

Public Document Pack



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

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Monday 3 March 2025

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **1.30 pm** on **Tuesday 11 March 2025**.

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: Minutes of Previous Meetings

1 - 10

To approve the Minutes of the Meeting of the Cabinet held on 11 February 2025.

3: Declaration of Interests

11 - 12

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

4: Admission of the Public

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

5: Deputations/Petitions

The 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.

6: 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.

7: Questions by Elected Members (Oral Questions)

Cabinet will receive any questions from Elected Members.

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

8: Corporate Financial Monitoring Report Quarter 3 2024-25 13 - 100

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

Wards affected: all

Contact: James Anderson, Head of Accountancy

9: Q3 2024/25 Council Plan and Performance Update Report 101 - 164

To receive the Q3 2024/25 Council Plan and Performance Update Report.

Wards affected: all

Contact: Mike Henry, Head of Data and Insight

10: Corporate Risk - Quarterly Report 3 2024/25 165 -

196

To receive the Corporate Risk Management report for the third quarter of 2024/25.

Wards affected: all

Contact: Martin Dearnley, Head of Audit & Risk

11: Vulnerable Tenant Policy 197 -

216

To consider the new Homes and Neighbourhoods Vulnerable Tenant Policy.

Wards affected: all

Contact: Claire Felvus, Housing Services Strategic Manager.

12: Anti-Social Behaviour Policy (Incorporating Hate Crime and noise nuisance) 217 -

228

To consider the Homes and Neighbourhoods draft Antisocial Behaviour (ASB) Policy (incorporating hate crime and noise nuisance).

Wards affected: all

Contact: Graham Sykes, Strategic Manager Housing Management and Partnerships

13: Domestic Abuse Policy 229 -

250

To consider the updated Homes and Neighbourhoods Domestic Abuse Policy.

Wards affected: all

Contact: Claire Felvus, Housing Services Strategic Manager

Contact Officer: Yolande Myers

KIRKLEES COUNCIL

CABINET

Tuesday 11th February 2025

Present: Councillor Carole Pattison (Chair)
Councillor Moses Crook
Councillor Beverley Addy
Councillor Munir Ahmed
Councillor Tyler Hawkins
Councillor Viv Kendrick
Councillor Amanda Pinnock
Councillor Graham Turner

Observers: Councillor Ali Arshad
Councillor Andrew Cooper
Councillor Jo Lawson
Councillor John Lawson
Councillor Susan Lee-Richards
Councillor Alison Munro
Councillor Imran Safdar
Councillor Cathy Scott
Councillor Habiban Zaman

92 Membership of Cabinet

All Members of Cabinet were present.

93 Minutes of Previous Meeting

RESOLVED – That the Minutes of the Meeting of Cabinet held on 21 January 2025 be approved as a correct record.

94 Declaration of Interest

No interests were declared.

95 Admission of the Public

It was noted that exempt information had been submitted in relation to Agenda Item 11 (Minute No. 102 refers).

96 Deputations/Petitions

No deputations or petitions were received.

97 Questions by Members of the Public

Cabinet received the following questions under the provisions of Council Procedure Rule 11;

Question from Avalon Rawling

Cabinet - 11 February 2025

"The campaign group formed of families and friends of residents at Castle Grange and Claremont House have been asking questions and raising concerns about the proposal to privatise the homes for five months.

We have sent over 50 emails, submitted more than 10 questions to cabinet and council, and brought deputations, petitions, and press coverage to this chamber.

But we are still here, asking questions, and raising concerns; evidently the decision to proceed with privatisation still does not make sense to members of the public, to a large number of elected councillors, and even to legal professionals.

What will the chief exec, the leader, officers, and cabinet members, learn about public communication and engagement, based on your experience of the last five months?"

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

Question from Michael Forster

"The cabinet report says the Council has been 'robust and transparent' so why can you not break down for us the £0.8m savings you claim to be making in selling off these homes? And how does this plan offer 'long term sustainability'?"

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

Question from Collette Senior

"In a previous report and in other meetings including cabinet meetings, Kirklees have said there would be no short, medium or long care contracts if the homes were to be privatised. In other words, no guarantees of any continuation of care.

In the report for this meeting, Kirklees states that the Council intend to 'restrict the use of the properties to certain social care services for a period of 5 years from point of sale'

Despite this being important and relevant information, the details of the restrictions aren't given in the report.

This information is needed now so it can be considered as part of the decision. What are these restrictions?"

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

Question from Susie Pavey on behalf of UNISON

Cabinet - 11 February 2025

“The cabinet report says the following, 3.3.6: "Minimum pension rights/benefits must be protected under the Pensions Act 2004 and the Transfer of Employment (Pension Protection) Regulations 2005. At this stage we are aware that none of the potential operators wish to join the LGPS. Affected staff and Trade Unions will be consulted as part of the decision-making process at the appropriate time. The transferee employer will need to inform the transferor (i.e. the Council) of any “measures” that it proposes regarding transferring employees following the transfer.

The TUPE legislation states that staff should transfer on 'no less favourable terms', so how can a dilution of pension rights be 'no less favourable'? When do you anticipate consultation taking place with the trade unions? At 4.6.6, the report also states that: " Staffing levels will be at the discretion of any new provider." What exactly does this mean and if hours or staff are going to be cut, will you refuse to entertain the potential provider?"

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

Question from Sara Blagbrough

“Councillor Addy, in a written response you sent to me on 31 Jan, you stated that ‘the negotiated terms include a period of 5 years where the homes must continue to provide these services’. These negotiated terms have not been shared with relatives prior to this response and the most recent cabinet report. Can you detail what other terms have been negotiated and share with me what action Kirklees Council will take if the private provider does not honour these terms?”

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

Question from Donna Mallinson

The Council has made it clear that any increase in fees will be at the discretion of the new provider. The Council also claims that the Homes cannot be run on the current fees being charged. So, we can all be sure that fees will be increased significantly as a private owner will want to make as much profit as possible.

The Council says they will continue to 'contribute to care costs for low income residents based on the outcome of a financial assessment' & based on the information provided by the Council, this will apply to the majority of the Residents.

The word contribute is significant because Kirklees will pay a certain amount of the fee required by the private owner, not the full amount. The difference between what Kirklees will pay & what the new owner requires will be charged to families of the Resident in the form of a Third Party Top Up Fee. This will be hundreds of pounds per week & families will not be able to afford it.

I would like a precise answer to a straight question & my question is:-

What will happen to those residents whose families cannot afford the top up fee?

This information is needed now because without it, none of us, whether we are a family member, or a Cllr have all the information so an informed decision on the future of the Homes cannot be made. Avoidance by Kirklees to answer this extremely important question so far indicates this top up fee will not be covered by Kirklees, so the resident will have to move. But as all the Homes will be privately owned, & therefore requiring a top up fee, there won't be anywhere for them to live, never mind the fact that a move would be detrimental to them.

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

98 Questions by Elected Members (Oral Questions)

Cabinet received oral questions under Executive Procedure Rule 2.3;

Question from Councillor A Munro

“A planning application was submitted in December 2024 for Castle Hill; however the supporting documents have not been published, and public comments have not been uploaded. How can the public have faith in the decisions made in the planning department when there is a lack of transparency?”

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

Question from Councillor H Zaman

“I wonder whether the whole initiative in relation to the Care Homes has been properly evaluated, including whether the impact on residents and impact on the wider community? In line with some of the questions asked here today, can you explain about the payment, where does that payment go; does that income go to the Council or to the providers? It is not clear where that income goes, how does that work?”

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

Question from Councillor I Safdar

“How can the Council be sure of the cost of provision, when numbers have been based on an average of care homes, some of whom don't provide dementia care, and some have been rated as 'inadequate' or 'requires improvement'?”

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

99 Long Stay Dementia Residential Homes

(Under the provision of Council Procedure Rule 37, Cabinet received representations from Donna Mallinson, Avalon Rawling, Mike Forster and Sara Blagbrough).

Cabinet - 11 February 2025

(Under the provision of Council Procedure Rule 36 (1), Cabinet received representations from Councillors Jo Lawson, A Cooper, A Arshad, John Lawson, C Scott and A Munro).

Cabinet considered a report which provided details of the future of Council operated care home provision at Castle Grange and Claremont House. Within the report, Cabinet was advised that three options for the care homes had to be carefully considered, being (i) to do nothing and retain the care homes, (ii) pursue the transfer the care homes as going concern businesses and (iii) to close the homes, although it was noted that option (iii) had been rejected previously following a comprehensive public consultation.

Cabinet noted the potential revenue cost savings of more than £0.8m each year and the recommended option to pursue the transfer, would ensure minimal disruption to residents and their families, along with a transfer of employment arrangements for staff. The transfer would also enable the Council to better manage the financial position it faced, and to focus resource on specialist activity where there were market gaps or where only the Council could play a market facilitating role, such as for dementia day service facilities.

RESOLVED –

- 1) That the outcome and recommendations of the Health and Adult Social Care Scrutiny Panel in respect of the future of Council operated dementia care home provision be noted.
- 2) That the detailed financial analysis as at appendix 3 of the considered report in relation to:
 - (i) the 5-year summary of actual direct and net direct costs of operating these care homes under Council control,
 - (ii) historical and future comparisons of budgeted and actual direct costs (deficit) of operating the care homes,
 - (iii) historical and future comparisons of budgeted and actual income for both care homes,
 - (iv) historical and future comparisons of budgeted and actual net costs (deficit) and the real term potential saving to the Council for 2025/26, be noted.
- 3) To re-affirm the decision made by cabinet at its meeting on 10 December 2024 to progress with the sale and business transfer of Castle Grange and Claremont House as going concerns.
- 4) That authority be delegated to the Executive Director for Adults and Health, in consultation with the Cabinet Member for Adult Social Care, the Service Director - Finance, and the Service Director – Legal, Governance & Commissioning, to select and finalise negotiations and agree the terms of the freehold transfers and Business Transfer Agreement with a preferred bidder.
- 5) That pursuant to (4) authority be delegated to the Service Director -Legal, Governance and Commissioning to execute and enter into all necessary documentation to effect the transfer of the care homes as going concerns.

100 Council Plan - 2025/2026 (Reference to Council)

(Under the provision of Council Procedure Rule 36(1), Cabinet received representations from Councillors A Cooper and John Lawson).

Cabinet considered the 2025/26 Council Plan which set out the commitment to the long-term vision, shared outcomes, council priorities, areas of focus for the 2025/26 financial year, and was considered alongside the 2025/26 annual budget (Minute No. 101 refers).

Cabinet noted the changes within the plan which set out the direction and priorities of the Council and included (i) getting the basics right, (ii) protecting the vulnerable and achieving inclusion, (iii) thriving people and communities and (iv) local economic growth.

The report advised that should Council adopt the Plan on 5 March 2025, it would move to implementation and be used across all council directorates to guide and prioritise planning, along with activities relating to the delivery of services. The Plan would then be communicated internally and externally to ensure wider awareness and engagement.

RESOLVED –

- 1) That the comments of the Overview and Scrutiny Management Committee, as outlined at section 5 of the considered report, be noted.
- 2) That the results of the public engagement as detailed at appendix L of the 2025/26 Budget Report be noted.
- 3) That the 2025/26 Council Plan be submitted to the meeting of Council on 5 March 2025 with a recommendation to adopt.

101 Council Annual Budget Report 2025-2026 and following years; incorporating Capital, Treasury Management, General Fund, Revenue and Housing Revenue Account (Reference to Council)

(The report gave notice to Cabinet Members of the requirements of Section 106 of the Local Government and Finance Act 1992 in relation to voting and participation in the meeting).

(Under the provision of Council Procedure Rule 36(1), Cabinet received representations from Councillors A Cooper and John Lawson).

Cabinet considered the Council Budget Report 2025/2026 and future years, incorporating General Fund Revenue, Treasury Management, Capital, and Housing Revenue Account prior to its submission to Council on 5 March 2025.

The report provided a summary of the overall budget position along with information on the financial strategy and medium-term financial strategy update 2025/2026 to 2027/2028. The report set out an overview of spending plans in each Directorate and provided information in regard to (i) central budgets (ii) West Yorkshire Combined Authority funding (iii) treasury management (iv) flexible capital receipts

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(v) budget savings (vi) monitoring and challenge (vii) reserves (viii) schools funding – dedicated schools grant (ix) housing revenue account and (x) capital.

