrastructure programmes	-250		-250	0	On track	
24GR7	Major Projects	Reduction of the Digital Infrastructure Team	-200		-200	0	On track	
24GR8	Housing Solutions (Benefit Subsidy)	Potential rent increase for temporary accommodation	-200		0	200	Slipped	Temporary Accommodation Review
24GR9	Housing Solutions	Extending the trial of additional temporary accommodation	-320		-320	0	May slip	
24GR10	Housing Growth	Reduction in Posts	-94		-94	0	On track	

Savings Delivery Monitoring – Place (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24GR11	Development, Housing	Increase of fees on Disabled Facilities Grants	-370		-370	0	On track	
24GR12	Town Centre Programmes	Readjustment of budget for capitalisation of staff and utilisation of external funding	-55		-55	0	On track	
24GR13	Development	One-off savings 24/25	-298		-266	32	On track	Pressure included in NEWGR5
24GR14	Growth and Regeneration Directorate	Efficiencies / Directorate Wide	-670		-335	335	Slipped	Mitigations are a freeze on all Highway & SS revenue funded posts and a £50k future efficient saving from Highway revenue(this will have an impact on safety)
24EC1a	Highways	Recharge Rate Increase	-405		-405	0	On track	
24EC1b	Highways	Reduction of Winter Service	-550		-550	0	On track	
24EC1c	Highways and Operational Services	Removal of services relating to highways and operational services	-66		-66	0	On track	
24EC1d	Highways	Additional Income Generation	-770		-770	0	On track	
24EC1e	Highways	Changes to Grading/Removal of Existing Revenue Funded Established Posts	-130		-130	0	On track	

Savings Delivery Monitoring – Place (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24EC5	Operational Services	Homes and Neighbourhoods Service Level Agreement Review	-645		-223	422	Slipped	Service Review concluding October. Mitigation of redundancy costs via deployment etc..
24EC6	Operational Services	Street Cleansing Review	-250		-250	0	On track	
24EC7	Operational Services	Waste Collection from unadopted roads	-85		-85	0	On track	
24EC9	Operational Services	Household Waste Recycling Centre Opening hours review	-56		-56	0	On track	
24EC10	Operational Services	Missed waste collection policy change	-150		-150	0	On track	
24EC13	Operational Services	Bulky Waste Charges Review	-126		-126	0	On track	
24EC29	Operational Services	Fee increases – Parking Services	-1,004		-1,004	0	On track	Pressure included in NEWEN5
24EC30	Highways and Streetscene	Fleet Reductions	-496		-496	0	On track	
24EC31	Highways and Streetscene	A review of capital recharge (staffing) rates whilst employed of both internal and external (grant) projects.	-695		-695	0	On track	

Savings Delivery Monitoring – Place (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
NEWGR5	Development	Asset Rationalisation	-1,350		0	1,350	Slipped	Use of flexible capital receipts being explored for transformational activities, essential only repairs, holding of vacancies
NEWEN5	Highways	Parking	-1,600		-860	740	Slipped	Review of Residents Parking and charges in Districts; CEO recruitment ongoing again with a view to increasing fine income & enforcement
NEWEN7	Highways and Streetscene	Waste Strategy efficiencies	-200		-200	0	On track	
TOTAL PLACE			-12,473	0	-9,394	3,079		

Savings Delivery Monitoring – Housing Revenue Account (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
HRA1	Housing Management and Partnerships	Management Cost Savings HMP	-428		-428	0	On track	The process is complete, some changes in April/May so shortfall will be picked up by natural wastage.
HRA2	Asset Development and Building Safety	Management cost savings AD&BS	-93	-93	-93	0	Complete	This has been achieved
HRA3	Property Services	Management Cost Savings – Property	-379	-244	-297	82	May slip	Amount of £82k paid for Union duties still a pressure
HRA4	Housing Management and Partnerships	Recovery of service charges	-250	-27	-110	140	May slip	Initial assumption included GM but tenants not agreed. Savings achieved through Communal cleaning
HRA5	Housing Management and Partnerships	Reduction in void rent loss	-255		-255	0	May slip	Anticipated that savings will be seen from Q1 onwards
HRA6	Asset Development and Building Safety	Removal of waking watch Harold Wilson Court	-416		-640	-224	On track	Waking watch no longer required at HWC and Buxton House so additional savings will be achieved possibly total £640k but this will be from M4
HRA11	Housing Management and Partnerships	Maximising rental income when re-letting properties	-300		-300	0	On track	Will be achieved through relets
HRA12	Housing Management and Partnerships	No longer funding Kirklees Better Outcomes Partnership	-1,000	-1,000	-1,000	0	Complete	This has been achieved
TOTAL HRA			-3,121	-1,364	-3,123	-2		

Monthly Monitoring

Corporate Strategy, Commissioning and Public Health

[Month 3]

Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24CS1	Legal and Procurement	Capitalising time allocated to work on capital related work	-400		-400	0	On track	Continuation of 23/24 capital allocations.
24CS2	Legal, Governance and Commissioning	Vacancy Management and Reviewing Fees and Charges	-120		-120	0	On track	
24CS4	Welfare and Exchequer and Advice	Advice Contract and Advice Provision	-250		-250	0	On track	Service redesigns in progress, no budget issues anticipated at this stage.
24CS5	Accountancy	Changes in Supplier Payment Terms	-460	-460	-460	0	Complete	Completed and being monitored within the overall treasury management budget
24CS6	Welfare and Exchequer	Vacancy Management in Welfare and Exchequer Service	-305		-305	0	On track	Service redesigns in progress, no budget issues anticipated at this stage.
24CS7A	Welfare and Exchequer	Council Tax Support	-3,300 (not in totals)		-3,300 (not in totals)	0	On track	Implemented at start of financial year
24CS7B	Welfare and Exchequer	Single Person Review (SPD) (Only non-CTR recipients)	-937 (not in totals)		-937 (not in totals)	0	On track	Work has commenced and will be monitored through the Collection Fund.
24CS7C	People Services	Review of People Services Operating Model	-298	-298	-298	0	Complete	Service review completed

Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24CS9	People Services	Improvements and Changes to Agency Spend	-750		-750	0	May slip	Limit on extensions by 3 months unless exception, Risk is areas of new / unknown spend H&N /SEND, Deep dive into engineering. Collaborative procurement for new agency contract to be in place for April 2025. Risk remains the ability to reduce service budgets
24CS11	Policy, Partnerships and Corporate Planning	Service Re-design	-110	-110	-110	0	Complete	Service review completed
24CS13	IT	Efficiencies relating to Information Technology	-549		-549	0	On track	Majority of savings implemented in 23/24 and will continue into 24/25. Significant culture change is required around reducing printing costs.
24CS16	Public Health	PH Ring-Fenced Budget	-1,314		-1,314	0	On track	Saving will be complete by end of June.
24CS17	Democracy and Place Based Working	Service Re-design	-88		-88	0	May slip	Redesign delayed, but no significant variation is anticipated
24CS18D	People Services	Improvement to Overtime Costs across the Council	-340		-340	0	May slip	Saving can be achieved through correct coding and application, HRBP's have info for cascading via SLT's. Implementing payroll audit actions, Learning guides being created for managers. Some increased spend in adults which will reduce as vacancies are filled. Ability to reduce service budgets is a risk

Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
24CS20	Democracy and Place Based Working	Members Devolved Ward Budget	-230		-230	0	On track	Budget reductions actioned and communicated
24CS21	Cross Directorate	Efficiencies – directorate wide	-270		-270	0	On track	Saving to be allocated but plans in place.
24EC14	Climate Change and Environmental Strategy	School Transport Service Transformation	-728		-728	0	May slip	Post 16 changes to be implemented in September
24EC15	Environmental Health	To increase income and decrease the headcount of the environmental health service by service review.	-54		-54	0	May slip	Fees and charges to be reviewed and work ongoing on structure.
24EC17	Public Protection	Directorate Programme Office Structure Review	-150		-150	0	On track	£50k moved to Place.
24EC19	Climate Change and Environmental Strategy	Electric Vehicle Infrastructure Delivery – external funding used for salaries.	-50		-50	0	On track	Funding agreed
NEW 23/4	Finance	Service reviews to be undertaken based on final 2023/24 outturn	-467		-467	0	May Slip	£367k W&E is dependent on HSF6 which has not yet been confirmed, and £100k Intelligence and performance income from schools.

Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions
NEWEN2	Climate Change and Environmental Strategy	Change to policy and operational delivery to reduce costs	-325		-325	0	May slip	Reducing single use taxi's through merged routes, and increased use of personal travel budgets.
TOTAL CORPORATE STRATEGY			-7,258	-868	-7,258	0		

Accelerating Reform Fund: request for authorisation to distribute grant funding

Brief summary

This report seeks authorisation for Kirklees Council to transfer Accelerating Reform Fund (ARF) funding to regional partners by way of grants. The regional partners are NHS West Yorkshire ICS and the other West Yorkshire Local Authorities.

Background to the Accelerating Reform Fund

The Government announced the ARF in 2023. Funding is provided by the DHSC to West Yorkshire based on the ICS footprint. Each ICS footprint requires a lead Local Authority (not the ICS) to accept the funding on behalf of the region. Kirklees Council is the lead Local Authority for West Yorkshire and has accepted the ARF funding.

Kirklees Council will receive £1.57m on behalf of West Yorkshire. The funding is paid in two phases. The first phase of £613,669 was received in March 2024, the second phase of £957,962 will be received in August/September 2024. The funding can and will be rolled forward into future financial years.

The ARF mandates that the funding is spent on projects which achieve at least one of 12 priorities, must include support for unpaid carers, and must be agreed regionally by all West Yorkshire Local Authorities. Expressions of Interest for 2 projects that met this criteria were submitted by West Yorkshire to the DHSC in January 2024 to secure this funding. A West Yorkshire ARF Project Board has been established and the projects to be submitted to DHSC were agreed with support of regional Adult Social Care directors. The DHSC has accepted and agreed the projects and funding. The West Yorkshire ARF Project Board oversees the implementation of the projects including key decisions and the budget for West Yorkshire. As lead Local Authority Kirklees Council will need to account for this funding and provide the required reporting to the DHSC in a format yet to be circulated.

Outlines of the projects

1. Carers Breaks

Expected outcome is carers able to pre book breaks in advance.

Approach is to increase use of:

- Care home bed capacity
- Private hospitality sector capacity and offer under corporate social responsibility

2. Online/Digital Support for carers

Expected outcome is more carers engaged in online support and are successfully self-reliant.

- Create online carers support services across West Yorkshire with local information for each Place including advice, information, and guidance
- Online assessments
- Targeting and signposting carers who may not self-identify using their search criteria and social media
- Greater engagement with digitally and socially excluded groups

Grant transfer to partners

In order for the West Yorkshire ARF Project Board to deliver these projects Kirklees Council will need to procure external services using delegated authority within the FPRs and additionally will need to transfer funding as grants to its regional partners for their use and for their procurement of external services. These partners include the NHS West Yorkshire ICS and the other West Yorkshire Local Authorities.

Analysis suggests that there is no clear delegated authority within the existing FPRs to make these grant transfers to our regional partners and a report to Cabinet is required for authorisation of this.

Internal advice has been:

- FPR 22.5 applies to the acceptance of this grant and there is delegated authority to accept the grant.
- Kirklees Council is the accountable party for the entire grant and is vulnerable therefore to any recovery of grant.
- Control arrangements with the other parties are important. These have to be proportionate, recognising that risk is low as the partners are trusted and the payments to the counterparties will be quite low in value.
- Kirklees Council needs a legal agreement that passes over all the responsibilities and liabilities in the grant agreement onward to the partners and which requires the partners to account for the spend and provide reporting as required.
- As there is use of local discretion in delivering the projects a Cabinet report is needed for authority to distribute these grants.

In addition to the above a detailed list of what the agreement with partners must cover has been drafted. This has been passed to Legal Services for comments and development of the agreement.

Project Budget Tracker

Description	Total Grant	Received Mar 2024	To be received Aug/Sept 2024	
Total funding for West Yorkshire consortium	£1,571,631	£613,669	£957,962	To be received by Kirklees Council and distributed as below.

Description	Total Cost	Expected spend 24/25	Expected spend 25/26	
Combined project costs				
Project Manager post for 2 years	£140,000	£70,000	£70,000	Transfer in each financial year to host partner.
Project 1- Carers Digital Support				
Carers enhanced digital offer. 2 years: 2024/25 and 2025/26	£140,000	£70,000	£70,000	Currently out for procurement. Payments will start during 2024/25. Invoices to be received by Kirklees Council.
Carers UK- Employer for Carers. 2 years: 2024/25 and 2025/26	£88,000	£44,000	£44,000	Transfer in each financial year to NHS West Yorkshire ICS.
Local digital tools, outreach, and digital inclusion projects to be led by each LA in its area. 2 years: 2024/25 and 2025/26	£503,631	to be confirmed	to be confirmed	To be transferred to each LA for use locally. Usage plans to be agreed at WY ARF Project Board.
Project 2- Breaks for Carers				
Respite. 2 years: 2024/25 and 2025/26	£350,000	£175,000	£175,000	To be procured during 24/25. Will need to be transferred to the LA that undertakes the procurement (to be confirmed).
Care home beds provision. 1 year pilot	£350,000	to be confirmed	to be confirmed	Details to be confirmed. Will need to be transferred to the LA that undertakes the procurement (to be confirmed).
Total confirmed costs	£1,571,631	£359,000	£359,000	

Governance

The ARF mandates that a consortium comprising all West Yorkshire local authorities is formed to agree and oversee the projects. The West Yorkshire ARF Project Board has been established to fulfil this requirement, meets monthly, and oversees:

- Project development and implementation
- Key decisions
- Overall budget
- Issues for escalation

Workstream leads have been identified and provide regular progress reporting to the Board.

The Board comprises members from the following:

- Kirklees Council
- NHS West Yorkshire Integrated Care Board
- Calderdale Council
- Wakefield Council
- Leeds City Council
- Bradford Council
- Carers Leeds
- Carers Wakefield & District
- Leeds Care Association

Recommendation

That Cabinet agrees this report and in so doing provides authorisation for the grant transfers to the West Yorkshire ARF Project Board partners.



REPORT TITLE: CORPORATE RISK: QUARTERLY REPORT 1 2024/25

Meeting:	Cabinet
Date:	13 August 2024
Cabinet Member (if applicable)	Cllr Tyler Hawkins
Key Decision Eligible for Call In	No No – Information report
Purpose of Report To provide a report re corporate risk management for the first quarter of 2024/25	
Recommendations <ul style="list-style-type: none"> • That the report be noted • Cabinet determines if any action is required as a result of this report Reasons for Recommendations <ul style="list-style-type: none"> • This provides information about an assessment of risks faced by the organisation at a significant corporate level 	
Resource Implications: <ul style="list-style-type: none"> • None directly from this report, other than the potential costs or savings from implementing actions 	
Date signed off by <u>Strategic Director</u> & name.	Rachel Spencer-Henshall 5 August 2024
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney 5 August 2024
Is it also signed off by the Service Director for Legal Governance and Commissioning?	

Electoral wards affected: all

Ward councillors consulted: none

Public or private: public

Has GDPR been considered? yes

1. **Executive Summary**
The Council has arrangements to identify major corporate risks, and the current, previous and desirable position (for risk scores) , as a means of advising those charged with governance and wider stakeholders about issues and potential issues which may threaten the ability of the organisation to achieve its objectives.
2. **Information required to take a decision**
The information required is included in the attached report.
3. **Implications for the Council**
Having effective risk management arrangements is an important part of a strong assurance and governance framework for the Council. Identifying current and potential future controls or acknowledging that some risks might have to be accepted is an important part of open governance.
 - 3.1 **Working with People**
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.2 **Working with Partners**
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.3 **Place Based Working**
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.4 **Climate Change and Air Quality**
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.5 **Improving outcomes for children**
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.6 **Financial Implications**
Not directly applicable (except as shown in the relevant risk identification)
 - 3.7 **Legal Implications**
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.8 **Other (e.g. Risk, Integrated Impact Assessment or Human Resources)**
Not directly applicable. (except as shown in the relevant risk identification)
4. **Consultation**
There have been discussions with Executive Leadership Team
5. **Engagement**
There have been discussions with Executive Leadership Team
6. **Options**
Not applicable

- 7. Next steps and timelines**
Continual monitoring, reporting and actions as determined through other parts of the councils governance and management processes.
- 8. Contact officer**
Martin Dearnley Head of Audit & Risk.
- 9. Background Papers and History of Decisions**
Previous quarterly risk management reports
- 10. Appendices**
Report attached
- 11. Service Director responsible**
Samantha Lawton Service Director for Legal Governances & Commissioning
Kevin Mulvaney Service Director for Finance

This page is intentionally left blank

Corporate Risk Report, Quarter 1 2024/25

Cabinet 13th August 2024



Q1 Summary position:

- Three new risks has been escalated to the Corporate Risk Register, all are reporting as red risks with a score of '16'. Homelessness & Housing Stock Availability and Industrial Action were previously recorded as Emerging Risks.
 - Homelessness and Housing Stock Availability (DEV02)
 - Potential for Industrial Action (PS02)
 - Data Insight for operational delivery of Adult Social Care (AH03)
- Increases in risk score:
 - Finance Risks related to in year and future year budget position (FIN01 & FIN02) have both increased from last quarter. This reflects the risks associated with delayed delivery of savings initiatives and new emerging pressures.
 - Risks related to Data Integrity (SI01) have increased in likelihood this quarter, as a consequence of capacity constraints limiting progress on Data Management Strategy development
 - Corporate Governance (LGC01) increases this quarter; however it is expected that this will reduce again next quarter following Council meeting on the 17th July 2024
- Reductions in risk score:
 - Talent management (PS01) has reduced, reflecting progress on service redesign activity and benefits of embedded people management processes
 - Reduction in the likelihood score for Capital Plan (FIN03)
 - Adult Social Care assurance framework (AH02) risk reduces as actions to prepare for CQC inspection are progressing as required.
- There have been no risks removed this quarter.



Summary overview (page 1 of 2)

Reference	Risk Description	Risk Owner	Risk Score (R)	Direction of travel
FIN01	Risk of in year budget overspend	Kevin Mulvaney	20	↑
FIN02	Risk of medium-long term financial instability	Kevin Mulvaney	20	↑
PS01	Talent Management	Shauna Coyle	16	↓
LGC04	Risk of ineffective contract management	Samatha Lawton	16	↔
SI03	Failure to protect key information and data from a cyber attack	Terence Hudson	16	↔
HN01	Housing Safety & Quality	Naz Parkar	16	↔
CF02	SEND provision	Jo-Anne Sanders	16	↔
DEV02	Homelessness and housing stock availability	Joanne Bartholomew	16	NEW
AH03	Data insight for operational delivery of Adult Social Care	Cath Simms	16	NEW
FIN03	Failure to develop, monitor and achieve the capital plan	Kevin Mulvaney	15	↓



Summary overview (page 2 of 2)

Reference	Risk Description	Risk Owner	Risk Score (R)	Direction of travel
PS02	Potential for Industrial action	Shauna Coyle	12	NEW
SI01	Data Integrity	Mike Henry	12	↔
LGC03	Failure of Procurement processes	Samantha Lawton	12	↔
HP01	Emergency Planning & Business Continuity	Jane O'Donnell	12	↔
ES01	Climate Change	Kat Armitage	12	↔
CAS01	Community Cohesion, wellbeing & resilience	Jill Greenfield	12	↔
AH01	Adults Safeguarding	Cath Simms	12	↔
LGC02	Data Governance	Samantha Lawton	12	↔
DEV01	Corporate assets portfolio management	Joanne Bartholomew	12	↔
LGC01	Failure in corporate governance	Samantha Lawton	9	↑
AH02	Adult Social Care assurance framework	Cath Simms	9	↓
HP02	Health & Safety	Jane O'Donnell	8	↔
CF01	Childrens Safeguarding	Vicky Metheringham	8	↔
SI02	Relationships with key partners	Stephen Bonnell	6	↓



FIN01 Budget Monitoring and Management

Risk of in year budget overspend caused by failure to maintain sufficient level of priority and focus on achieving agreed savings targets resulting in a negative outturn position impacting on following year budget

Risk Owner: Kevin Mulvaney, Service Director Finance

Quarterly update:

Risk score increased to reflect early indication of slippage in savings plans and new emerging pressures. Reference to the slippage and other pressures is reported in the Q1 monitoring report.



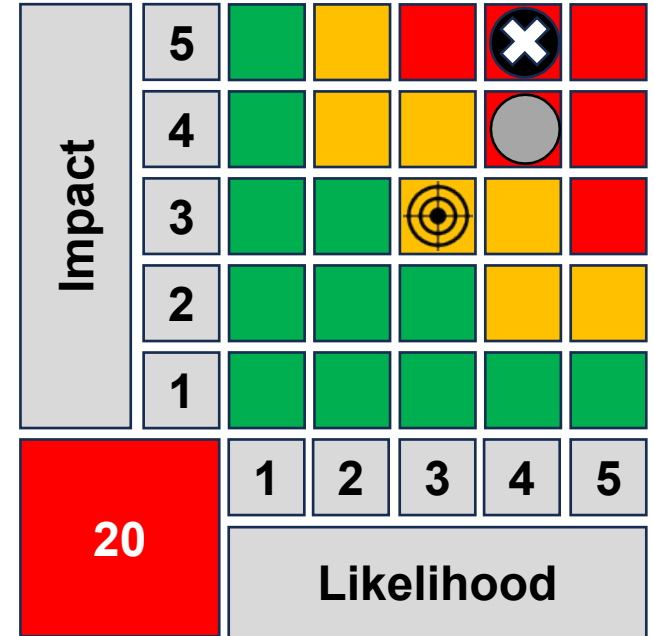
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. 2024-25 budget agreed by Council in March 2024
 2. Established governance arrangements are in place to achieve planned outcomes, quarterly reporting to ELT and Cabinet, Scrutiny & Outturn to full council
 3. Forecasts reviewed and updated on a monthly basis with updated year-end position
 4. Monthly monitoring of savings trackers
 5. Dedicated finance managers for each service area and dedicated income management teams.
- Regular meetings and ongoing engagement as required between Service Directors and Finance, attendance at performance meetings, review of monitoring KPIs and contract compliance

Further actions underway to address risk:

1. Check & Challenge approach in place
 - Led by Chief Executive & CFO
 - Commencing August 2024
2. Restrictions in place for non-essential expenditure
 - People Panel review of staffing proposals
 - This is being monitored monthly by HD-One. Budgets will be reduced on non-essential spend codes.
3. Enhanced control of staffing budgets being put in place, linking expenditure to staff structure on SAP
 - Working with People Services, HD-One and joint working with other Councils (Bradford) to implement a solution.