Paragraphs 2.23.2 to 2.23.16 of the report set out the Section 25 Statement from the Section 151 Officer.

Having considered the content of the report and the accompanying appendices, it was agreed that the proposed budget be submitted to the meeting of Council for determination.

RESOLVED -

- 1) That the comments of the Overview and Scrutiny Management Committee, as outlined at section 5 of the considered report, be noted.
- 2) That the Motion be submitted to the Meeting of Council on 5 March 2025 with a recommendation that;
 - (i) General Fund Revenue
 - the Revenue Budget for 2025-2026, to deliver a balanced position, as attached at Appendix F, be approved
 - the forecast spending and funding plans for the 2025-2026 and 2026-2027 period, as set out at Appendix A, be noted.
 - the forecast levels of statutory and other council reserves, as set out at Appendix C, be noted
 - the strategy for the use of balances and reserves (paragraph 2.18 refers) be approved
 - that the Council's flexible capital receipts policy for 2025-2026, as set out at paragraph 2.25/Appendix G, be approved.
 - the Council tax requirement for 2025/2026, as set out at Appendix M, be approved.
 - the Council's Statutory 151 Officer's positive assurance statement as to the robustness of the forecasts and estimates and adequacy of financial reserves, as set out at paragraph 2.23, be noted.
 - authority be delegated to the Council's statutory s151 Officer to amend how the finally approved precepts are recorded in the Council's revenue budget in line with the final notifications received following decisions by the West Yorkshire Mayor Police and Crime Commissioner, the Fire and Rescue Authority and the Parish Councils, should these be received after 5 March 2025 (paragraph 3.1.3 refers)
 - (ii) Treasury Management
 - the borrowing strategy be approved (paragraphs 2.16 to 2.29 refer)
 - the investment strategy be approved (paragraphs 2.30 to 2.38 and Appendices A and B refer)
 - the policy for provision of repayment of debt (minimum revenue provision) be approved (paragraphs 2.39 to 2.40, Appendix C refers)
 - the treasury management prudential indicators be approved (Appendix D refers)

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- the investment strategy (non-treasury investments) be approved (Appendix F refers)

(iii) Capital

- the updated Capital Plan 2024-2032 be approved (Appendix F refers)
- the Capital Strategy (including prudential indicators) be approved (Appendix I refers)

(iv) Housing Revenue Account

- the draft Housing Revenue Account Budget for 2025-2026 be approved (Appendix K refers)
- the strategy for the use of the Housing Revenue Account reserves be approved (Appendix K refers)

102 **Leasehold Acquisition of housing properties in order to provide Temporary Accommodation for Homeless Households**

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

Cabinet considered a report which sought approval to enter into longer term lease agreements with private landlords to increase the level of the Council's temporary accommodation stock for homeless households.

Cabinet was advised that an increase in the Council's stock of temporary accommodation would reduce the reliance on Hotel and Bed & Breakfast (B&B) accommodation and would provide better quality accommodation, whilst reducing the Council's net spend on this provision.

Cabinet noted that the Council had a statutory duty to prevent and relieve homelessness through the provision of temporary accommodation, and that demand significantly outweighed the stock of Council owned premises. This resulted in the use of Hotel and B&B accommodation, which was expensive, with only a small proportion of the cost being able to be claimed from Housing Benefit.

The report advised that a site of existing properties which would provide up to 38 family units had been identified, and information regarding the lease of these properties could be found within the considered private appendix.

RESOLVED –

- 1) That the strategic leasehold acquisition of the temporary accommodation as considered in the Private Appendix and on the terms contained in the Private Appendix, be approved.
- 2) That authority be delegated to the Executive Director for Place in consultation with the Service Director – Legal, Governance and Commissioning, the Section 151 Officer and the Portfolio Holder, to negotiate future leasehold property arrangements to increase the Councils stock of temporary accommodation that can be used for homeless households and reduce the Councils net spend on temporary accommodation.

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- 3) That pursuant to (1) and (2), authority be delegated to the Service Director – Legal, Governance and Commissioning to enter into all agreements necessary to effect the arrangements.

103 **Determination of School Admission Arrangements for 2025/2026**

Cabinet considered a report which sought to determine admission arrangements for all Kirklees Community and Voluntary Controlled Schools for the 2026-2027 year. It was noted that arrangements needed to be determined by 28 February 2025, to comply with the requirements of the Schools Admission Code.

The proposals for community and voluntary controlled schools for the 2026/27 admissions year included reducing the PAN (i) from 89 to 60 for Crossley Fields J & I School (ii) for the Reception year group from 66 to 60 at Honley C of E (VC) J I & N School (iii) from 90 to 60 at Hyrstmount Junior School (iv) from 45 to 30 at Linthwaite Clough J I & EY School (v) from 75 to 55 at Netherhall Learning Campus Junior School (vi) from 49 to 30 at Pentland I & N School and from 90 to 60 at Staincliffe CE (VC) Junior School.

Cabinet noted that all proposed arrangements and schemes were the subject of a statutory six week consultation between 22 October 2024 and 2 December 2024.

RESOLVED –

- 1) That approval be given Kirklees co-ordinated admission schemes for 2026/27 including in-year admissions, as set out in Appendix 2.
- 2) That approval be given to the admission arrangements for Kirklees community and voluntary controlled schools as detailed in Appendix 1C.
- 3) That approval be given for the Published Admission Numbers (PAN) for each community and voluntary controlled school set out in appendix 1D of the considered report which include:
 - (i) Crossley Fields J & I School – PAN decrease from 89 to 60 in 2026/27.
 - (ii) Hyrstmount Junior School – PAN decrease from 90 to 60 in 2026/27.
 - (iii) Linthwaite Clough J I & EY School – PAN decrease from 45 to 30 in 2026/27.
 - (iv) Netherhall Learning Campus Junior School – PAN decrease from 75 to 55 in 2026/27.
 - (v) Pentland I & N School – PAN decrease from 49 to 30 in 2026/27.
 - (vi) Staincliffe CE (VC) Junior School – PAN decrease from 90 to 60 in 2026/27.
 - (vii) Honley C of E (VC) J I & N School – PAN decrease from 66 to 60 and removal of historic mismatch between KS1 and KS2 places in 2026/27

104 **Draft Kirklees Transport Strategy, Policy Themes and Consultation Plan**

Cabinet gave consideration to a report which contained the draft Transport Strategy and sought authority to commence public consultation.

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The report advised that a better approach to transport in Kirklees would help to deliver against core Council priorities as good transport was a core factor in the support of investment and regeneration, and it helped places to thrive and allowed communities to become more connected. A stronger focus on more sustainable forms of transport would help to deliver a greener, healthier Kirklees and work in tandem with the Council's Net Zero ambitions.

Cabinet noted that following the public consultation, a final Transport Strategy would be considered by Cabinet in Spring 2024 with the aim to publish the document by Summer 2024. Once adopted, the Strategy would establish the Council's transport ambition, support decision making, direct future funding bids, project activity and spend and would align with the key priorities detail in the Council Plan.

RESOLVED –

- 1) That the draft Kirklees Transport Strategy, as at Appendix 1 of the considered report, be approved.
- 2) That authority be given to commence public consultation for a period of eight weeks from 3 March 2025.
- 3) That authority be given to commission a report detailing the outcome of the public consultation for further consideration at a future meeting of Cabinet.

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.



REPORT TITLE: Corporate Financial Monitoring Report, Quarter 3.

Meeting:	Cabinet
Date:	11th March 2025
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 3 (month 9), 2024/25.</p>	
<p>Recommendations</p> <ol style="list-style-type: none"> 1) note the forecast revenue outturn position at Quarter 3 for 2024/25 (£9.9m overspend) and that in line with Financial Procedure Rules the Service Director-Finance will undertake a review of all balances and earmarked reserves to fund any remaining overspend. 2) agree the proposal as stated in para 3.2.7 for wrap around school hours (8am to 6pm) child care for primary school aged pupils funding and note the proposed allocation method. 3) note the Quarter 3 forecast that the DSG deficit is forecast to increase by £20.6m in 2024/25. 4) note the Quarter 3 forecast HRA position as breakeven and forecast year-end reserves position of £21m; 5) note the Quarter 3 forecast capital monitoring position for 2024/25 and approve a further net reduction in the 2024/25 position of £33.3m due to £36.4m re-profiling (£30.4m General Fund and £6m HRA) into future years. Also approve the £3.5m net increase in the overall capital plan (£3.1m 2024/25, £0.4m 2025/26) due to increased grant as set out in the accompanying slides (slide 34-39, Appendix 1 & 3); 6) note the Quarter 3 treasury management prudential indicators (slide 40-53, Appendix 1). <p>Reasons for Recommendations This Quarter 3 report updates the Cabinet on the current financial position as of Month 9 (31 December), 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 3 (month 9), 2024/25.</p>	

Date signed off by <u>Strategic Director</u> & name	Rachel Spencer Henshall – 28 February 2025
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney – 28 February 2025
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Sam Lawton – 28 February 2025

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 3 (month 9), 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 Council Plan

N/A

3.2 Financial Implications

3.2.1 The forecast outturn position at Q3 is an underlying overspend of £13.0m which after the use of earmarked reserves and contingencies reduces to £9.9m. Within the position of £13m, an estimated £9m is due to slippage in the approved savings programme across the Council.

Quarter 3 Revenue Monitoring

	Revised Budget Q3 £000	Forecast at Q3 £000	Variance Q3 £000	Variance Q2 £000	Change from Q2 £000
Children and Families	84,444	90,267	5,823	4,806	1,017
Adults and Health	118,490	121,275	2,785	2,004	781
Place	58,230	66,716	8,486	7,454	1,032
Public Health and Corporate Resources	53,210	54,812	1,602	3,032	(1,430)
Central Budgets	54,706	49,001	(5,705)	(4,306)	(1,399)
General Fund	369,080	382,091	12,991	12,990	1
Use of reserves	3,043	-	(3,043)	(3,043)	-
Adjusted General Fund Total	372,123	382,091	9,948	9,947	1



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

3.2.4 The projected outturn position for **Children's Services** at Q3 is £5.8m (Q2 position was £4.8m). The £1.0m increase since Q2 mainly arises from an increase in the cost of External Residential Placements, due to increased demand and lower than anticipated savings from the use of internal capacity.

3.2.5 The variance includes funding from the Earmarked Demand Reserve of £1.5m and therefore there is an underlying pressure of £7.3m. The drivers for this pressure continue to be increasing demand and complexity but the service continues to ensure costs are managed effectively whilst providing the best outcomes for children.

3.2.6 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.

3.2.7 The DfE has allocated funding for use in 2024/25 and 2025/26 of £1,923,783 and £781,503 respectively for the purposes of wrap around school hours (8am-6pm) childcare for primary school aged pupils. It is proposed to allocate this grant funding by awarding of grants to schools and appropriate other providers, by way of applications and a panel authorisation under the direction of the Service Director for Learning and Early Support (per FPR 22.11a), following the detailed DfE requirements, the allocations being based on a subsidy to ensure that providers are encouraged to enter the market, but with a medium term intention that providers achieve viable operations.

3.2.8 The overall projected position for the **Adults & Health** Directorate is an overspend of £2.8m which is £0.8m higher than the previous quarter.

3.2.9 Within the Adult Social Care related portfolio, variances are being seen across key demanded headings, on Independent Sector Home Care (+£3.2m), on Self-Directed Support

(+£4.1m), mainly in relation to Commissioned Services) and on external care home placements (£1.4m under). There is also a variance in relation to the savings target around income/debt (£2.3m not achieved). An underspend is being projected across employee budgets (£3.2m).

3.2.10 The Communities and Access portfolio is projecting an underspend of £1.3m, with £0.9m of this being in relation to underspend on staffing.

3.2.11 The overall projected position for the **Place** directorate is an overspend of £8.5m which is £1m movement from Q2 but does take into account the estimated pressures on the adverse weather budget of £1.5m.

- In Development there is an overspend of £1.5m that largely relates to the management and maintenance of corporate buildings.
- Highways & Street scene is forecast to overspend by £6.4m, £1.6m of this relates to pressures within waste (including statutory pressures such as Persistent Organic Pollutants (POPs) and £1m fleet related), £2.2m of relates to parking services, £0.5m in transport on maintenance of the fleet and £0.4m pressure within highways. There is a forecast further pressure related to adverse weather of £1.5m
- In Environmental Strategy & Climate Change - Schools transport is reporting a pressure of £1.1m which is offset by vacancy savings in the directorate programme office.
- Skills & Regeneration is forecasting to underspend by £0.4m largely related to vacancies and additional grant income.