FIN02 Medium Term Financial Sustainability

Risk of medium-long term financial instability caused by failure to develop and adhere to robust financial planning processes and procedures, or changes to funding principles, leading to reductions in service provision, possible government intervention and reputational damage

Risk Owner: Kevin Mulvaney, Service Director Finance

Quarterly update:

Risk score increased to reflect likely significant increase in savings required to plug the financial gap. MTFP will be updated and reported to Cabinet in September 2024 which will provide further detail.



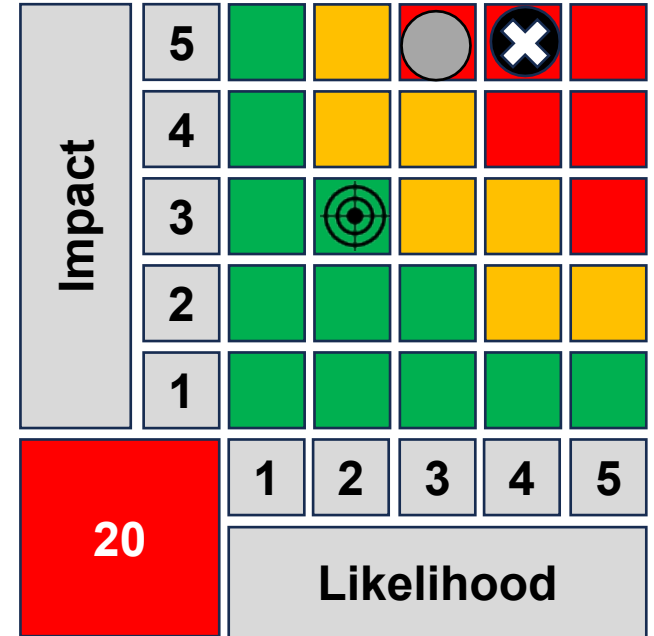
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. 3-year financial plan (2024-25 to 2026-2027) agreed by Council in March 2024 and to be updated in September 2024.
 2. Documented governance process for determining the adequacy of reserves position and utilisation of reserves, if required to balance the budget.
 3. Balanced 30-year plan for the Housing Revenue Account
 4. Ongoing review of the Capital Plan, considering defer / stop decisions are reviewed with update to cabinet in September 2024.
 5. Treasury Management - TM strategy and plan recommended to and approved by the Corporate Governance & Audit Committee and Cabinet
- External Audit – Draft accounts published
- Structured approach to identifying and implementing budget changes to achieve savings
- Reserves management, maintaining minimum reserve level

Further actions underway to address risk:

1. Detailed review of medium term plan and savings gap, report to Cabinet September 2024. Directorates will be expected to work on savings to close the gap.
2. Safety Valve Agreement has been extended and will now end in 2029-30 (previous date 2026-27)
 - Monitoring of costs being draw down from SEND Transformation Reserve
 - Monthly monitoring of expenditure against high needs block.

FIN03 Capital Plan Management

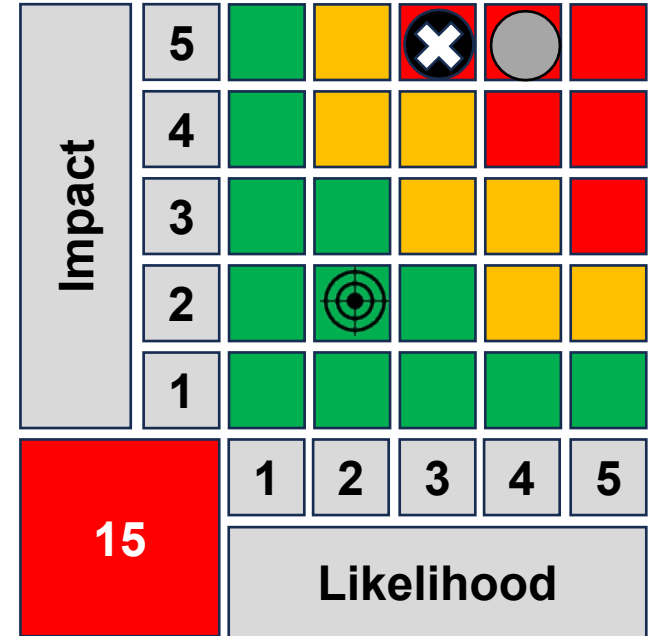
Failure to develop, monitor and achieve the Capital Plan leading to impacts on the revenue account and reserves position.

Risk Owner: Kevin Mulvaney, Finance Service Director

Quarterly update:

Reprofiling of capital plan in progress.
 £62m of slippage identified and report in quarter 1 finance report
 Current capital budget for 24/25 is £279m- expenditure in 23/24 was £148m
 So further reprofiling is likely to occur.

 Current risk score
 Previous risk score
 Target risk score



Controls in operation:

1. Capital Assurance Board (CAB) meet monthly to provide strategic oversight of the Council's Capital Plan, chaired by Chief Finance Officer.
2. 5 year Capital Plan developed and agreed. Monitored through CAB
3. Agreed capital scoring matrix to inform prioritisation of proposals
4. Approved Corporate Property Strategy, delivery monitored through Corporate Property Board
5. Technology strategy to be considered at Cabinet and will be considered against the overall capital resources available

Further actions underway to address risk:

1. Capital challenge sessions to review options for rephase, defer, stop planned for July 2024
2. Identification of alternative funding sources by relevant services to mitigate cost overspends.
3. Asset disposals (112 surplus properties identified)
 - Annual capital receipts targets agreed and capital receipts monitoring to be include in quarterly updates.

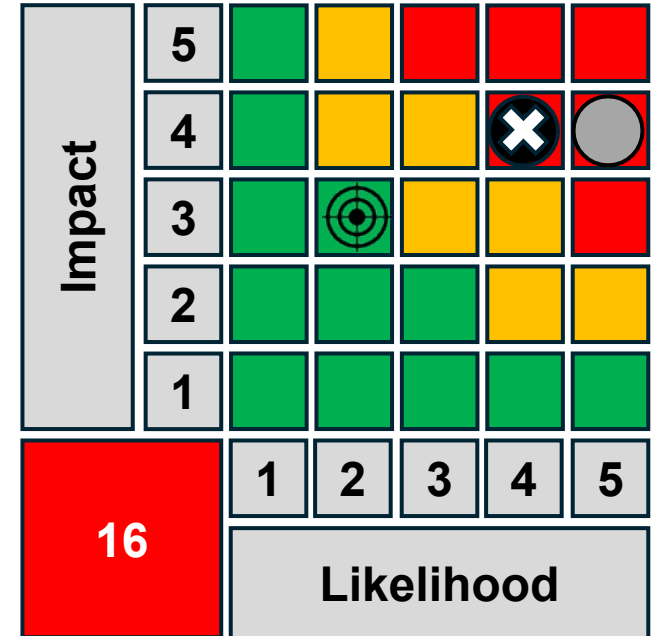
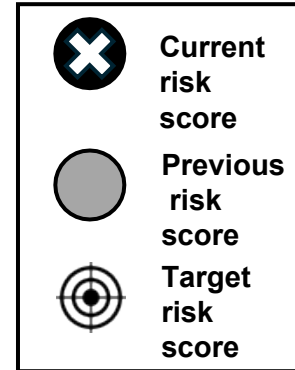
PS01 Talent Management (staffing issues)

Failure to attract, recruit and retain staff to meet the demands of the organisation due to broader labour market challenges, expectations relating to pay and reward and national / regional shortages in some specialist areas.

Risk Owner: Shauna Coyle, Head of People Services

Quarterly update:

We are actively managing recruitment and service redesign activity, utilising deployment as a key mitigation against redundancy and supporting internal talent progression as a priority. There remain a number of technical / professional roles which are in high demand and short supply, with the financial challenges faced by local government exacerbating some recruitment challenges in certain service areas.. We continue to see a high reliance on agency staff in some areas.



Controls in operation:

1. Embedded People Strategy with regular reviews in place to meet needs of the organisation - phase 3 projects provide focus in this area
2. Monitoring of workforce data at Directorate and Service LT meetings, introduction of dashboards including lead & lag indicators
3. Retain focus on supporting groups less able to access jobs e.g.. younger people through targeted apprenticeships, training and career development opportunities as well as support into employment programmes (Project Search and work experience)
4. People Panel coordinates vacancy management across the organisation
- Continued focus on wellbeing to support retention: Wellbeing surveys, Wellbeing network and promotion of Employee Healthcare offer now launched

Further actions underway to address risk:

1. Further development and embedding of succession and workforce planning
2. Phase 3 of People strategy includes projects focused on employee value proposition throughout the employee lifecycle. Scoping activity during Q2
3. Revitalising of exit interviews and developing 'stay' interviews to drive understanding. Initial findings being analysed
4. Review of approach to Market Rate Supplements - paper to ELT Oct 2024
5. Support through change learning and resources in place
6. Piloting use of specialist support for hard to fill roles
7. Relaunching work experience to promote Kirklees as a potential future employer.
8. Planned participation in local government recruitment campaign expected to launch in autumn
9. "My Conversation" performance review process being embedded

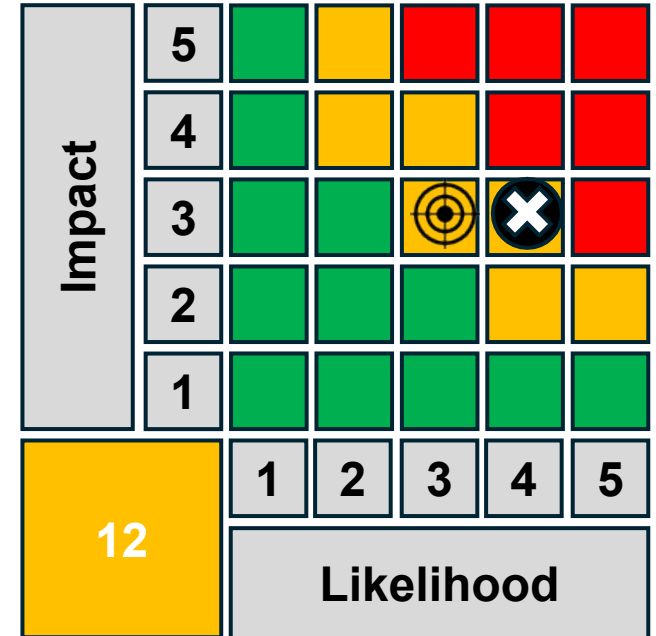
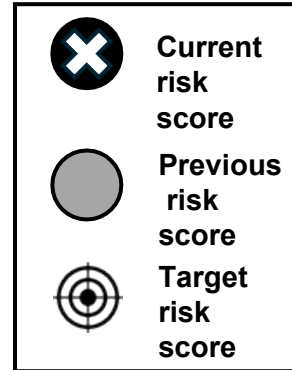
NEW PS02 Industrial and disruptive action

Risk that service delivery is impacted by prolonged industrial and disruptive action, triggered by service changes, budget reductions/pressures, asset rationalisation, changes to ways of working and redundancies.

Risk Owner: Shauna Coyle, Head of People Services

Quarterly update:

- The IR climate remains a challenge, particularly in light of local and national politics. We continue to meet formally and informally with TU colleagues and encourage positive TU relationships at service levels.
- Customer Service staff being balloted for industrial action.
- Complexity and high volume of ER matters and cases



Controls in operation:

1. Service change consultation meetings taking place with local and regional TU reps.
 2. TU and Senior Leaders liaison arrangements – JCG's, TU mtgs eg dedicated service change meetings, workforce matters, ongoing dialogue/informal meetings with TU's via Head of People Services
 3. Service Business continuity plans
- Transition arrangements considered/consulted on for each service change

Further actions underway to address risk:

1. Exploring additional resource requirements for team for ER support
2. Reviewing and updating TU membership and facilities time
3. On going training of staff and legislation changes
4. Actions are underway to address Equal Pay emerging risk and potential consequences

SI01 Data Integrity and Systems Management

Risk of poor/uninformed decision making, failure to maximise income or inability to comply with statutory requirements caused by data integrity issues leading to reputational damage, ineffective resource allocation and/or a reduction in Council funding

Risk Owner: Mike Henry, Head of Data & Insight (D&I)

Quarterly update:

The risk score reflects the limited progress being made on the development of a Data Management Strategy for the Council and specific data management initiatives. The lack of progress is a result of resource and capacity constraints and a high number of competing short-term 'business as usual' delivery priorities. Continued focus on support to areas subject to regulatory oversight.



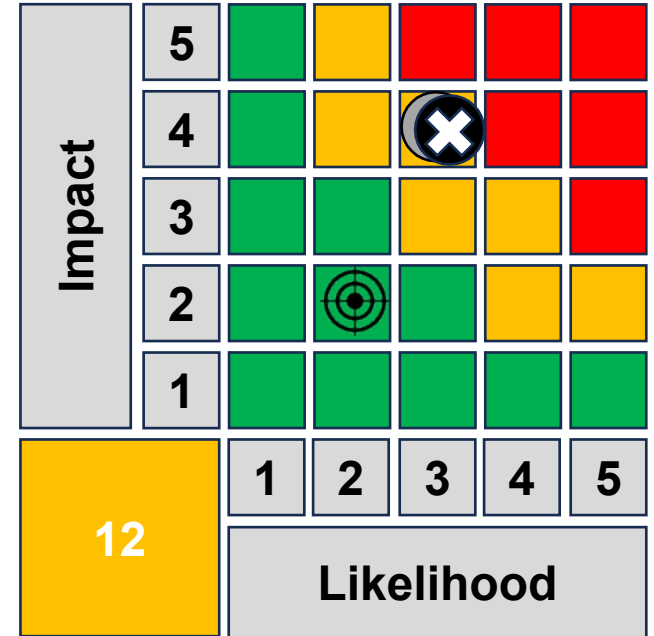
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Regular prioritisation of Data & Insight resources and activity to ensure they reflect council priority areas.
2. Targeted interventions in high risk/profile areas such as Homes and Neighbourhoods, Early Support and Adult Social Care.
3. Robust internal audit processes to validate data for external funding claims (e.g., Supporting Families).

Strong core financial systems

Further actions underway to address risk:

1. Development of a Data Management Strategy for the Council.
2. Improvements in data literacy across the Council.
3. Recruitment into the D&I Service and working collaboratively with services to raise awareness of data management and governance requirements. Delivery of this action is critical for progress on action 1 to happen within acceptable timescales
4. Increased focus on data migration decisions, plans and approaches when implementing new applications across the Council.
5. Additional work to ensure that data processes are integrated properly for delivery of management information

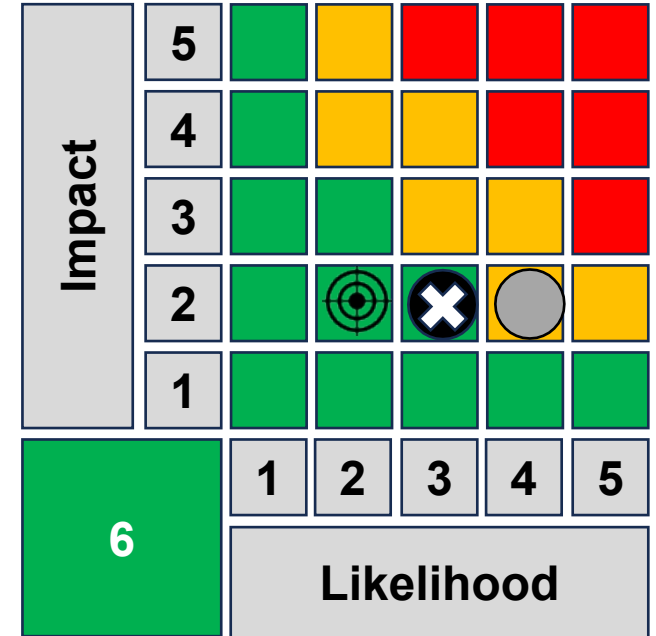
SI02 Relationships with key partners

Risk of poor outcomes for Kirklees in terms of priority setting and funding allocations caused by failure to develop and maintain effective relationships with key regional and local partners and organisations, impacting on our ability to meet statutory and local requirements.

Risk Owner: Stephen Bonnell, Head of Policy, Partnerships & Corporate Planning

Quarterly update:

- Political membership of local and regional groups changed, e.g. chair of Kirklees Health and Wellbeing Board and West Yorkshire Combined Authority committees.
- Policy and coordination colleagues from the six WY authorities coproduced proposals on communication, support, and collaborative decision-making for WY Chief Executives.
- Communication improved with Sport England and National Lottery Community Fund Funding organisations report increased competition for their funds, raising local competition risk.



Controls in operation:

1. Effective senior officer and member representation through WY committees and several key informal engagement groups, including WY Chief Executives, Directors of Development, Team WY, and monthly WY ICB
 2. Local partnerships, including Partnership Executive, Kirklees Health & Wellbeing Board, Communities Board, Safeguarding Boards, and many other bilateral and multilateral groups
 3. Top tier partnership strategies outline how partnership working will contribute to the achieving our vision for Kirklees with agreed shared outcomes
 4. Outside body representation formally noted at Corporate Governance & Audit Committee on annual basis
- External Funding Strategic Relationship Mapping across all directorates coordinated corporately
- Briefing arrangements to support members and officers attending meetings

Further actions underway to address risk:

1. Team WY Partnership Action Plan, e.g.:
 - Embedding WY partnership principles
 - Assurance Framework review
 - New communication and collaboration routes
 - Clear roles and responsibilities for informal engagement groups
 - Supporting Chief Executives with strategic prioritisation
2. Inclusive Economic Strategy scheduled for September Cabinet
3. Further external funding strategic relationship development based on the 2023 relationship analysis and mapping

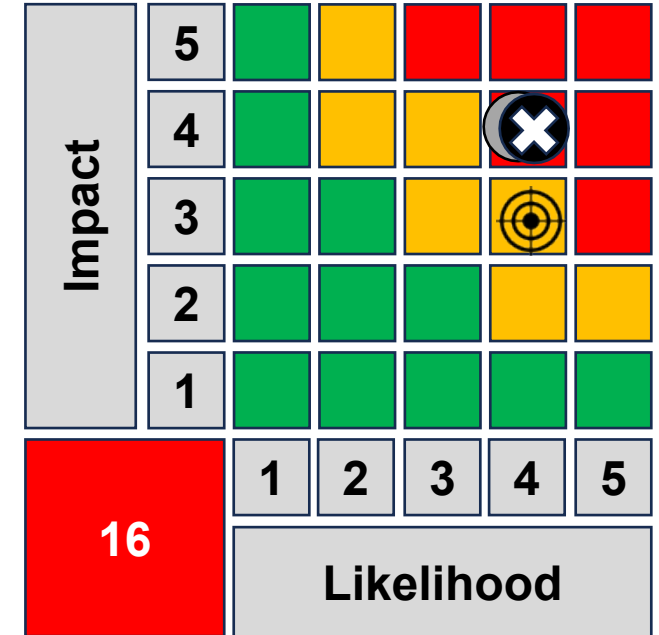
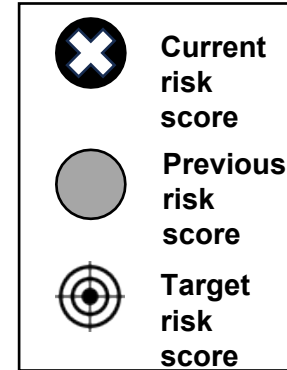
SI03 Cyber Security

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

Risk Owner: Terence Hudson, Head of Technology

Quarterly update:

- PSN accreditation achieved, remaining legacy systems on the network contribute to an elevated risk profile.
- Threat landscape remains critical with significant incidents happening across the public sector. Recent incidents in Kirklees were contained however credential theft remains an ongoing risk.
- Supply chains present the greatest vulnerability currently, we remain on high alert following data loss by a number of organisations, some of which the council use



Controls in operation:

1. Documented and approved Cyber Strategy
2. Adherence to National Cyber Security Centre (NCSC) guidance
3. Penetration tests and PSN accreditation is maintained on an annual basis
4. Access to core systems restricted through Privileged Access Management
5. Controls validated on a regular basis through industry benchmarking and review by external auditors
6. Information Governance Board
7. Regular communications and training to ensure that staff are fully aware of their responsibilities and to highlight potential risk areas

Further actions underway to address risk:

1. Ongoing monitoring of the threat landscape, which is forecast to continue to increase in terms of sophistication and requirement of response.
2. When incidents occur, use these to highlight the dangers, the actions taken and the opportunities for learning.
3. Understanding the risks and opportunities involved with the usage of Artificial Intelligence, e.g. Internal guidance developed on use of AI / Large language models ensuring the protection of personally identifiable data.
4. Explore the possibilities and cost implications of further perimeter controls, e.g. Enhanced 'Security Operation Centre' services such as 24x7 external on-call support to complement our capacity; Acquire Office 365 E5 licences (understand the costs and wider technology choice implications)
5. Awareness of/action to improve data management through third party suppliers
6. Ensuring thorough processes for mitigation where possible

LGC01 Corporate Governance Failure

Failure to ensure that effective processes, frameworks and relevant training are in place and adhered to in order to facilitate compliant and legally sound decision making, avoiding subsequent challenge and reputational damage. Applies to Members, Officers, and the relationship between them.