3.2.12 **Public Health and Corporate Resources** - There is an overall overspend of £1.6m forecast, predominantly due to the impact of subsidy loss on housing benefit payments which is forecasting a net overspend of £4.4m. Insurance savings of £0.3m and savings across culture and visitor economy and enabling service budgets in excess of £2m are offsetting this pressure.

3.2.13 At Quarter 3 there is a projected underspend of £5.7m in **Central Budgets**. Within this position is a forecast underspend of £1.5m within Treasury Management related to a reduction in the in-year capital plan and interest rates on borrowing taken to date being lower than budgeted. There is also a projected underspend of £3.2m on inflation due to the release of budget no longer required. This largely relates to energy costs being lower than budgeted. The 2024/25 pay award was settled in line with base budget assumptions. A further £0.7m underspend relates to the redistribution of business rates levy surplus from Government. This was announced in the Provisional Finance Settlement in December 2024.

3.2.14 A number of activities aimed at reducing spending further within the financial year were identified, and continue to be managed and monitored, including: stopping expenditure not deemed as critical to service delivery.; 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..

3.2.15 Whilst Officers will continue to explore options to reduce the overspend, there is now a certainty that there will be an overspend at the end of March 2025 which will necessitate the use of reserves to balance the budgets. The S151 Officer, in line with Financial Procedure

Rules, will undertake a review of all balances, earmarked reserves, grant reserves and consider whether some of these can be brought into revenue as they are longer needed and/or there are no immediate plans for their use

3.2.16 Total forecast usable reserves at March 2024/25, excluding any impact of this projected overspend are £56.4m, of which £34.4m are identified as earmarked.

DSG

3.2.17 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 at Q3 there is a projected overspend of £20.6m on High Needs expenditure. The service is working collaboratively with schools to change the way in which funding is allocated to mainstream schools for children with SEND through the introduction of “Cluster Working” and it is anticipated that over time this will lead to stabilisation of costs and reductions. A more robust approach to contract management has also been introduced and this is helping to mitigate the impact of provider increases.

HRA

3.2.18 The HRA projected outturn at Quarter 3 is a breakeven position after the use of reserves., (Q2 position was £2.9m overspend). It is currently assumed £1.9m reduced from £4.4m will be transferred from reserves to mitigate the pressure. Pressures relate to additional investment for building safety and maintenance of housing stock and action has now been taken to recover income from district heating schemes effective from 1st January 2025.

Capital Plan

3.2.19 An updated multi-year Capital Plan for 2024-33 was presented to Council on 5 March 2025 as part of the Annual Council Budget Report. The multi-year budget was £1.418bn overall including £202.5m for 2024/25. Capital slippage proposals and the update of the multi-year capital plan is now reported quarterly to Cabinet and is set out below.

3.2.20 The latest budget for the 2024/25 Capital Plan as at Quarter 3 stands at £169.2m (£132.1m General Fund, £37.1m HRA) a reduction of £33.3m from the £202.5m in-year position reported within the Annual Council Budget Report. To date the review has identified slippage of £36.4m (General Fund £30.4m, HRA £6m) being re-profiled into subsequent financial years offset by an increase in grant allocations of £3.1m (Appendix 3). Quarter 3 capital monitoring is presented as in-line with budget, with any slippage identified being re-profiled into future years.

Quarter 3 Capital Monitoring

	Council Budget Plan	Change / Re-profile	Revised Budget Q3	Actual Costs	Forecast at Q3	Variance Q3	Variance Q2	Change from Q2
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children and Families	18,976	(3,538)	15,438	5,935	15,438	0	0	0
Adults & Health	5,534	0	5,534	2,211	5,534	0	0	0
Place	128,330	(23,685)	104,645	64,103	104,645	0	0	0
Public Health & Corporate Resources	6,486	3	6,489	1,661	6,489	0	0	0
General Fund	159,326	(27,220)	132,106	73,910	132,106	0	0	0
HRA	43,166	(6,042)	37,124	25,618	37,124	0	43	(43)
TOTAL	202,492	(33,262)	169,230	99,528	169,230	0	43	(43)

3.2.21 The current budget of £169.2m for 2024/25 remains under review and schemes will continue to be slipped in future years (allowable under Financial Procedure Rules 3.10-3.15), as appropriate prior to year end. The overall capital funding position will be updated at year end, based on the final actual spending for the financial year. It should be noted that outturn variances over the past 3 years have been between £25m-£30m underspend. It is anticipated that a similar outturn position will be reported towards the end of this current financial year.

Updated Multi-year Capital Plan

EXPENDITURE CAPITAL PLAN	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 - 31/32 £'000	Total £'000
GENERAL FUND	132,106	347,201	210,291	102,581	101,297	146,146	1,039,622
HOUSING REVENUE ACCOUNT	37,124	52,849	67,862	65,807	52,054	106,314	382,010
COUNCIL TOTAL	169,230	400,050	278,153	168,388	153,351	252,460	1,421,632

3.2.22 The multi-year Capital plan currently stands at £1.42bn overall (see also slides 34-39) an increase of £3.5m (£3.1m 2025/26, £0.4m 2025/27), all held within the General Fund. Cabinet recently approved acceptance and expenditure of £1.25m One Public Estate Brownfield Land Release funding on Estates Buildings in order to facilitate its future development. The Housing Private Capital Plan has increased by £1.2m due to increased spend on the Disabled Facilities Grant programme and is to be funded by unapplied grants held in existing grant balances. A further £0.6m has been provided by the West Yorkshire Combined Authority (WYCA) from the Net Zero Region Accelerator (NZRA) programme towards the Councils District Heat Network scheme.

3.2.23 The final capital outturn position for 2024/25 will be presented within the Financial Outturn and Rollover Report as part of the closedown process. This will include a revised more detailed capital plan inclusive of rollover to Cabinet and Council. It is clear that £400m for 2025/26 is not an amount that is considered deliverable.

3.3 Legal Implications

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.

3.4 Climate Change and Air Quality

N/A

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

There is an ongoing risk around the volatility of demand budgets.

4 Consultation

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

5 Engagement

N/A

6 Options

6.1 Options considered

N/A

6.2 Reasons for recommended option

N/A

7 Next steps and timelines

That Cabinet endorse the recommendations set out in this report.

8 Contact officer

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9 Background Papers and History of Decisions

Annual budget report 2025-27 to Budget Council, 5 March 2025

Annual budget report 2024-27 to Budget Council, 6 March 2024

Budget Strategy Update Report to Council, 18 September 2024

Corporate Financial Monitoring Quarter 1, 2024/25 to Cabinet 13 August 2024

Corporate Financial Monitoring Quarter 2, 2024/25 to Cabinet 10 December 2024

10 Appendices

Appendix 1: Financial Monitoring slides

Appendix 2: Savings Plan slides

Appendix 3: Breakdown of Capital Budget Changes Since Council Budget Report 2025/26

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

Corporate Financial Monitoring – Quarter 3 2024/25

Cabinet 11th March 2025



Revenue Headlines

- Quarter 3 Monitoring – Forecast overspend of **£9.9m**
- Savings forecast to be delivered at 76%, against a target of £42.6m.
- Total Useable Reserves forecast to be **c£56.4m** at 31st March 2025 of which:
 - Unallocated reserves forecast to be **£22m** – **excludes in year overspend** (Minimum working balance assessed at £15m using risk-based approach, desirable balance £25m)
 - Earmarked Reserves forecast to be **£34.4m**



Quarter 3 Revenue Monitoring

	Revised Budget Q3 £000	Forecast at Q3 £000	Variance Q3 £000	Variance Q2 £000	Change from Q2 £000
Children and Families	84,444	90,267	5,823	4,806	1,017
Adults and Health	118,490	121,275	2,785	2,004	781
Place	58,230	66,716	8,486	7,454	1,032
Public Health and Corporate Resources	53,210	54,812	1,602	3,032	(1,430)
Central Budgets	54,706	49,001	(5,705)	(4,306)	(1,399)
General Fund	369,080	382,091	12,991	12,990	1
Use of reserves	3,043	-	(3,043)	(3,043)	-
Adjusted General Fund Total	372,123	382,091	9,948	9,947	1



Quarter 3– Directorate Variance Analysis

Directorate	Forecast Savings Slippage Q3 £000	Forecast Net Pressures Q3 £000	TOTAL Forecast Variance Q3 £000
Children and Families	949	4,874	5,823
Adults and Health	3,945	(1,160)	2,785
Place	5,132	3,354	8,486
Public Health and Corporate Resources	0	1,602	1,602
Central	0	(5,705)	(5,705)
General Fund	10,026	2,965	12,991



Directorate Budget Variances

Children and Families

Children and Families Totals			
Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Q2 +/-
£84.444m	£90.267m	+ £5.823m	+ £1.017m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Section 17 budget pressures against A&I and CWD	£3,031K	+£1,735K	+£299K	<p>Demand led cost of Domiciliary and direct payments care packages related to complex case and cost of living inflation (+£1,180k), Demand led financial support to families with no recourse to public funds (+£495k).</p> <p>The service are supporting 23 families with 42 children who have no recourse to public funds Hotel Accommodation Costs: £52k Monthly Voucher Costs: £5k Monthly Cash Cost: £3k. The number of families is increasing and we are obliged to offer financial support.</p> <p>Disabled children's service provide direct payments and respite provision which prevent children coming into Kirklees care with significant cost benefit</p>	<p>To manage the expenditure we have established a task and finish group to consider Kirklees children's respite offer.</p> <p>Our approach to direct payments is being strengthened to involve a 6 month review with families. There is a project group meeting fortnightly to cover the redesign of domiciliary care and direct payments, closely linked to the delivery group for respite and short breaks, led by commissioning and including CWD and procurement.</p> <p>To provide more control of cost and quality of domiciliary care agency provision, a clear service specification has been developed. A procurement exercise is underway to create a framework of approved providers with appropriate due diligence carried out.</p> <p>To manage the size and extent of care packages, the assessment process will be revised, with training provided to all staff carrying out assessments. This will ensure that all packages are proportionate to need.</p>



Directorate Budget Variances

Children and Families

Children and Families Totals

Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£84.444m	£90.267m	+ £5.823m	+ £1.017m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Corporate Parenting	£11,837K	+£971K	-£123K	This overspend relates to the financial support we are obliged to provide to our care leavers. The current finance policy (3.3.13c Care Leavers finance policy Dec 2022 - 2024) was set out with a significant range of entitlements and was based on previous year on year end of year surplus in allocated budget. Within the cohort of young adults funded for accommodation are a small but significant young adult care leavers who are former unaccompanied asylum-seeking children.	Financial policy under review regarding the financial support for care leavers. For 25/26 appropriate budget is to be made. Childrens demand led sufficiency budgets are under regular review with 2 weekly placement gatekeeping panel. Confirm the SGO offer and ensure budgets are aligned.
SENDACT	£1,540K	+£191K	+£9K	SENDACT team staffing underspend M7 now forecast of £2k under new structure, reduced from P7 due to vacancies not being filled as early as originally anticipated. Overspending of £191k due to £89K cost of Early Support secondments, £50k unbudgeted compensation costs and £23K mediation costs also part of pressure. Position improved by £62K this month due to income being added to offset service manager cost.	Clarification required on whether additional budget is to be allocated to SENDACT for additional staffing agreed by ET.



Directorate Budget Variances

Children and Families

Children & Families Totals

Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£84.444m	£90.267m	+ £5.823m	+ £1.017m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Education Psychology	£1,159K	+£486K	-£22K	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. Additional locums being used to address backlog. Some budget provision to be made 25/26 to clear backlog and then removed thereafter
Kirklees Business Solutions	£80K	+£146K	+£3K	Continuing year on year pressure re staffing not budgeted for, reduced from 23/24 overspend as 2 members of staff have left	Plans in train to recharge the customer as the operation of KBS is the system the whole council uses to trade with schools.
Strategic Learning	-£10K	+£138K	-£43K	Budget pressure is a legacy from the loss of the SIMB and unfunded HoS posts, inroads were made to reduce overspend in 23/24 and continue into 24/25. Budgets in process of realignment to support overspend reduction work	Service leaders maximising DSG where applicable, work ongoing to increase traded income and various other initiatives.