Risk Owner: Samantha Lawton, Service Director Legal & Commissioning

Quarterly update:

Although there is minor scope for improvements in some recording and reporting, the overall procedural governance arrangements for the Council are reasonably robust. The Council continues to need to ensure that where decisions are needed, these are made promptly and clearly following the necessary due processes (such as consultation, and scrutiny) before decision making by Cabinet, Council or through approved delegations



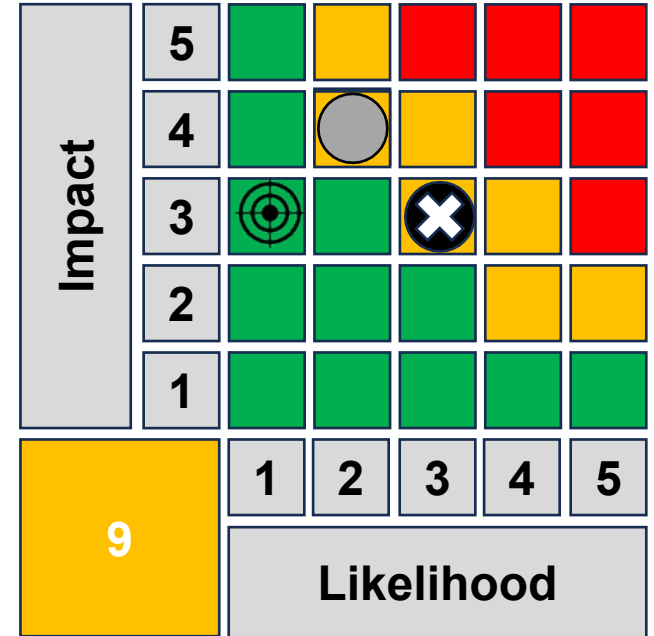
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Constitution
2. Leader & Cabinet model with portfolio holders and scrutiny function
3. Code of Conduct for Members and Officers
4. Scheme of delegations approved
5. Report templates
6. Annual Governance Statement
7. Fraud, Bribery & Corruption Policy
8. Conflicts of Interest Policy and Protocols for Gifts & Hospitality
9. Member and Officer induction and training
10. Whistleblowing procedures
11. Internal & External Audit
12. Financial Procedure Rules and Contract Procedure Rules

Page 143

Further actions underway to address risk:

1. Ensuring the new minority Cabinet is supported to achieve effective and timely decisions through the governance process
2. Further consideration of updates to constitution to facilitate effective decision making
 - Reports will proceed to CGAC as part of the updating of the Constitution by the Monitoring Officer (likely Q4 24/25)
3. Ongoing training and support to new members is provided by the Governance team
4. Completion of pilot activity within People Services on Conflicts of Interest reporting tool
 - Pilot due to complete Summer 2024
 - Further rollout to take place if pilot deemed successful

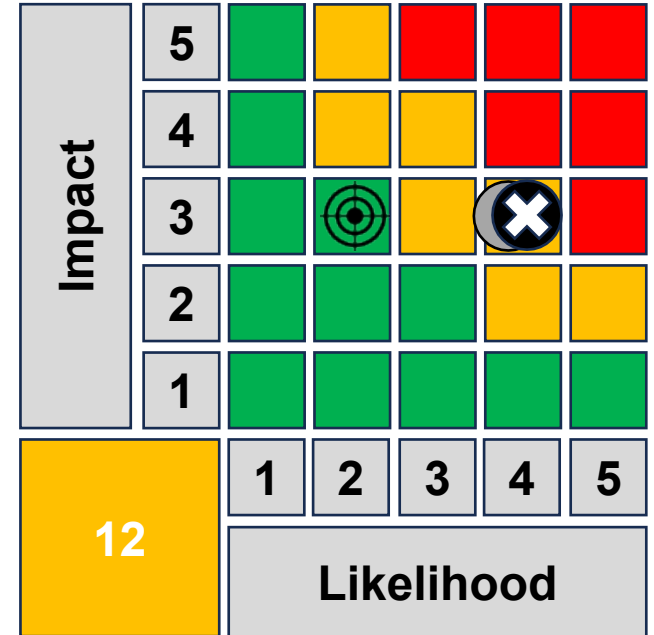
LGC02 Information Governance

Failure to process (obtain, hold, record, use, share) information in line with the UK General Data Protection Regulations, Data Protection Act, Freedom of Information legislation and other relevant legislation leading to regulatory censure, fines, and associated reputational damage

Risk Owner: Samantha Lawton, Service Director Legal & Commissioning

Quarterly update:

- Continue to receive increased numbers of FOI and Data Protection Requests. Q1 figures for 24/25 are above those in the same period last year
- IG Manager has attended Director SLTs to promote RoPA work and ensure that there is senior buy in to progress this further. Staffing resources have/are being identified to support delivery.
- DSPT (23-24) submitted to the NHS in June 2024. Received 'Standards Met' status however, the IA report identified areas for improvement to be examined ahead of 24-25 submission.
- IG Annual Report was provided to ELT in May 2024



Controls in operation:

1. Approved policies including Data Protection and Information Governance Policies
2. Information Governance Board has delegated responsibility to oversee information governance issues and reports to the Executive Team and Corporate Governance and Audit Committee as appropriate
3. Mandatory training provision for all staff annually, plus additional training is available online or in-person, directly from the IG Team
4. Online reporting functionality for information security incidents
5. Regular communications via corporate channels to staff
6. Guidance documentation available via the intranet to support staff
7. Privacy notices available on the corporate website, enabling transparency with stakeholders residents
8. Annual compliance with the NHS Data Security and Protection Toolkit (DSPT)

Further actions underway to address risk:

1. Development of the Record of Processing Activity (RoPA) being overseen by the Information Governance Board
2. Development of improved Data Protection Impact Assessment (DPIA) process providing clearer guidance and delivering efficiency for staff
 - Launch of revised Policy & Procedure in Q4 24-25
 - Training and guidance roll out to commence at same time but continue into Q1 25/26 before becoming BAU.
3. FOI/EIR project to deliver improved reporting and improved compliance
 - First draft of Policy scheduled to go to IGB in Q2 24-25 for comment and feedback


LGC03 Procurement

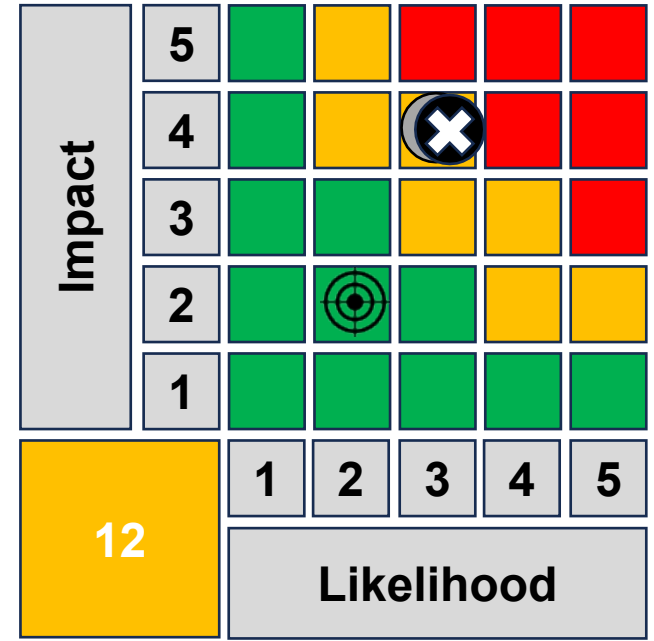
Risk that the council enters into contracts with suppliers / commissioned service providers that do not secure the intended outcomes, due to inadequate or non-adherence to processes and procedures resulting in increased costs, reduced benefits and possible statutory breaches and reputational damage.

Risk Owner: Samantha Lawton, Service Director Legal & Commissioning

Quarterly update:

The implementation of the Procurement Act 2023 will see a number of minor changes with which the council needs to both ensure compliance, but recognise where different opportunities exist which might enable the use of different approaches to procurement with enhanced achievements. Recruitment activity to appoint both interim and permanent Head of Procurement is progressing.

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

1. Procurement Strategy
2. Agreed roles & responsibilities (corporate team, service lead, legal, technology etc)
3. Contract Procedures Rules, reviewed and approved on an annual basis
4. Utilise the regional procurement portal YORprocure / YORtender
5. Category managers aligned to service areas
6. Contract register maintained
7. Contract assurance board

Further actions underway to address risk:

1. Continuous Improvement Assessment Framework
 - Work ongoing to make incremental improvements across the commercial lifecycle and to upskill staff
 - Timescales and governance of this project will be established in the Autumn following recruitment of a Head of Procurement
2. Procurement tracker – pipeline management
 - Went live 1st April 2024, linked to measures outlined in Procurement Strategy
3. Procurement Act
 - New regulations come into force October 2024
 - Task & Finish group established to oversee delivery of required change
 - Further develop business cases

LGC04 Contract Management

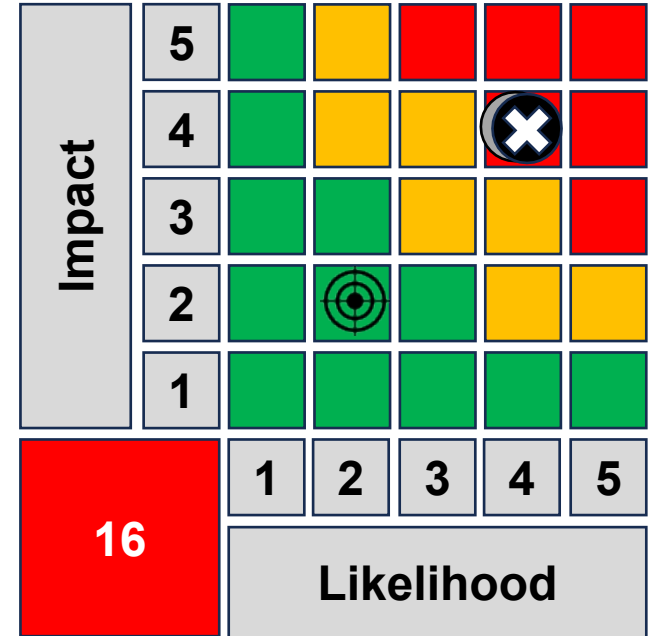
Risk that suppliers do not provide goods / services in line with contractual agreements and / or a failure to identify, control and manage risks arising through supplier / contractor activity due to lack of robust oversight and quality assurance arrangements.

Risk Owner: Samantha Lawton, Service Director Legal & Commissioning

Quarterly update:

There remain examples where improved practice could ensure more effective delivery or be better value for money. A number of PFI contracts expire quite soon, and effective management of their termination is vital to maximize outcome and avoid legacy issues

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

1. Contract Assurance Board (CAB) has oversight of significant contracts to ensure that contract award and management has transparency
2. Key Performance Indicators / Outcome Measures / Specifications that will be used to monitor performance are agreed pre contract completion and defined within contractual documentation
3. All contracts have a named contract manager
4. Contract handover document is produced by Procurement team and provided to contract manager. Document details contract manager responsibilities and specific KPIs that will need monitoring.

Further actions underway to address risk:

1. Introduce formal training for colleagues undertaking contract management activity: Pilot training programme for 'Advanced Practitioner Contract Management'.
2. Increased emphasis on strong contract management with effective documentation of agreed changes
3. Being sure that the specification of any contract is sound- so enhancing the likelihood that delivery will be as anticipated, on time and within expected resources
4. Developing methodologies to ensure best outcomes from PFI contracts as they approach termination, involving all stakeholders
5. Procurement Act 2024 requires additional contract management actions and reporting

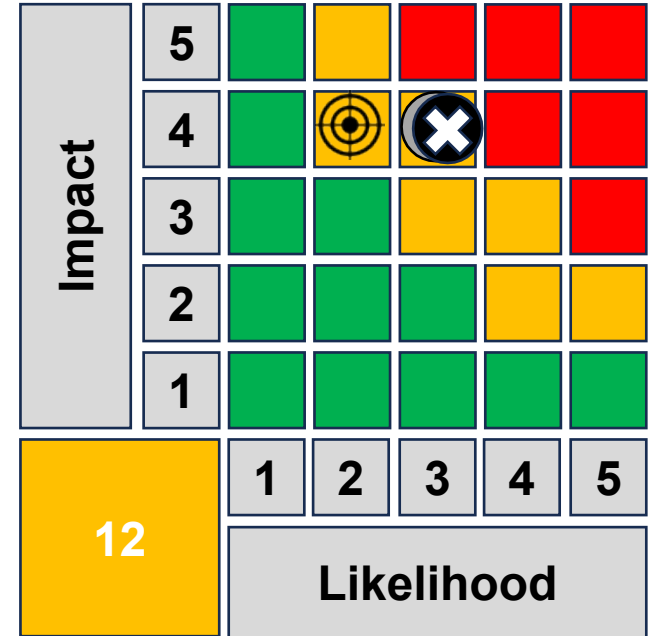
HP01 Emergency Planning & Business Continuity

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.

Risk Owner: Jane O'Donnell, Head of Health Protection

Quarterly update:

- Protect Duty (Martyn's Law) launch event
- JESIP (Joint Emergency Service Interoperability Principles) training session with local health partners
- Tested KC control room and issues addressed
- Evacuation centre training at KAL location
- Extreme Heat exercises with Operational Services



Controls in operation:

1. Embedded emergency management system that aligns to national guidance (.gov, etc)
2. Readiness and competencies are monitored through completion annually of a self-assessment audit
3. Governance through Kirklees Health Protection Board and Local Resilience Forum
4. Business Continuity Resilience 'pulse check' completed on a monthly basis by all Services
5. Training people on their roles/responsibilities and exercising of plans. Major Incident Plan and associated appendices Collaborative working and information sharing with key stakeholders.

Further actions underway to address risk:

1. Programme of work with commercial and other organisations to ensure readiness for enhanced controls on publicly accessible locations as a result of the introduction of 'Protect Duty'
 - Implementation timeline not clear as Bill did not become Act prior to dissolution of Parliament on 30th May 2024
2. Activity underway to provide assurance on Business Continuity Plan coverage and whether plans have been tested in prior 12 months. A question has now been added to the monthly resilience report which requires BC to confirm if their plan(s) have been tested.

HP02 Health & Safety (H&S)

Failure to provide appropriate framework, guidance and monitoring of corporate H&S statutory requirements results in a preventable H&S incident involving colleagues and / or members of the public with possible financial, legal and reputational impacts

Risk Owner: Jane O'Donnell, Head of Health Protection

Quarterly update:

- Contravention Notice issued by the HSE for late submission of a RIDDOR report.
- Tools Purchasing Policy being developed within Property Services to improve controls.
- Close working with Homes and Neighbourhoods to improve health and safety compliance.



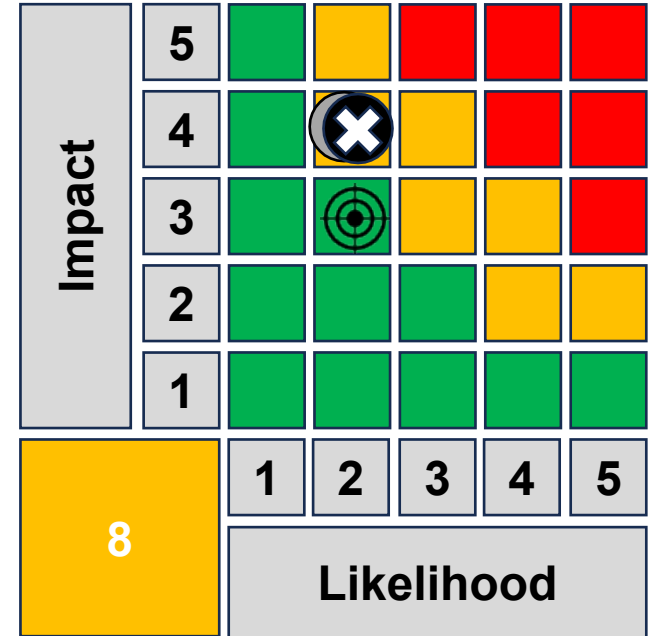
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Policy, Strategy and associated guidance reviewed regularly.
2. Governance through H&S Oversight Board which meets quarterly and is chaired by Strategic Director. Board reports to onwards to ELT with quarterly corporate H&S performance report
3. Mandatory training matrix specifies minimum level of training dependent on job role.
4. Online incident reporting system. Accident, incident and near miss reports monitored and investigated as necessary
5. Reportable injuries, Occupational diseases (HAV syndrome, carpal tunnel syndrome) and Dangerous Occurrences are reported to the HSE in line with RIDDOR regulations
6. Embedded safety advisor role sits within relevant Service organisational design to provide advice and guidance
7. Management review and inspection of high & medium risk premises

Further actions underway to address risk:

1. Monitoring of compliance with Hand Arm Vibration Syndrome (HAVS) to ensure all required mitigations are consistently applied across services by the Corporate Safety Team.
2. Reviewing Terms of Reference for Health and Safety Oversight Board.
3. Review RIDDOR reporting process to prevent reoccurrence of late submission

AH01 Adults Safeguarding

Failure to adequately safeguard vulnerable adults from harm, abuse and neglect because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.

Risk Owner: Cath Simms, Service Director Adult Social Care Operations

Quarterly update:

- Identified some areas of improvement at safeguarding alerts stage.
- Introduced online safeguarding referral form for professionals to ensure accurate information is collected and reduce the need for call-backs and duplication.
- Kirklees Direct are piloting screening safeguarding referrals from the public in line with Children's processes.
- Managed concerns from Care Homes are now being screened by Safeguarding front door.



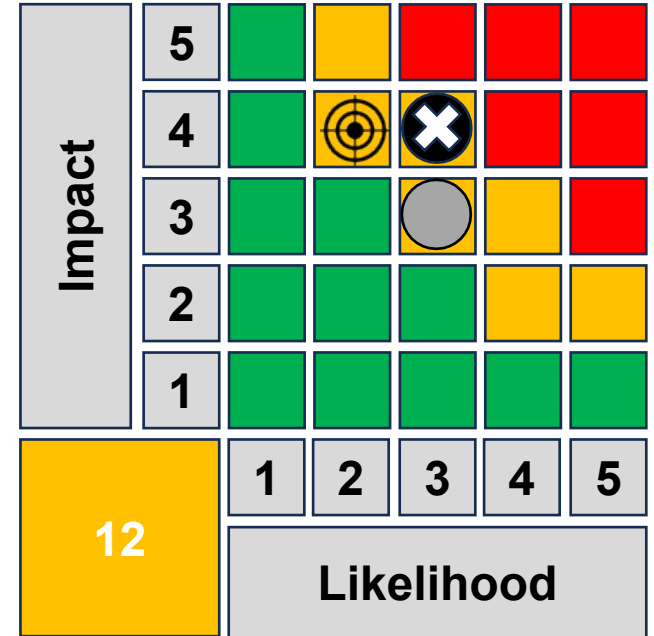
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Corporate Safeguarding Policy reviewed regularly (Jan 2024)
 2. Mandatory training requirements and additional training where need identified
 3. Person in position of trust (PIPOT) process in place
 4. Self-neglect policy and pathway in place. Self-neglect cases managed through the multi-agency risk escalation conferences
 5. Adult's representation on all strategic and operational groups related to safeguarding (such as; Prevent, Domestic Abuse and Modern Slavery)
 6. Governance through Kirklees Safeguarding Adults Board and Health & ASC Scrutiny Panel
 7. Learnings and improvement plans from Safeguarding Adults Reviews (SAR) reports
- Prioritisation and escalation managed by Safeguarding Service Manager
- Large Scale Safeguarding Enquiry (LSE) policy is being reviewed.

Further actions underway to address risk:

1. Transformation work is ongoing, HoS is leading a series of workshops looking at improved processes and pathways for safeguarding enquiries and response. This will complete by the end of Sept 2024.

AH02 Adult Social Care assurance framework

Failure to adequately plan and prepare for the reintroduction of the CQCs new assurance framework, resulting in an unfavourable outcome, regulatory scrutiny and associated reputational damage. Risk exacerbated by competing capacity demands, data issues (see separate risk) and (planned) staff exits.

Risk Owner: Cath Simms, Service Director Adult Social Care Operations

Quarterly update:

- Ongoing engagement with leaders, staff and external stakeholders to share early findings from other LA's and key messages re self-assessment
- Ongoing work with D&I regarding data availability and analytical capacity
- Information returns and evidence files maintained and developed (including case studies)
- Regional sessions attended for peer support and sharing best practice
- Peer Review (deferred to probably March 2025) to serve as a trial.



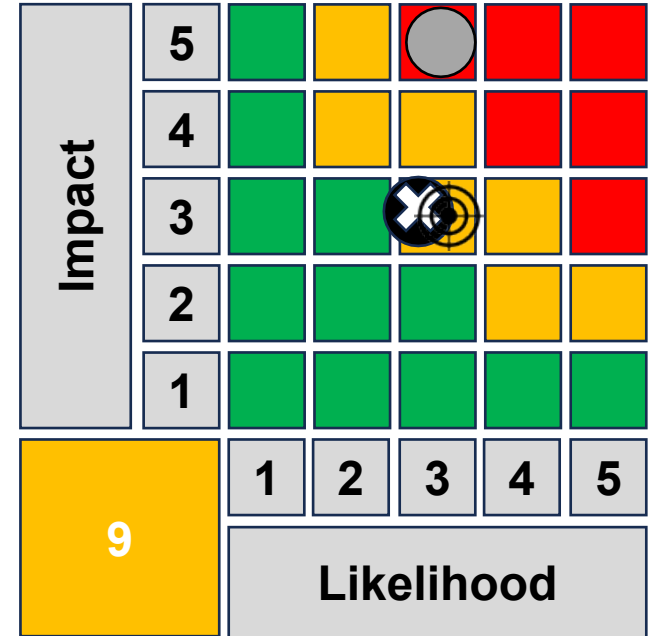
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. CQC Assurance project group established and progress updates provided to SCLT on a regular basis
2. Self-assessment checklist has been introduced
3. Engagement with sector led groups to take learnings from Local Authorities who have already been subject to inspection. Identification of previous areas of focus and inspection themes.