Directorate Budget Variances

Children and Families

Children & Families Totals

Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£84.444m	£90.267m	+ £5.823m	+ £1.017m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Commissioned Services	£2,569K	+£567K	+£109K	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 (+ £201K)	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.
Headteacher Support	-£10K	+£68K	+£20K	Service not currently recharged out due to mitigating benefits re HT supply costs etc, plan is to recharge schools from Sept 2024	School forum income not yet confirmed for 24/25 would improve the position, service reviewing policy on recharging. Review in September - likely to result in withdrawing this service.



Directorate Budget Variances

Children and Families

Children & Families Totals

Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£84.444m	£90.267m	+ £5.823m	+ £1.017m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Sustainability, Resources and Capacity	£31,234K	+£1,936K	+£1,232K	Demand led Sufficiency pressures relating to External Foster Placements (£216K), External Residential Placements (£2,121K) (£1.5m demand reserve added to budget at Q2), Family Assessments (£598K), LCSA 17+ (£266K), YPAT (£154K) netted off by underspend on Internal Foster Placements (-£889K) and Internal Residential (-£383K). Increase in forecast pressure from M7 mainly on External Residential Placements due to new placements since November alongside £500k unachieved savings target through use of additional capacity sourced from Magdale and Healds Road.	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 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£118.490m	£121.275m	+ £2.785m	+ £0.781m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Customer Service Centres	£223k	+£157k	-£253k	Unplanned overspend due to service change timing (employees and HRA income).	Service change underway.
Registrars	£362k	-£121k	+£100k	Increased income through fees/charges, plus part year vacancies.	Ongoing actions being implemented
Library & Information Centres	£3,801k	-£421k	-£66k	Ongoing review of service, underspend mainly on staffing	Ongoing
Community Languages	-£155k	+£54k	+£12k	Income target related to a model that is unrealistic - further work required (and proposed) to appraise the shape and model of the service.	Ongoing work around model of service and charging mechanism.
Community Plus	£2,371k	-£461k	-£343k	Underspend mainly on staffing	Ongoing
Care Phones and Assistive Technology	£490k	-£792k	-£236k	Ongoing management of operational provision. (includes employees variance of -£138k)	Ongoing management.



Directorate Budget Variances

Adults and Health

Adults and Health Totals

Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£118.490m	£121.275m	+ £2.785m	+ £0.781m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Reablement	£1,283k	-£574k	-£144k	Ongoing management of provision. (includes employees variance of -£779k)	Ongoing.
Shared Lives	£2,397k	-£532k	-£190k	Lower than budgeted activity levels. Includes employees variance of £-44k	Ongoing.
Increase in bad debt provision	£196k	+£800k	+£360k	Increase in level and age of debt being seen – additional provision required.	Ongoing savings workstream to review with a detailed review at next Adults Transformation Board,
ASC – Employees (not included above)	£37,316k	-£1,303k	-£642k	Ongoing management of staffing and budget levels.. Note – excludes activity lines above (total including them is variance of £-2,266k)	Ongoing review.
Self Directed Support	£27,580k	+£4,107k	+£1,291k	Mainly due to overspend on Commissioned Services, mostly on LD (OP, PD and LD over on activity, LD and MH over on cost)	Continued monitoring to ensure remains within budget.
Supported Living (Extra Care Housing)	£1,437k	+£201k	-£29k	Ongoing pressure (private sector)	Continued monitoring to ensure remains within budget
Independent Sector Home Care	£22,320k	+£3,212k	+£99k	Client activity levels are under on PD and MH (PD -15, MH -9) but outweighed by higher weekly costs on all (OP +£39 per wk, PD +£44, LD +£121, MH +£38).	Ongoing work to manage pathways, working with the market.



Directorate Budget Variances

Adults and Health

Adults and Health Totals

Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£118.490m	£121.275m	+ £2.785m	+ £0.781m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Independent Sector Residential & Nursing Placements	£73,873k	-£1,365k	+£557k	Client activity levels are under (placement volumes) mainly on OP (OP -118, PD +7, LD -14, MH -17). Unit (weekly) costs are heavily under on PD and heavily over on others (PD -£94, OP +£39, LD +£83, MH +£64 per week).	Ongoing work to review pathways and packages.
Other demand led activity (In-House residential / In House Day Care, Carers, Persons From Abroad)	-£4,054k	-£167k	+£109k	Ongoing management of operational provision. Carers (reduced volumes), PFA (reduced weekly costs)	Ongoing management of operational provision.
Commissioning / Contracted Services	£7,047k	-£291k	-£29k	Ongoing management of contract levels.	Ongoing management of contract levels.
Release from demand reserve/funding	£0	-£1,500k	£0k	Allocation of demand reserve/funding.	
Saving - ASC - Increasing the collection of social care income	-£2,627k	+£2,307k	+£107k	Ongoing work on the saving programme - review of practice and processes. Reviewed at Check and Challenge.	Some mitigations around additional income factored into M9 position.



Directorate Budget Variances

Place

Place Totals			
Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£58.230m	£66.716m	+ £8.486m	+ £1.032m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Highways	£493k	+£362k	-£619k	Horticultural Maintenance - + £213k Increased costs over years in Internal and External Contractor rates Across various areas, difficulties in recruiting have led to high levels of Engineering post vacancies. Leading to Agency cover to deliver the Capital Plan. This results underachievement of contribution to revenue. Various actions across the Service in managing works budgets.	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.
Parking	-£5,483k	+£2,191k	+£127k	Delays in implementation of new & increased tariffs - £1.5m, New permit scheme £0.2m and lower fines income - £0.5m	New machines – Less downtime and additional enforcement staff. Consideration for additional external resources to increase fine income. Recruitment ongoing for CEO vacant position to increase enforcement. New charges now in place for 16 car parks, resident permit scheme live Feb, deep dive review of income streams ongoing to identify action plan for 25/26.



Directorate Budget Variances

Place

Place Totals			
Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£58.230m	£66.716m	+ £8.486m	+ £1.032m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Transport	£2,388k	+£543k	-£22k	Ageing fleet and increased part costs	Sourcing alternative and cheaper parts. Minimise repairs. Transport/Waste Oversight board. 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. Budget provision being made in 25/26 to reflect impact of ageing fleet until new fleet arrives
Waste Services	£28,835k	+£1,577k	-£477k	<p>Waste General - Inflationary increase within the market sector for IPPC. pressure in 25/26. Staffing pressures £</p> <p>Waste fleet - Growth within the service demands increased resources above based budget(historical) The service has completed round reviews, but additional vehicles are required</p> <p>Waste Regulatory - EA directive in 2023 resulted in a significant change to the disposal of soft furnishing containing Persistent Organic Pollutants</p>	<p>Contractual and environmental compliance requirement Inflation and government driven (monitored closer for earlier warning) Simpler Recycling and legislation horizon scanning continues to identify any potential additional funding for the waste sector.</p> <p>Invest to save business cases have been developed and agreed at Cabinet in October. Capital strategy includes £26m of investment but lead in time on larger vehicles.</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>



Directorate Budget Variances

Place

Place Totals			
Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£58.230m	£66.716m	+ £8.486m	+ £1.032m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Parks & Greenspaces	£2,751k	+£247k	-£123k	The process has taken longer than expected.	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
Property	£7,364k	+£1,796k	+£26k	Facilities Management- e.g. Overspends on Security , Cleaning and unachievable income, Piazza	Use of flexible capital receipts being explored for transformational activities, essential only repairs, holding of vacancies Charging for Agency Staff to be Implemented Close monitoring of cost for Piazza, handover to developers reduces some liability (residual NNDR). Monthly auctions of surplus properties and land to reduce ongoing revenue commitments
School Transport	£10,783k	+£1,149K	+£812k	Schools Transport - Overspend due to volumes and complexity requirements of routes and increasing prices.	Transformation Programme is ongoing, 2025 activities are designed to disrupt the market, re-address the contractual relationships, increase market participation and increase efficiency in routing – all designed to reduce the cost base. Unfortunately, the forward look is increasing demand and complexity.



Directorate Budget Variances

Place

Place Totals			
Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£58.230m	£66.716m	+ £8.486m	+ £1.032m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Adverse Weather	£1,037k	+£1,504k	+£1,504k	Forecast includes recent severe weather costs & assumed levels of action similar to last year. Savings have been made on costs, but anticipated cost from significant weather events are substantially higher than 24/25 budget	
Housing Growth	£983k	-£140k	-£40k	Holding of Vacancies	
Directorate Programme Office	£771k	-£277k	-£113k	Holding of Vacancies	
Major Projects	-£92k	-£157k	-£37k	Major Projects - Charging to capital projects, additional reflected in budget but expectation of more based on outturn.	
Planning & Building Control	£2,007k	-£97k	+£59k	Planning & Building Control –Income shortfall offset by Holding of vacancies other savings.	
Employment & Skills	£1,049k	-£201k	-£56k	Recognition of external funding	



Directorate Budget Variances

Public Health and Corporate Resources

Public Health and Corporate Resources Totals

Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£53.210m	£54.812m	+ £1.602m	- £1.430m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Culture & Visitor Economy	-£5k	+£67k	-£43k	Cliffe House - Reflects a recurring budget pressures relating to income levels not covering cost of running the service.	Remodelling of the operating model underway. Due to salary frameworks, full realisation 26/27.
	£2,500k	-£499k	-£176k	Caretaking & Cleaning - Price increase applied for 24-25 to aid cost recovery, and vacancies.	Academies bought Contracts from Sept , but risk of future contract losses/reductions
	£1,140k	-£353k	-£298k	Catering – Meal Price increase from Sept 24 + new Academy Trust contracts	
	£732k	-£196k	-£35k	Town & Public Halls - Ongoing review of service, underspend mainly on staffing, and increased bar sales.	
	£607k	-£565k	-£519k	Markets – Dewsbury Market Rates revaluation -£465k	



Directorate Budget Variances

Public Health and Corporate Resources

Public Health and Corporate Resources Totals

Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£53.210m	£54.812m	+ £1.602m	- £1.430m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Strategy and Innovation	£19,570k	-£832k	-£96k	Vacancies being held where possible, and IT savings implemented in 23/24 are continuing into 24/25 for a FYE. There is a risk to Data and Insight school income (£100k) which is now being offset by existing vacancies.	Only critical roles will be filled
Public Health & People services	£2,290k	-£512k	-£130k	Vacancies being held where possible.	Only critical roles will be filled Savings target of £1.3m PH funding to be allocated/identified
Governance and Commissioning	£14,400k	-£193k	-£251k	Vacancies being held where possible to achieve savings targets, and reduction in cost of councillor allowances. Demand pressure on legal services (+£349k) incurring external solicitor costs and additional locums. Insurance saving (-£331k).	Only critical roles will be filled



Directorate Budget Variances

Public Health and Corporate Resources

Public Health and Corporate Resources Totals

Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£53.210m	£54.812m	+ £1.602m	- £1.430m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Financial Management & Welfare & Exchequer	£9,229k	+£257k	+£95k	Court cost recovery budget is very challenging and has not been achieved over recent years. Position reflects £400k pressure. Increased cost of debt tracing services offset by vacancies.	Number of claims will be monitored over the year, and write offs are being minimised. Vacancies are being held where possible to mitigate other overspend
Housing Benefits	£2,600k	+£4,400k	nil	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. Position stabilised in terms of subsidy loss in 24/25.



Directorate Budget Variances

Central

Central			
Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
£54.706m	£49.021m	- £5.705m	- £1.399m

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Treasury Management	£27,242k	-£1,504k	-£504k	Reduction in capital plan, and interest rates on borrowing to date lower than the 5.35% budgeted.	
Inflation	£8,435k	-£3,268k	-£304k	Release of inflation budget no longer required following pay offer agreement and energy forecasts (£2.5m), plus other contingency not needed (£0.5m). plus £0.1m repayment from Gas supplier after reconciliation of 2023/24 fluctuating prices.	
Unringfenced Grants	-£14k	-£693k	-£693k	Redistributed business rates levy surplus from government, announced in the provisional finance settlement	



Analysis of Council Reserves (excl Statutory Reserves)

	Unallocated *	Earmarked	Total
	£000	£000	£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 3</i>			
- Forecast use of Earmarked Reserves	-	4,131	4,131
- Forecast use of Unallocated Reserves	3,043	-	3,043
Estimated balance of Reserves at 31st March 2025	(22,002)	(34,356)	(56,358)

- *£15m Minimum Working Balance (£25m desirable).

- Note that the estimated balances at 31st March 2025 exclude the in-year projected overspend



Reserves Summary Q3 (£k)	Reserves 31st March 2024	Budget report Movements	Revised reserves 1st April 2024	Net Drawdowns at Q3	Reserves 31st March 2025
Ward Based Activity	(693)	-	(693)	-	(693)
Place Standard	(556)	-	(556)	138	(418)
Apprenticeship Levy	(3,574)	-	(3,574)	-	(3,574)
Transformation	(3,067)	-	(3,067)	33	(3,034)
Demand Reserve	(3,000)	-	(3,000)	3,000	-
Development Funding	(621)	-	(621)	65	(556)
Revenue Grants	(9,020)	-	(9,020)	683	(8,337)
Stronger Families Grant	(784)	-	(784)	-	(784)
Other	(1,953)	-	(1,953)	212	(1,741)
Specific Risk Reserves	(3,500)	3,500	-	-	-
WYCA Returned Levy	(9,424)	9,400	(24)	-	(24)
Voluntary Revenue Provision	-	(15,195)	(15,195)	-	(15,195)
Total Earmarked Reserves	(36,192)	(2,295)	(38,487)	4,131	(34,356)
Unallocated Balances	(25,045)	-	(25,045)	3,043	(22,002)
Total Useable Reserves	(61,237)	(2,295)	(63,532)	7,174	(56,358)
Statutory Reserves – Schools Balances	(11,596)	-	(11,596)	369	(11,227)
Statutory Reserves – Public Health	(1,119)	-	(1,119)	-	(1,119)
Grand Total All Reserves	(73,952)	(2,295)	(76,247)	7,543	(68,704)

Glossary of Reserves

Reserve	Description
Ward Based Activity	Set aside reflecting timing issues on ward-based activity spend commitments
Place Standard	Set aside to support the resourcing of emerging Place Standard action plans.
Apprenticeship Levy	Set aside to fund future payments into the Apprenticeship levy
Transformation	Set aside for strategic transformation developments over the next 12 to 24 months.
Demand Reserve	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity
Development Funding	To address the scale of development costs required to support targeted development and the upscaling of capital investment activity and major project activity over the MTFP.
Revenue Grants	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been incurred.
Stronger Families	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
Other	A range of smaller reserves earmarked for specific purposes.
Specific Risk Reserves	Set aside to manage specific risks, including the potential risk of future loan defaults and managing the volatility surrounding treasury management budgets with respect to both potential changes in interest rates and the level of delivery of the capital plan.
WYCA Returned Levy	Returned levy income from WYCA that will be drawn down in 2024/25
Voluntary Revenue Provision	Voluntary overpayments of Minimum Revenue Provision (MRP).
Unallocated Reserves	General reserve to support Council working capital and cashflow requirements, and unbudgeted/financial resilience risks highlighted in the Council's corporate risk register.
Schools Balances	Statutory reserves relating to individual schools' balances/deficits carried forwards
Public Health	Timing issues on (statutorily ringfenced) Public Health grant spend commitments

HRA Quarter 3

	Revised Budget	Forecast Quarter 3	Variance Quarter 3	Variance Quarter 2	Change from Quarter 2
	£000	£000	£000	£000	£000
Repairs & Maintenance	30,909	30,509	(400)	439	(839)
Housing Management	46,337	43,830	(2,507)	(1,925)	(582)
Property Services	0	0	0	0	0
Other Expenditure	31,015	35,080	4,065	3,931	134
Total Expenditure	108,261	109,419	1,158	2,445	(1,287)
Rent & Other Income	(108,261)	(107,536)	725	483	242
Total	0	1,883	1,883	2,928	(1,045)
Planned transfer from HRA Reserves	0	(1,883)	(1,883)	(3,000)	1,117
Total	0	0	0	(72)	72



HRA Reserves

	Balance at 31 March 2024 £000	Approved Movement in reserves £000	Balance at 31 March 2025 £000
Set aside for business risks	(15,000)	4,135	(10,865)
Set aside to meet investment needs (as per HRA business plan)	(18,942)	8,761	(10,181)
Total	(33,942)	12,896	(21,046)



HRA Budget Variances

HRA Totals			
Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
-	-	-	+ £72k

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Repairs and Maintenance	£30,909k	-£400k	-£840k	Plan to carry out 40% stock condition surveys delayed due to procurement processes -£835k, Forecast underspend cyclical increased by £70k, Forecast overspend DMC £400k due to demand, Forecast void repairs overspend increased by £500k additional resources to address backlog.	Capitalisation of staff costs estimate £1m for the Development and Asset team. Once the process has been put in place, this will be reviewed further. Savings identified from revised lettings policy for decoration now forecast £690k.
Management costs – Homes and Neighbourhoods	£19,883k	-£2,981k	-£818k	There is an underspend of £1.075m for staffing costs in addition to the £1m forecast to be capitalised for the Asset team. Forecast for supplies and services, specific training reduced Property Services forecasting a breakeven position.	Staff costs will be capitalised where staff work on capital schemes and a mechanism is in place for this to happen.
Council Service Bought in	£7,958k	+£788k	+£326k	Forecast legal services overspend £817k, £600k directly relating to disrepair /compensation claims. Small underspends for other fees and recharges.	Legal budget for 2024-25 which includes disrepair costs increased to £1m, but this is subject to review more work being carried out. A provision will be set up to manage this going forwards.



HRA Budget Variances

HRA Totals			
Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2 +/-
-	-	-	+ £72k

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Policy and Management	£14,297k	+£186k	+£47k	Temp Accom repairs increase £116k, increase in shops/land £12k netted off by reduction in HSG PFI costs £93k with other minor variances	Review of charges for temporary accommodation to be carried out. Awaiting income from receipt from RM Grylls and Reiks lane.
Community facilities	£4,200k	-£500k	-£137k	Budgets set at a level to cover expected costs. Sheltered Heating £73k, District heating -£135k. Income will be charged to cover these costs. Current shortfall for all community facilities is £3.6m	A review of service charges has been carried out there is a planned approach to move to a full cost recovery position. Work carried out will inform future budget setting.
Council tax on empty properties	£529k	+£689k	+£148k	Increased Council tax relating to empty properties, some where the decision has been made to demolish properties.	Increased budget will be covered by the underspend and savings from inflation provision. A review of policy voids is being carried out to ensure unnecessary costs are not charged.



HRA Budget Variances

HRA Totals			
Agreed 24/25 budget	Forecast at Quarter 3	Total variance at Quarter 3 +/-	Change from Quarter 2
-	-	-	+ £72k

Service area	Net Budget	Variance Quarter 3	+/- change from Quarter 2	Reason for variance	Mitigating actions
Interest Payable, other finance costs and depreciation charges.	£30,485k	+£1,493k	+£1,104k	Depreciation charge due to revised Asset Strategy. Increased component cost/revised lifecycle. Increased cost £3.4m, £1.9m transfer from reserves reduced from £3m	Increased depreciation cost will be covered by a transfer from reserves of £1.9m and savings/underspends.
Grants and other income	£8,957k	-£340k	-£3k	Income from balances on reserves held	Reserve balance to be held at £500 p/u currently c£10m
Rental Income	£96,084k	+£1,043k	+£75k	Void rent loss through time taken to turnaround empty properties	Updated process in place to better manage turnaround times and tracking of standard, non-standard and voids requiring major works. A review of the performance measured by each category will be included going forward, priority is to ensure standard voids are fast-tracked to reduce rent loss with planned programmes for addressing voids that require substantial works.
Heating and Service Charge Income	£3,220k	+£22k	+£170k	Amounts charged do not cover the costs. The current forecast shortfall for district heating is £553k. District heating meters have been amended from 1 st January 2025. Other increases planned from 1 st April 2025.	Review of service charges has carried out to move to a full cost recovery position. District heat charges will be increased in 2025-26. Current estimated shortfall for service charges is £3.6m, planned recovery of £1.9m in 2025-26 and there is a planned approach to recover the shortfall over the next three years.



DSG Headlines

- Quarter 3 Monitoring Position
- HN Budget - £64.7m (includes SV Funding & Block Transfer) 23/24 (£60.4m)
- HN Projected Expenditure £85.2m (23/24 - £75.4m) – Mainstream Top Up Funding will be updated as and when data available from new IT system in service – may increase projection
- Projected in year overspend - £20.6m (23/24 – £15m)
- Safety Valve Impact
 - Unmitigated Projected overspend - £11m
 - Mitigated Projected overspend - £7m (If projected savings are achieved)



DSG Dashboard

	Active Placements	M9 (£'000)	M7 (£'000)
Mainstream Top-Ups	1956	£20,231	£20,690
Special School Top-Ups	853	£18,930	£18,875
Special School Place Funding		£6,734	£6,605
Additional Resource Provisions (including Central Staff)	174	£7,751	£7,487
Alternative Provision		£6,424	£6,351
Independent Placements	185	£12,132	£12,302
OLA Placements	41	£691	£677
Post 16	625	£5,400	£5,300
SENDIF		£1,000	£1,000
Personal Budgets		£2,500	£2,500
Contributions to Services		£3,378	£3,530
	3814	£85,171	£85,317
HN Block		-£59,194	-£59,305
Block Transfers		-£3,100	-£3,100
Safety Valve Income		-£2,300	-£2,300
Projected Overspend		£20,577	£20,612



DSG Headlines

Key Reasons for pressure:

	24/25	23/24	SV Plan
Independent Placements	£12.3m	£11.1m	£11m
Mainstream Top Up's	£20.7m	£16m	£18m
Alternative Provision	£6.3m	£5.7m	£3.7m

- Independent and Mainstream – demand and complexity
- Alternative Provision – Significant variance relates to ETHOS and off contract placements



DSG Headlines

Mitigations:

- Development of Additional Local Capacity through Satellite and ARP provision
- Robust implementation of changes to mainstream funding review



Collection Fund (Council Share)

Q3 Position	Council Tax £k	Business Rates £k	Total £k
(Surplus)/Deficit at 1 April 2024	5,361	2,636	7,997
Re-payments to/(from) General Fund 2024/25	(2,340)	(660)	(3,000)
Estimated In year Financial Performance	-	790	790
Estimated (Surplus)/Deficit at 31 March 2025	3,021	2,766	5,787
Planned repayments from General Fund 2025-28	(3,021)	(1,976)	(4,997)
Adjusted (Surplus)/Deficit	-	790	790

Council Tax

- Estimated in-year break-even position against £237m budgeted income

Business Rates

- Estimated in-year deficit £790k due to lower than budgeted income;
- Forecast deficit equivalent to 1.6% of £49m budgeted income



Capital Headlines

- Quarter 3 Capital Monitoring – On Budget
- 2024/25 Capital budget **£169.2m**
- Reduction of budget since Feb Council Budget Report -£33.3m due to:
 - -£36.4m re-profile (General Fund -£30.4m, HRA -£6m)
 - +£3.1m net Grant/s106/s278/RCCO (General Fund)
- Last Years Outturn spend £148.3m. Year-end predicted underspend based on trends c.£25-30m
- Further detail on individual capital plan in-year budget changes detailed in Appendix 3

Q3 Capital Monitoring (Directorate)

	Council Budget Plan	Change / Re-profile	Revised Budget Q3	Actual Costs	Forecast at Q3	Variance Q3	Variance Q2	Change from Q2
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children and Families	18,976	(3,538)	15,438	5,935	15,438	0	0	0
Adults & Health	5,534	0	5,534	2,211	5,534	0	0	0
Place	128,330	(23,685)	104,645	64,103	104,645	0	0	0
Public Health & Corporate Resources	6,486	3	6,489	1,661	6,489	0	0	0
General Fund	159,326	(27,220)	132,106	73,910	132,106	0	0	0
HRA	43,166	(6,042)	37,124	25,618	37,124	0	43	(43)
TOTAL	202,492	(33,262)	169,230	99,528	169,230	0	43	(43)