Internal communications strategy in place to build staff awareness, understanding and engagement with the inspection process

Further actions underway to address risk:

1. Planned Peer Review provisionally booked for March 2025

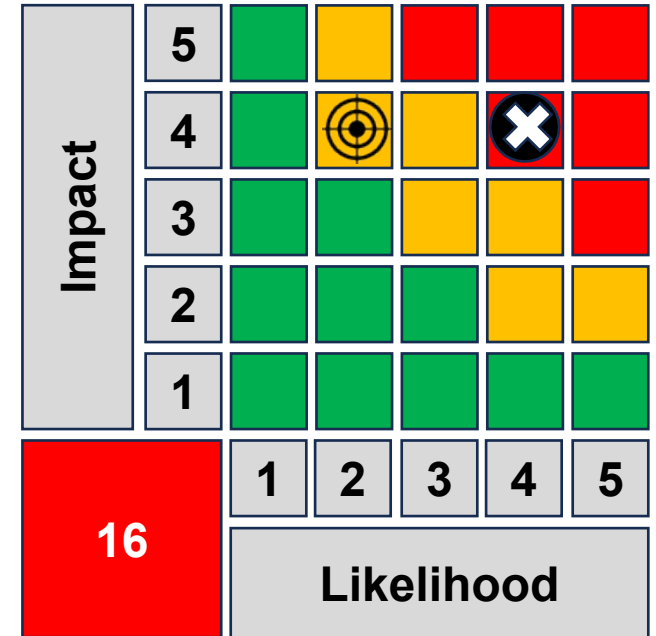
NEW AH03 Data Insight for operational delivery of adult services

Absence of systematic high quality data and intelligence to accurately determine if we are delivering and effectively monitoring good outcomes. Lack of historical and current Waiting Well data to support CQC requirements and inability to provide a validated data submission if requested.

Risk Owner: Cath Simms, Service Director Adult Social Care Operations

Quarterly update:

- Recent failure to submit data into a regional benchmarking exercise
- New Adults / D&I weekly meeting established
- Timescales for producing data has been agreed
- Prioritisation/de-prioritisation order of data requests has been agreed
- Additional D&I resource has been agreed – 3 months temporary contract.



Controls in operation:

1. Data Intelligence - Weekly Data and Insight Workstream meetings to provide updates on progress of Tableau dashboards.
2. Weekly Adults/ D&I prisonisation meeting
3. Form created to monitor addition D&I request to prevent duplication and prioritisation risk.
4. Until Waiting Well data is available Quality Improvement officers are using team level data for control and insight.

Further actions underway to address risk:

1. Once CQC data pack is established, CQC project team will review data provided and identify any outliers requiring operational input to create a data pack that there is confidence in.
2. There will be at least 3 cycles at monthly interviews to create trend data that we can submit to CQC



CF01 Childrens Safeguarding

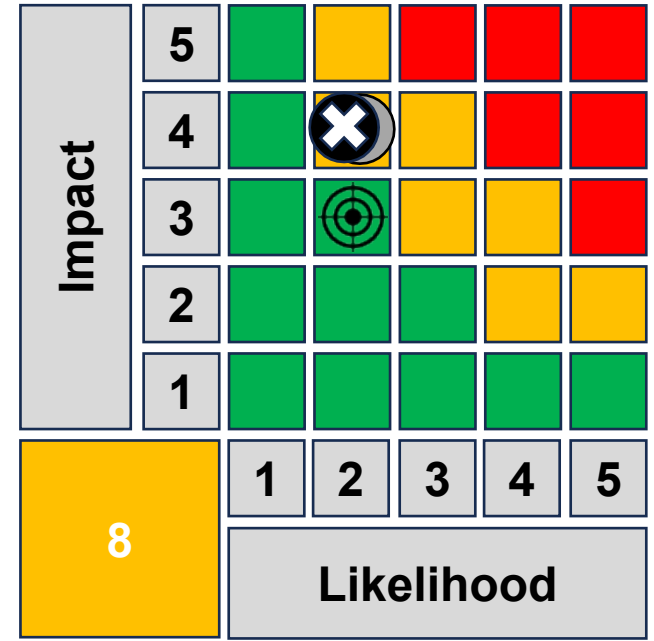
Risk of children and young people being at risk of significant harm due to increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.

Risk Owner: Vicky Metheringham, Service Director Resources, Family Support & Child Protection

Quarterly update:

ILAC's inspection in progress. Risk rating expected to be within target next quarter

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

- Governance and senior management oversight – e.g QA panel, scrutiny, Ambition Board
- LADO procedures in place
- Disclosure & Barring Service (DBS)
- Robust procedure in place to manage unregulated provision, if required
- Training & supervision, Learning Conversations, Practice Learning Days, annual practice week,
- Well embedded Kirklees Safeguarding Children Partnership (KSCP)
- Caseload management and IRO oversight
- Rolling recruitment to key posts
- Enhanced oversight of practice
- Corporate parenting approach and support to care leavers has improved.

Further actions underway to address risk:

- Implementation of Integrated model to meet requirements of Stable Homes Built on Love (McCallister recommendations) and updated Working Together guidance
 - Phase 1: Completed April 2024
 - Phase 2: In progress. Est completion date Dec 2024
 - Phase 3: Date tbc.

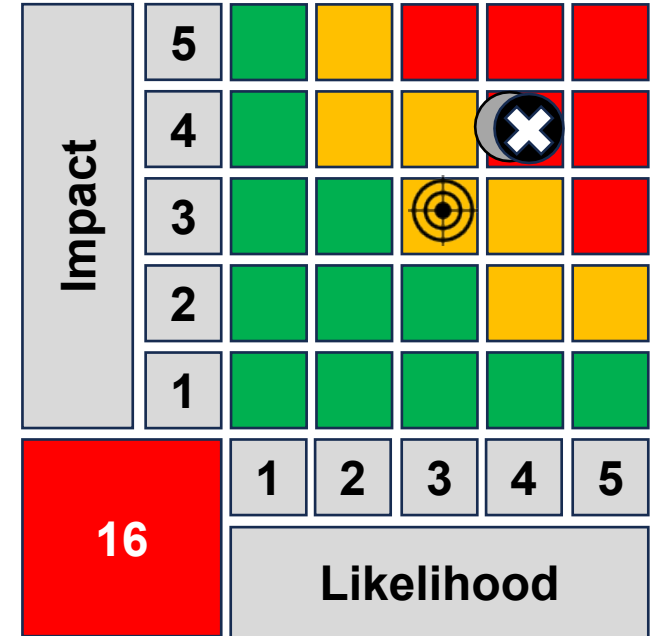
CF02 Sufficiency of SEND provision

Failure to meet the needs of the SEND and pre-SEND community, due to increases in demand and complexity of clients needs, insufficient capacity within services and a lack of existing local provision leading to missing statutory deadlines and associated financial and reputational consequences.

Risk Owner: Jo-Anne Sanders, Service Director Learning & Early Support

Quarterly update:

- Latest Safety Value submission positively received and monies released by DfE
- Demand continues to be high but compliance rates are showing positive improvement.
- Progress has been achieved on the elements adding additional rigour to expectations of existing provision; and increasing local capacity through 2 re-builds and additional ARPs / satellites
- Management of the risk of key man dependency and the potential for single points of failure exist
- SEND Programme reporting to Programme Board as Red



Controls in operation:

1. Governance / pipeline management / triage and prioritisation
 2. Stakeholder management to generate system ownership e.g. High Needs Block / Cluster working with schools.
 3. DfE support via recommended SEND service specialist consultant.
 4. Half yearly focus / deep dive / assurance sessions undertaken which cover(ed) every project.
 5. Resourcing / training / upskilling.
 6. Plan - agreed, funded, resourced.
 7. Clear, documented process (EHCPs).
- EHCP performance is being monitored and closely tracked. Renewed management focus supported by enhanced reporting data. Continue to work closely with schools to ensure the EHCP process is delivering the best outcome for children.

Further actions underway to address risk:

1. Safety Valve commitments – plan agreed and in place, DfE engaged and supportive.
2. SENDACT redesign is underway – this forms part of longer-term strategy to manage demand along with Cluster working, Early Years Transition Funding and cultural change, migration of case file management to liquid logic in progress.
3. Quality & Compliance partnership Governance group + SENDACT weekly performance meetings in place to drive performance improvement.
4. Written Statement of Action commitments continue to be monitored with the next WSoA meeting due in September.
5. Proactive complaints management – telephone calls made to parents currently in the EHCP process to provide update & identify potential support in the interim. A small number of complex complaints are being addressed.

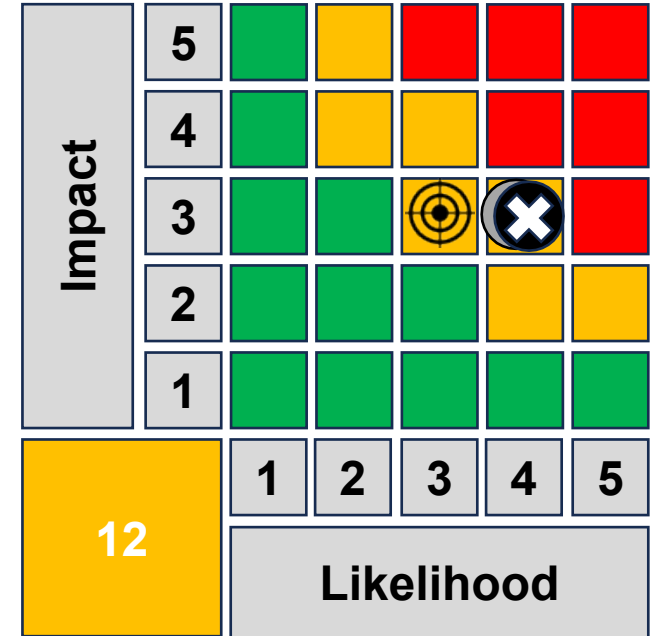
CAS01 Community Cohesion, Wellbeing & Resilience

Risk of public disorder due to failure to monitor and mitigate rising community tensions, matters of violent extremism and related safer, stronger community factors, including criminal exploitation and national / international incidents

Risk Owner: Jill Greenfield, Service Director Communities & Access Services

Quarterly update:

- No change to risk score and mitigations, Amber score remains in line with national threat level and signed off by Gold group
- Daily tensions monitoring over Election period and briefing videos shared
- Strategic Intelligence Assessment refreshed for 2023/24 (statutory requirement)
- Increase in houses in multiple occupation risk assessed under Home Office/Mears merged into the overarching risk



Controls in operation:

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.
2. Weekly tensions monitoring (tactical threat) meetings are held with all relevant partners – these can quickly switch to daily if required.
3. The Prevent Action Plan addresses community engagement, critical thinking and ideological issues and seeks to mitigate risk.
4. Engaging with and enabling opportunities for communities to build relationships and counter extremist narratives.
Building community resilience via the Inclusive Communities Framework.
Annual refresh and full 5-year review of Strategic Intelligence Assessment

Further actions underway to address risk:

1. Intensive refresher training with front line staff in focussed areas e.g. housing around public safety.
2. Recent Strategic Intelligence Assessment highlighted 5 of 15 areas under the Communities Partnership Plan themes as red, these form highest priority and will inform the delivery plan for the Communities Board groups for 2024/25 where actions are managed by themed groups.
3. In line with the newly formed team (bringing together Community Plus and Cohesion) due to launch July 2024, prevent community engagement action plan to be delivered by prevent officers and front-line place-based staff enabling focussed engagement via relationship building with community.