QUARTER 3 CAPITAL MONITORING - DIRECTORATE

EXPENDITURE CAPITAL PLAN	Revised Budget £'000	Actual Costs to Date £'000	Variance to Date (Actual Spend) £'000
Children and Families			
Learning & Early Support Resources, Improvement and Partnerships	14,940	5,924	(9,016)
	498	11	(487)
	15,438	5,935	(9,503)
Adults, Housing & Health			
Customers & Access Services	242	23	(219)
Learning Disabilities & MH	4,085	2,093	(1,992)
Adults Social Care Operation	1,208	95	(1,113)
	5,535	2,211	(3,324)
Place			
Skills & Regeneration	28,351	14,992	(13,359)
Development	44,214	25,433	(18,781)
Highways & Streetscene	30,587	23,333	(7,254)
Environmental Strategy & Climate Change	1,492	345	(1,147)
	104,644	64,103	(40,541)
Homes & Neighbourhoods	37,124	25,618	(11,506)
Public Health & Corporate Resources			
Strategy & Innovation	5,496	1,335	(4,161)
Service Direct Reports	445	56	(389)
Culture & Visitor Economy	548	270	(278)
	6,489	1,661	(4,828)



Medium Term Capital Plan

- Multi-year Capital Plan **£1.422bn, increased by £3.5m overall**

	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 - 31/32 £'000	Total £'000
Council Budget Plan	202,492	361,740	283,746	165,538	152,150	252,460	1,418,126
Change	(33,262)	38,310	(5,593)	2,850	1,201	0	3,506
Q3 Capital Plan	169,230	400,050	278,153	168,388	153,351	252,460	1,421,632

- General Fund increase of £3.5m largely due to :
 - +£1.25m One Public Estate Brownfield Land Release funding on Estates Buildings
 - +£1.2m Disabled Facilities Grant for Housing Private
 - +£0.6m WYCA NZRA grant on District Heat Network
 - +£0.4m West Yorkshire Transport Fund schemes
- Officers continue to review the multi-year capital plan and budget profiles (under FPR 3.10-3.15), governed by Capital Assurance Board

MEDIUM TERM CAPITAL PLAN - EXPENDITURE PLANS

EXPENDITURE CAPITAL PLAN	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 -31/32 £'000	Total £'000
CHILDREN & FAMILIES	15,438	37,277	22,415	4,684	3,000	2,750	85,564
ADULTS & HEALTH	5,534	3,913	8,197	1,605	0	0	19,249
PLACE	104,645	289,510	167,773	84,656	86,781	132,296	865,661
PUBLIC HEALTH & CORPORATE RESOURCES	6,489	16,501	11,906	11,636	11,516	11,100	69,148
GENERAL FUND	132,106	347,201	210,291	102,581	101,297	146,146	1,039,622
HOUSING REVENUE ACCOUNT	37,124	52,849	67,862	65,807	52,054	106,314	382,010
COUNCIL TOTAL	169,230	400,050	278,153	168,388	153,351	252,460	1,421,632



MEDIUM TERM CAPITAL PLAN - FUNDING SUMMARY

EXPENDITURE CAPITAL PLAN	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 -31/32 £'000	Total £'000
GENERAL FUND							
<i>Direct / Earmarked Contributions to Schemes</i>							
Capital Grants/Contributions	81,240	195,015	51,246	48,589	47,566	28,715	452,371
Earmarked Capital Receipts	4,702	8,286	8,612	390	3,390	3,390	28,770
Service Funded Prudential Borrowing	1,545	34,685	17,626	10,140	10,000	12,050	86,046
Revenue Contributions	80	0	0	0	0	0	80
<i>Pooled Resources</i>							
Non-Earmarked Capital Receipts	4,000	4,000	4,000	4,000	4,000	4,000	24,000
Corporate Prudential Borrowing	40,539	105,215	128,807	39,462	36,341	97,991	448,355
GENERAL FUND FUNDING	132,106	347,201	210,291	102,581	101,297	146,146	1,039,622
HOUSING REVENUE ACCOUNT							
Capital Grants/Contributions	1,569	1,421	8,177	8,725	1,407	741	22,040
Earmarked Capital Receipts	5,224	3,399	366	1,599	6,456	4,611	21,655
Reserves / Revenue Contributions	6,342	12,927	945	0	0	0	20,214
Reserves - MRR	23,989	23,989	24,239	24,489	24,739	75,717	197,162
Corporate Prudential Borrowing	0	11,113	34,135	30,994	19,452	25,245	120,939
HRA FUNDING	37,124	52,849	67,862	65,807	52,054	106,314	382,010



Prudential & Treasury Management Indicators

Quarter 3 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 spend rolled over from 23/24, while 25/26 and 26/7 budget figures are those approved as part of the 24/25 Budget Report

	2023/24 £m actual	2024/25 £m forecast	2025/26 £m budget	2026/27 £m budget
General Fund	111.1	130.1	188.0	122.7
Housing Revenue Account	31.6	37.1	64.6	64.0
Capital investments	5.6	2.0	0.0	0.0
Total Capital expenditure	148.3	169.2	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	753.5	798.5	831.5
Housing Revenue Account	204.3	201.8	212.0	213.8
Capital investments	5.6	2.0	0.0	0.0
Total Capital Financing Requirement	901.1	957.3	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 31.12.2024 £m
Debt (incl. PFI & leases)	784.9	883.4	866.5	901.2	825.6
Capital Financing Requirement	901.1	957.3	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 Q3 2024/25	Debt at 31.12.24	2024/25 Authorised Limit	2024/25 Operational Boundary	Complied
Borrowing	769.6	748.0	892.6	872.6	Yes
PFI and Finance Leases *	77.6	77.6	82.8	77.8	Yes
Total debt	847.2	825.6	975.4	950.4	

* Does not include IFRS16



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	-1.4	-1.6	-2.0	-2.0
Proportion of net revenue stream	-0.4%	-0.4%	-0.5%	-0.5%

* updated to 25/26 capital strategy



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	33.9	44.3	52.9
General Fund – Proportion of net revenue stream (with reduced MRP)	5.9%	9.0%	10.2%	11.8%
General Fund – Proportion of net revenue stream	11.6%	10.1%	11.1%	12.7%
HRA – Financing costs (£m) – (including depreciation)	35.3	34.1	34.3	35.3
HRA - Proportion of net revenue stream	35.9%	31.6%	31.2%	31.5%

* updated to 25/26 capital strategy



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 £42 million in 2024-25, minimum revenue provision based on assets lives and reduction in balance sheet resources of £51 million.

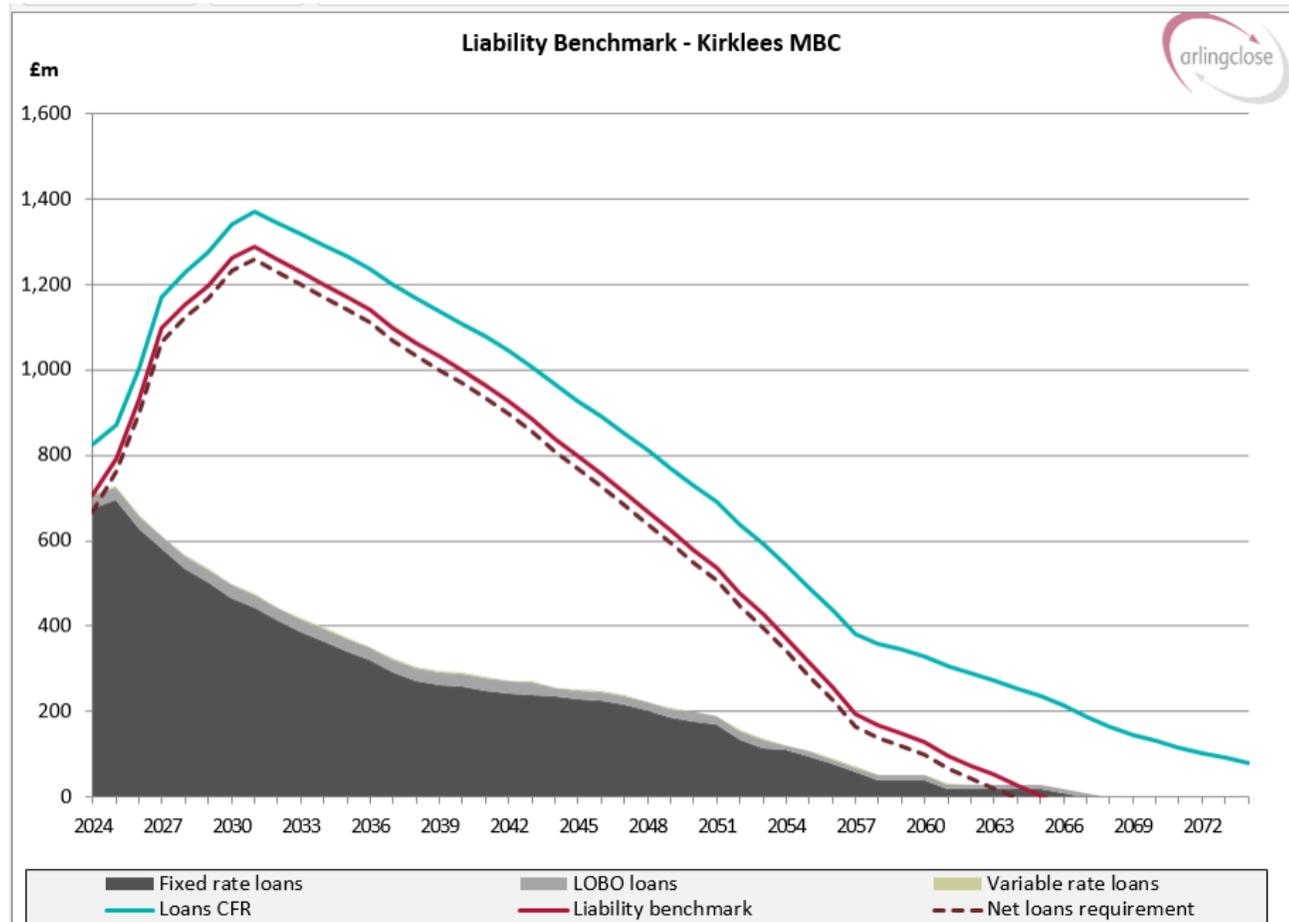
	31.03.24 actual £m	31.03.25 forecast £m	31.03.26 forecast £m	31.03.27 forecast £m
Loans CFR	823.5	861.1	1002.8	1171.5
Less: Balance sheet resources	155.3	104.0	104.9	105.9
Net loans requirement	668.2	757.1	897.9	1065.6
Plus: Liquidity allowance	30.0	30.0	30.0	30.0
Liability benchmark	698.2	787.1	927.9	1095.6
Existing borrowing - committed	707.3	726.4	657.6	611.0



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 2031 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	31.12.24 actual	Complied
Under 12 months	20%	0%	6%	Yes
12 months and within 24 months	20%	0%	11%	Yes
24 months and within 5 years	60%	0%	17%	Yes
5 years and within 10 years	80%	0%	18%	Yes
10 years and above	100%	20%	48%	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 £20 million have a potential repayment date during 2024-25 and have been included in the under 12 months line. LOBO options of £10 million have a potential repayment date during 2025-26 and have been included in the under 12 months and within 24 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:

	31/03/24	31/12/24
Bank Rate	5.25%	4.75%
1-year PWLB certainty rate, maturity loans	5.36%	5.19%
5-year PWLB certainty rate, maturity loans	4.68%	5.10%
10-year PWLB certainty rate, maturity loans	4.74%	5.40%
20-year PWLB certainty rate, maturity loans	5.18%	5.84%
50-year PWLB certainty rate, maturity loans	5.01%	5.66%



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Executive Leadership Team

Monthly 24/25 Budget Savings Delivery Update Quarter 3 (Q3)

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	Change in Variance from previous £000	RAG change from previous report
Children and Families	-6,104	-2,972	-5,155	949	May Slip	1	↔
Adults and Health	-15,524	-6,707	-11,309	3,945	May Slip	-227	↔
Place	-13,780	-5,407	-8,648	5,132	May Slip	1,232	↔
Corporate Strategy, Commissioning and Public Health	-7,416	-6,074	-7,416	-	On Track	-	↔
All Directorates	-42,554	-21,160	-32,528	10,026		1,006	
Housing Revenue Account	-3,121	-2,322	-2,868	253	May Slip	-	↔
Total Directorates + HRA	-45,675	-23,482	-35,396	10,279		1,006	

Savings Delivery Monitoring RAG Summary (all directorates & HRA)