DEV01 Corporate Assets

Failure to effectively manage the liabilities arising from the council ownership and management of corporate assets, including building safety and financial liabilities, caused by failure to implement the corporate property strategy and insufficient control environment

Risk Owner: Joanne Bartholomew, Service Director Development

Quarterly update:

- Ongoing condition survey programme, being reviewed to ensure data integrity
- Compliance guide in development but all completed info published on Intranet
- Asset rationalisation and disposal programme underway
- Database specification at peer review stage prior to procurement
- Core Estate work underway however requires full review



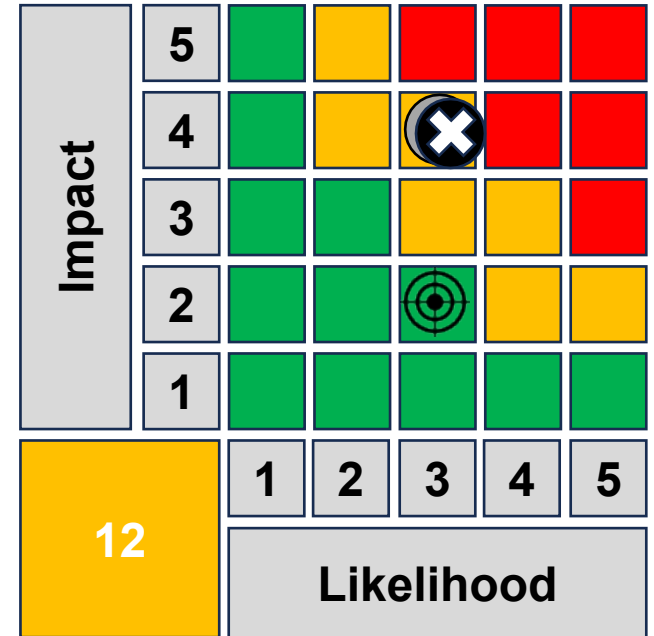
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Condition surveys – 5-year cyclical plan in place for all assets.
 2. Processes & Procedures – New compliance guide is partially published on the Intranet and database will bring change to overall working processes
 3. H&S Oversight Board, Building Safety & Assurance Board (corporate)
 4. Corporate Compliance Guide – Being developed and partially available
- Disposals programme – Programme of disposals to reduce stock level
- Asset rationalisation – Programme to reduce available assets and use only as required to reduce budget.

Further actions underway to address risk:

1. New asset management database system
 - Implementation Q4 2024
 - Specification at peer review stage prior to procurement
2. Asset Strategy & Core Estate
 - New strategy being developed
 - Implementation of Core Estate principles.

NEW DEV02 Homelessness and housing stock availability

Insufficient availability of suitable accommodation options for temporary or permanent accommodation due to rising demand, reducing affordability and increasing complexity of priority need households, resulting in budget & legal challenge, poor customer outcomes and possible community cohesion issues

Risk Owner: Joanne Bartholomew, Service Director Development

Quarterly update:

- Demand pressures resulting in continued very high usage of TA, at the end of June over 50% of TA households were in nightly paid TA (mainly B&B hotels)
- Preventing Homelessness and Rough Sleeping Strategy / TA Placement Policy currently on flightpath to September Cabinet meeting
- Change of Govt may result in national policy change impacting on housing delivery, benefits, homelessness.



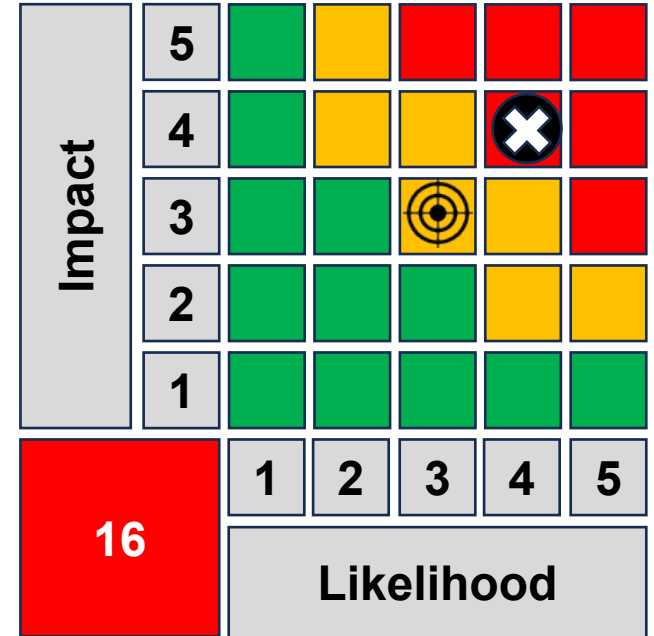
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Revised emergency accommodation procurement framework now in place
 2. Effective utilisation of all available accommodation e.g. Ashenhurst pilot scheme, extension of lease currently being negotiated
 3. Regular monitoring and management oversight of all temporary accommodation placements – new two stage approval process now in place and initial figures (first two months) showing slowdown in number of new placements
 4. Berry Brow units being used for TA, however time limited access to these pending demolition
 5. LAHF programme – acquisition/refurb of stock for meeting needs of Ukraine and Afghan households. (will also include new TA units if LAHF3 bid approved)
- Governance structure in place via Homelessness/TA Transformation Board recently established, will have oversight of TA demands/pressures in particular

Further actions underway to address risk:

1. Development of private rented sector options to divert customers from Temporary Accommodation, or to provide swifter 'move on' options
2. Flexible financial incentives being utilised for homeless prevention and diversion from TA
3. Effective management of expectations ensuring customers are aware at the outset of the likelihood of securing suitable alternative accommodation
4. Implementation and the effectiveness of the revised Kirklees Allocations Policy (revised 2022) is monitored quarterly by a joint HSS/H&N Implementation Group. Portfolio Holder is briefed quarterly on performance of the Policy.
5. Implementation of B&B reduction plan

HN01 Housing Safety & Quality

Risk that residential housing stock does not meet building safety regulations and / or the decent homes consumer standard resulting in service user dissatisfaction, complaints, regulatory scrutiny and reputational damage

Risk Owner: Naz Parkar, Service Director Homes & Neighbourhoods

Quarterly update:

The service cannot confirm if all the residential housing stock meets building safety regulations and/or the Decent Homes Consumer Standard. Ongoing engagement with regulatory bodies to inform them of the identified risks and the steps being taken to achieve compliance.



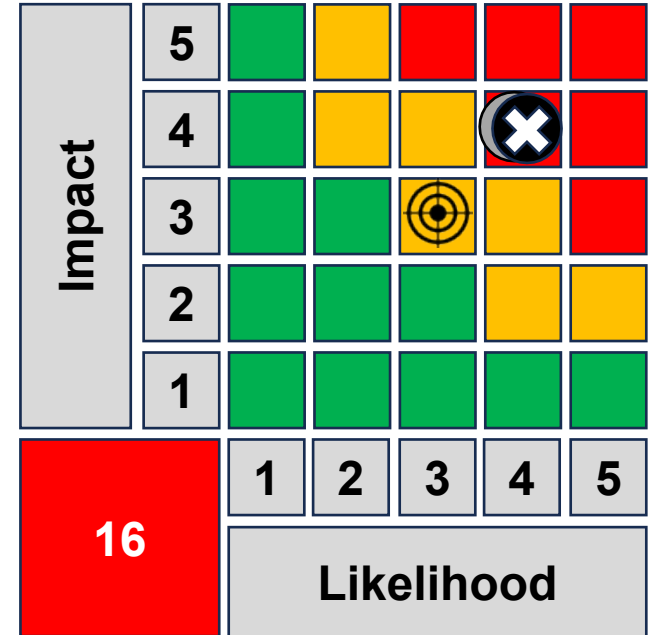
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. New Governance structure in place (Action Groups, Operational Group, including Asset Management & Building Safety Steering Group, Building Safety Assurance Board and Homes & Neighbourhoods Improvement Board) to monitor actions and provide oversight of controls
2. Updated Policies and supporting Management Plans in place for fire safety elements
3. Case management for Damp, Mould & Condensation now embedded with effective triage and prioritisation taking into account existing health issues, vulnerabilities and repeat occurrences focusing on survey and root cause analysis.

Further actions underway to address risk:

1. Remaining Management Plans (Asbestos & Lift Safety Management) to proceed to Cabinet for approval during Q4 2024-25
2. Implementation of Fire Safety Management Plan, setting out the regime for QA and control of the Fire Safety Remedial Actions with delivery during Q2 2024-25
3. New delivery model is being developed to further improve case resolution times for Damp, Mould & Condensation cases, and focus on resolution of underlying causes, implementation by end Q3 2024-25
4. Regulatory notice action plan and regular (monthly) meetings to resolve fire actions and damp and mould case management
5. Upgrade of Asprey, asset management system. Delivery Q3 2024-25
6. Stock Condition Survey programme starting in Q3 2024-25
7. Further recruitment to increase capacity and capability within the service

ECC01 Climate Change

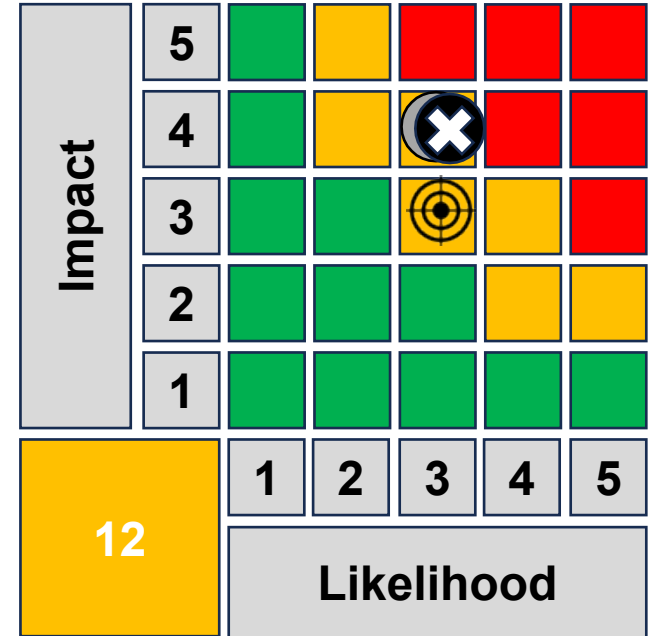
Failure to mitigate and adapt to a more volatile climate, caused by insufficient resource, inadequate funding and a lack of prioritisation, leading to prolonged impacts on the natural environment, residents, communities and businesses.

Risk Owner: Katherine Armitage, Service Director Environmental Strategy & Climate Change

Quarterly update:

No change to risk score. Pilot programme approved and work underway in relation to mitigating climate risk. This will initially involve the development of Service-level Climate Change Risk Assessments with the identified pilot Services within the Council.

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

1. Environment & Climate Change Scrutiny Panel in place to check & challenge work from the legacy Environment and Climate Change Service Area.
2. Business continuity plans respond to impacts caused by climate change
3. Climate Change consideration included within the Integrated Impact Assessment which all new Council funded projects are required to complete
4. Climate Change training is available on My Learning for Officers and Members

Further actions underway to address risk:

1. Development of the updated Environment Strategy; Everyday Life
 - Will go to Cabinet for approval in July 2024
2. Development of service level climate change risk registers and adaptation plans, in line with commitment to DeFRA AR4 reporting
 - Pilot approach agreed with stakeholders
 - Reporting deadline is December 2024