	24/25				
Proposals (RAG rating)	Number of proposals	Change from previous	Budgeted Savings £000	Latest Projection £000	Projected Variance £000
<u>Complete</u> – proposal has been fully delivered and full savings will be realised	28	0	- 7,161	- 6,892	269
<u>On track</u> – high level of confidence that full savings will be delivered	55	-4	-18,381	- 19,725	-1,344
<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.	16	0	-6,459	-5,302	1,157
<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.	13	+4	-13,674	-3,477	10,197
<u>Significant issue</u> – proposal cannot be delivered. Alternative proposal to deliver the quantum needs to be found from elsewhere.	0	0	0	0	0
TOTAL	112		-45,675	-35,396	10,279
Changes since previous reporting period - Summary	Number of proposals				
Proposals moved in positive direction (e.g. from Red to Amber)	3				
Proposals moved in a negative direction (e.g. from Amber to Red)	10				

Monthly Savings Monitoring

Children and Families

[Month 9]

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	Change in Variance from previous £000	RAG change from previous
24CF1	Cross Directorate	Integration for support to keep families together	-1,443		-1,326	117	May slip	Work ongoing to ascertain final position. Budget assumed saving due to be in place from July 1st but has slipped	0	↔
24CF2	Child protection and Family Support	Section 17 Funding and Household Support Fund	-220	-220	213	433	Complete	HSF will be used to substitute budget but still pressure of £433K.	0	↔
24CF3	Child protection and Family Support	Redesign MST (Multisystemic Therapy) provision	-290	-290	-290	0	Complete		0	↔
24CF4	Learning and Early Support	Further review Calderdale and Kirklees Careers Contract	-750	-750	-750	0	Complete		0	↔
24CF5	Learning and Early Support	SEND Efficiencies	-64		-64	0	On Track	Awaiting confirmation of Health Contribution	0	↔
24CF6	Learning and Early Support	Mainstream our approach to mental health in Families	-314	-314	-314	0	Complete		0	↔
24CF7	Learning and Early Support	School Support Efficiencies	-111		-111	0	May Slip	Savings likely to be achieved but potential pressure in this area relating to KBS of £147k	0	↔
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	0	↔
24CF9	Learning and Early Support	Redesign Early Support Play Offer	-152	-152	-152	0	Complete		0	↔
24CF10	Resources, Improvements and Partnerships	Redesign of short break, respite and support provision	-400		-246	154	May Slip	Slippage in timescale of redesign	64	↔

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	Change in Variance from previous £000	RAG change from previous report
24CF12	Resources, Improvements and Partnerships	CAMHS redesign and associated efficiencies	-180	-180	-180	0	Complete		0	↔
24CF13	Resources, Improvements and Partnerships	Renegotiation of One Adoption West Yorkshire funding formula	-425	-425	-425	0	Complete		0	↔
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.	0	↔
24CF16	Learning and Early Support	Cease the operation of Kirklees Supply Service (KSS)	-60	-60	-60	0	Complete		0	↔
24CF17	Learning and Early Support	Stop direct delivery for the Duke of Edinburgh Award	-105		-43	62	May slip	Plans to reduce overspend position TBC	-20	↔
24CF19	Learning and Early Support	School Improvement	-200		-62	138	May slip	Work ongoing to reduce overspend, timing TBC	-43	↔
24CF20	Learning and Early Support	Reduce success Centres Offer	-100		-100	0	On Track		0	↔
24CF22	Children and Families Directorate	Expected vacancy efficiency management	-264		-264	0	On Track		0	↔
24CF23	Learning and Early Support	Virtual School for Children looked after – embedding of additional duties	-125	-125	-125	0	Complete		0	↔

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	Change in Variance from previous £000	RAG change from previous report
NEWCH 1	Child protection and Family Support	Remodel early help and children's social care in line with National review	-17	-17	-17	0	Complete		0	↔
NEWCH 7	Child protection and Family Support	Review & redesign C&K commission	-86	-86	-86	0	Complete		0	↔
TOTAL CHILDREN AND FAMILIES			-6,104	-2,972	-5,155	949			1	

Monthly Monitoring

Adults and Health

[Month 9]

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	Change in Variance from previous £000	RAG change from previous report
24AH2	Adult social care in-house provision	Explore the future of learning disabilities supported living schemes provided by the Council	-200	-495	-792	-592	On track	Ongoing review - expected to be achieved by year end.	-485	↔
24AH3	Adult Social Care	Alignment of Occupational Therapy services to improve outcomes for the citizens of Kirklees	-100	-75	-100	0	On track		0	↔
24AH4	Mental Health and Learning Disabilities	Contract Savings	-277	-215	-277	0	Complete	Changes in place - saving will be delivered throughout the year.	0	↔
24AH6	Adults and Health	Household Support Fund Grant	-400	-400	-400	0	Complete	Expected to be achieved	0	↑
24AH7	Adult Social Care	Kirklees Integrated Community Equipment Service (KICES)	-200	-150	-200	0	On track	Achieved	0	↓
24AH9	Adult Social Care	Staffing savings across Adults and Health	-340	-340	-340	0	Complete	Ongoing work/review and analysis of budgets - expected to be achieved	0	↑
24AH11	Mental Health and Learning Disabilities	Supported Living Project	-1,680	-256	-410	1,270	Slipped	Work ongoing around Adults Transformation programme - expectation that will be achieved but some slippage into next year.	670	↓
24AH12	Adult Social Care	Reduction of Agency Use against all Hubs	-80	-60	-80	0	On track	Work put in place - expected to be achieved by year end	0	↓

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	Change in Variance from previous £000	RAG change from previous report
24AH13	Adult Social Care	Review of Direct Payment Policy application to ensure delivering to intended outcomes for individuals	-1,750	-351	-394	1,356	Slipped	Work ongoing around Adults Transformation programme – slippage. Key workstreams now being implemented as of July.	606	↓
24AH14a	Learning Disability	Reviewing Shared Lives Provision to mitigate costs elsewhere in Adult Social Care	-350	-29	-350	0	May Slip	Work ongoing around Adults Transformation programme.	0	↓
24AH17	Communities and Access Services	Community Based Integrated Library and customer service functions and assets	-950	-470	-793	157	Slipped	Service change underway. On-off VR cost now offset.	-191	↔
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.	0	↔
24AH19	Communities and Access Services	Review of Registration Service Delivery Model and fees and charges	-40	-119	-204	-164	Complete	Work undertaken - will be realised through the year.	47	↔
24AH20	Communities and Access Services	Community Grant Schemes	-604	-565	-604	0	Complete	Mainly already achieved, one staff element being realised through the year.	0	↔
24AH21	Communities and Access Services	Review of 24 hours service	-120	-90	-120	0	On track		0	↔
24AH22	Communities and Access Services	Community Safety	-250	-188	-250	0	Complete	Savings being realised - will achieve level by year end.	0	↔

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	Change in Variance from previous £000	RAG change from previous report
24AH23	Adult Social Care	Ings Grove – exploring partnership delivery options	-643		-482	161	May slip	Work underway to review partnership income potential.	161	↓
24AH24	Communities and Access Services	Review of Personalised Care funding and delivery model	-170	-170	-170	0	Complete		0	↔
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		-270	0	May Slip	Various elements on track but home care share may slip (work ongoing to review). Tracking methodology being worked up.	-129	↔
24AH28	Adult Social Care	Increasing the collection of social care income	-2,627		-320	2,307	Slipped	Ongoing review of income streams, processes, and levels of debt - likely underachievement	107	↔
NEWAD 1	Communities and Access Services	Integrated Community and Access model	-147	-147	-147	0	Complete	Achieved - see also work ongoing re 24AH17	0	↔
NEWAD 2	Older people and Physical Disabilities	Work with an External Change Partner	-3,240	-2,180	-3,813	-573	On track	Work ongoing around Adults Transformation programme – on track. Key workstreams now being implemented as of July.	-1,036	↑
NEWAD 3	Learning Disability and Mental Health	Work with wider health and care system to properly reflect the cost and design of services	-378	-144	-355	23	May Slip	Benefit to be realised throughout the year, dependent on further health income	23	↓

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	Change in Variance from previous £000	RAG change from previous report
NEWAD4	Learning Disability and Mental Health	Reviewing the respite offer for people with a learning disability	-189	-189	-189	0	Complete		0	↔
NEWAD5	Adults Sufficiency	Mental Health Peer Support service pilot review	-26	-26	-26	0	Complete		0	↔
NEWAD11	Adults Sufficiency	Review of Stroke Support services	-48	-48	-48	0	Complete		0	↔
TOTAL ADULTS AND HEALTH			-15,254	-6,707	-11,309	3,945			-227	

Monthly Monitoring Place [Month 9]



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	Change in Variance from previous £000	RAG change from previous report
24GR1	Business and Economy	Reduction in support to business	-250	-188	-250	0	On track		0	↔
24GR2	Employment and Skills	Reduction in employment and Skills support to individuals and businesses	-248	-186	-248	0	On track		0	↔
24GR3	Corporate Landlord and Capital	Business rate savings from successful rating appeals in respect of museums and galleries	-100	-100	-100	0	On track		0	↔
24GR5	Corporate Landlord and Capital	Asset Rationalisation	-840	-630	-840	0	On track	Overspend reduction, pressure on NEWGR5	0	↔
24GR6	Major Projects	Increased additional external recharges for delivery of transport and infrastructure programmes	-250	-188	-250	0	On track		0	↔
24GR7	Major Projects	Reduction of the Digital Infrastructure Team	-200	-200	-200	0	On track		0	↔
24GR8	Housing Solutions (Benefit Subsidy)	Potential rent increase for temporary accommodation	-200		0	200	Slipped	Temporary accommodation review	0	↔
24GR9	Housing Solutions	Extending the trial of additional temporary accommodation	-320	-240	-320	0	May slip		0	↔
24GR08	Housing Growth	Reduction in Posts	-94	-71	-94	0	On track		0	↔
24GR09	Development, Housing	Increase of fees on Disabled Facilities Grants	-370	-278	-370	0	On track		0	↔

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	Change in Variance from previous £000	RAG change from previous report
24GR12	Town Centre Programmes	Readjustment of budget for capitalisation of staff and utilisation of external funding	-55	-41	-55	0	On track		0	↔
24GR13	Development	One-off savings 24/25	-298	0	-298	0	On track	Pressure included in NEWGR5	0	↔
24GR14	Growth and Regeneration Directorate	Efficiencies / Directorate Wide	-670		-535	135	Slipped	Mitigations are a freeze on all Highway & SS revenue funded posts and a £50k future efficient saving from Highway revenue	0	↔
24EC1a	Highways	Recharge Rate Increase	-405	-304	-405	0	On track		0	↔
24EC1b	Highways	Reduction of Winter Service	-550	-276	-276	274	Slipped		274	↓
24EC1c	Highways and Operational Services	Removal of services relating to highways and operational services	-66	-39	-66	0	On track		0	↔
24EC2	Highways	Additional Income Generation	-770	-578	-770	0	On track		0	↔
24EC3	Highways	Changes to Grading/Removal of Existing Revenue Funded Established Posts	-130	-130	-130	0	On track		0	↔
24EC4	Operational Services	Homes and Neighbourhoods Service Level Agreement Review	-645		-275	370	Slipped	Service Review concluding October. Mitigation of redundancy costs via deployment etc..	0	↔

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	Change in Variance from previous £000	RAG change from previous report
24EC6	Operational Services	Street Cleansing Review	-250	-188	-250	0	On track		0	↔
24EC7	Operational Services	Waste Collection from unadopted roads	-85	-64	-85	0	On track		0	↔
24EC9	Operational Services	Household Waste Recycling Centre Opening hours review	-56		-56	0	On track		0	↔
24EC10	Operational Services	Missed waste collection policy change	-150	-113	-150	0	On track		0	↔
24EC13	Operational Services	Bulky Waste Charges Review	-126	-95	-126	0	On track		0	↔
24EC14	Climate Change and Environmental Strategy	School Transport Service Transformation	-728		-0	728	Slipped	Post 16 changes to be implemented in September	728	↓
24EC15	Environmental Health	To increase income and decrease the headcount of the environmental health service by service review.	-54	-41	-54	0	May slip	Fees and charges to be reviewed and work ongoing on structure.	0	↔
24EC17	Public Protection	Directorate Programme Office Structure Review	-150	-113	-150	0	On track		0	↔
24EC19	Climate Change and Environmental Strategy	Electric Vehicle Infrastructure Delivery – external funding used for salaries.	-50	-38	-50	0	On track	Funding agreed	0	↔

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	Change in Variance from previous £000	RAG change from previous report
24EC29	Operational Services	Parking Services – Residents Parking Charges and New District Parking Charges	-1,004		--315	689	Slipped	Alternative permit and car park charges under review	-37	↔
24EC30	Highways and Streetscene	Fleet Reductions	-496	-289	-216	280	May Slip		280	↓
24EC31	Highways and Streetscene	A review of capital recharge (staffing) rates whilst employed of both internal and external (grant) projects.	-695	-405	-695	0	On track		0	↔
NEWGR5	Development	Asset Rationalisation	-1,350		106	1,456	Slipped	Use of flexible capital receipts being explored for transformational activities, essential only repairs, holding of vacancies	-13	↔
NEWEN2	Climate Change and Environmental Strategy	Change to policy and operational delivery to reduce costs	-325	-190	-325	0	May slip	Reducing single use taxi's through merged routes, and increased use of personal travel budgets.	0	↔
NEWEN5	Highways	Parking – Existing Charges Uplift	-1,600	-300	-600	1,000	Slipped	KDN published, Reports to August cabinet, implementation September, service considering external resources to increase fine income, CEO recruitment ongoing again with a view to increasing fine income & enforcement	0	↔
NEWEN7	Highways and Streetscene	Waste Strategy efficiencies	-200	-117	-200	0	On track		0	↔
TOTAL PLACE			-13,780	-5,407	-8,648	5,132			1,232	

Savings Delivery Monitoring – Housing Revenue Account (ALL Proposals)

	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	Change in Variance from previous £000	RAG change from previous report
HRA1	Housing Management and Partnerships	Management Cost Savings HMP	-428	-300	-428	0	On track	The process is complete, some changes in April/May so shortfall will be picked up by natural means.	0	↔
HRA2	Asset Development and Building Safety	Management cost savings AD&BS	-93	-93	-93	0	Complete	This has been achieved	0	↔
HRA3	Property Services	Management Cost Savings – Property	-379	-244	-297	82	May slip	Amount of £82k paid for Union duties still a pressure	0	↔
HRA4	Housing Management and Partnerships	Recovery of service charges	-250	-83	-110	140	May slip	Initial assumption included GM but tenants not agreed. Savings achieved through Communal cleaning	0	↔
HRA5	Housing Management and Partnerships	Reduction in standard void rent loss	-255	0	0	255	Slipped	Savings have not been achieved to date. A revised process is in place and work is ongoing to improve this position.	0	↔
HRA6	Asset Development and Building Safety	Removal of waking watch Harold Wilson Court	-416	-427	-640	-224	On track	Notice given to stop the waking watch at Harold Wilson Court and Buxton House from July 2024.	0	↔
HRA11	Housing Management and Partnerships	Maximising rental income when re-letting properties	-300	-175	-300	0	On track	Will be achieved through relets	0	↔
HRA12	Housing Management and Partnerships	No longer funding Kirklees Better Outcomes Partnership	-1,000	-1,000	-1,000	0	Complete	This has been achieved	0	↔
TOTAL HRA			-3,121	-2,322	-2,868	253			0	

Monthly Monitoring

Corporate Strategy, Commissioning and Public Health

[Month 9]

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	Change in Variance from previous £000	RAG change from previous report
24CS1	Legal and Procurement	Capitalising time allocated to work on capital related work	-400	-300	-400	0	On track	Continuation of 23/24 capital allocations.	0	↔
24CS2	Legal, Governance and Commissioning	Vacancy Management and Reviewing Fees and Charges	-120	-90	-120	0	On track		0	↔
24CS4	Welfare and Exchequer and Advice	Advice Contract and Advice Provision	-250	-188	-250	0	On track	Service redesigns in progress, no budget issues anticipated at this stage.	0	↔
24CS5	Accountancy	Changes in Supplier Payment Terms	-460	-460	-460	0	Complete	Completed and will be monitored through treasury management budget	0	↔
24CS6	Welfare and Exchequer	Vacancy Management in Welfare and Exchequer Service	-305	-229	-305	0	On track	Service redesigns in progress, no budget issues anticipated at this stage.	0	↔
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	0	↔
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. Any impact will hit following year.	0	↔
24CS8	People Services	Review of People Services Operating Model	-298	-298	-298	0	Complete	Service review completed	0	↔

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	Change in Variance from previous £000	RAG change from previous report
24CS9	People Services	Improvements and Changes to Agency Spend	-750	-750	-750	0	On track	Mitigations found – funded from savings in central inflation requirement	0	↔
24CS11	Policy, Partnerships and Corporate Planning	Service Re-design	-110	-110	-110	0	Complete	Service review completed	0	↔
24CS13	IT	Efficiencies relating to Information Technology	-549	-412	-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.	0	↔
24CS16	Public Health	PH Ring-Fenced Budget	-1,314	-986	-1,314	0	On track	To identify additional services that can be charged to PH grant as per budget assumptions.	0	↔
24CS17	Democracy and Place Based Working	Service Re-design	-88	-66	-88	0	On track	Redesign now completed, and PBW merged into other areas.	0	↔
24CS18 D	People Services	Improvement to Overtime Costs across the Council	-340	-340	-340	0	On track	Mitigations found – funded from savings in central inflation requirement	0	↔
24CS20	Democracy and Place Based Working	Members Devolved Ward Budget	-230	-173	-230	0	On track	Budget reductions actioned and communicated	0	↔
24CS21	Cross Directorate	Efficiencies – Governance £270k,	-270	-203	-270	0	On track		0	↔

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	Change in Variance from previous £000	RAG change from previous report
24EC18	Culture and Visitor Economy	Increase to Bereavement Fees and Charges	-180	-135	-180	0	On track		0	
24EC20	Culture and Visitor Economy	Caretaking and Cleaning – Increased charges to schools	-200	-150	-200	0	On track		0	
24EC21	Culture and Visitor Economy	Markets Vacancy Savings and Income Generation	-248	-186	-248	0	On track		0	
24EC22	Culture and Visitor Economy	Changes to the creative Development offer	-90	-90	-90	0	Complete		0	
24EC24	Culture and Visitor Economy	Operational Review relating to Commercial Catering, Venues and Museums and Galleries	-104	-78	-104	0	On track	Asset decision required re DRAM (DRAM Centre 37 may slip)	0	
24EC27	Culture and Visitor Economy	Increase Commercial Income	-140	-105	-140	0	On track		0	
24EC34	Culture and Visitor Economy	Increase School Meal Charges	-503	-377	-503	0	On track		0	
NEWCS3 /4	Finance	Administration Funding from HSF	-367	-275	-367	0	On track	HSF6 has now been confirmed,	0	
NEWCS3 /4	Strategy & Innovation	Performance Income from Schools	-100	-75	-100	0	On Track	Income at risk but offset by vacancies	0	
TOTAL CORPORATE STRATEGY			-7,416	-6,074	-7,416	0			0	

Breakdown of Capital Budget Changes since Council Budget Report

	£'000	£'000	£'000
COUNCIL BUDGET REPORT			202,492
Increase in Grants/Contributions/Other			
Children & Families			
Scissett Middle School (S106)	5		
Devolved Formula Capital (Grants)	(22)		
Place			
Site Development - Brownfield Land Release Fund	1,253		
District Heat Network, Net Zero Region Accelerator(NZRA) (Grant)	600		
Disabled Facilities Grant (Grant)	1,205		
MoorEnd Recreation Ground to Play Areas (RCCO)	5		
Various other (Grant)	112		
Change in Grants/Contributions/RCCO/Other		3,158	
Re-profiling / Virements between Years			
General Fund:			
Children & Families			
SEND/High Needs	(2,750)		
Devolved Formula Capital	(200)		
Strategic Priorities Future Needs	(48)		
Thornhill Community Academy	(111)		
Childcare Expansion	(50)		
Basic Need	(34)		
Capital Maintenance	(328)		
Place			
West Yorkshire plus Transport Schemes	(231)		
Transforming Cities Fund	(11,975)		
Active Travel	(163)		
Dalton/Deighton Cycle Track (CRSTS)	80		
A62 - A644 Bus Priority Scheme (CRSTS)	85		
Integrated Transport & Active Travel	(402)		
Trees for Climate	(3,594)		
Bradley Park	(398)		
Brownfield Land Release Fund - Highmoor Lane	(160)		
Brownfield Land Release Fund - Estate Buildings	(1,253)		
Site Development- Homes England - Site Development	(94)		
Huddersfield Town Centre Action Plan	(821)		
Dewsbury Town Centre Action Plan	(4,286)		

Breakdown of Capital Budget Changes since Council Budget Report

(continued)

	£'000	£'000	£'000
Re-profiling / Virements between Years (cont'd)			
Regeneration of Our Local Centres	(1,993)		
Cultural Heart	(6)		
Highways	152		
Vehicle Replacement	(496)		
Play Strategy	(1,183)		
Play Strategy (Virement from Childrens Service)	60		
Parking	7		
Bulk & Wheeled Containers	11		
Huddersfield Heat Network, WYCA NZRA	(200)		
Public Health & Corporate Resources			
Bereavement	(72)		
School Catering	75		
General Fund Re-profiling	(30,378)		
Housing Revenue Account:			
Housing Growth	(29)		
LAHF - Refugee Housing	321		
LAHF 3 - Refugee Housing	(285)		
Ashbrow - New Build	(50)		
Berry Brow Remodelling	(45)		
Harold Wilson Court	21		
Buxton House	663		
Council House Building	(93)		
Housing Capital Plan	(1,870)		
Estate Improvement	(520)		
Building Safety	(839)		
Six Storey Blocks - 2 projects	(192)		
Low Rise Blocks	(1,600)		
Retirement Living Schemes	(1,116)		
Fuel Poverty	(408)		
Housing Revenue Account Re-profiling	(6,042)		
Total Re-profiling		(36,420)	
Total Change in Budget			(33,262)
QUARTER 3 REVISED CAPITAL BUDGET			169,230

Breakdown of Capital Budget Funding Stream Changes since Budget Report

	£'000	£'000	£'000
Change in Budget - Funding Breakdown:			
General Fund			
Borrowing	(2,624)		
Revenue Contribution to Capital (RCCO)	5		
Grant (Grants/Contributions/S106/S278)	(23,305)		
Receipts/Capital Allowances	(1,296)	(27,220)	
Housing Revenue Account			
Grant (Grants & contributions)	36		
Capital Receipts	(172)		
Reserves/Revenue Contributions	(5,906)	(6,042)	
Change in Budget			(33,262)

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Report title: Q3 2024/25 Council Plan and Performance Update Report

Meeting	Cabinet
Date	11 th March 2025
Cabinet Member (if applicable)	Councillor Tyler Hawkins
Key Decision Eligible for Call In	No
Purpose of Report	
The Q3 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 – 27/02/2025 Andy Simcox, Service Director – 27/02/2025
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney, Service Director – 26/02/2025
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Sam Lawton, Service Director – Legal, Governance and Commissioning (Monitoring Officer) – 27/02/2025

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 Q3 2024/25 Council Plan and Performance Update Report is the third 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 and narrative against the 2024/25 Council Key Measures. This includes an update on progress and activities delivered in the quarter and planned activities for the next quarter.
- An appendix containing updates against the Council Measures.

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).

Throughout 2024/25, the Council Key Measures have been continuously reviewed to ensure they reflect and represent the most critical and important areas of the Council. Therefore, the measures included within the report each quarter are subject to change.

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. Benchmarking data is reported where available. The most appropriate comparator group for each measure has been selected. This will include comparisons against one or more of regional, statistical neighbour and national rates.

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

Kirklees Council

Council Plan and Performance Update Report

Quarter 3 2024/25

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Council Plan Priorities Update – Quarter 3 2024/25

Introduction

This report provides an update on the 12-month deliverables outlined within the 2024/25 Council Plan. Progress updates in this report cover up until the end of December 2024 and further updates will be included in future quarterly reports.

The deliverables reported upon in this report relate to the four, three-year priorities outlined in the Council Plan. These 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.

These 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 2024/25 version of the Council Plan at www.kirklees.gov.uk/councilplan.

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

Our latest Corporate Financial Monitoring Report, based on the position at Q3 2024/25, is forecasting an in-year overspend of £9.968m and savings delivery of 77% against the £42.6m target.

The annual budget development process has continued this quarter, aiming to set out a budget that improves the financial sustainability of our services as well as delivering our ambitions for Kirklees over the coming years. On the 10th December 2024, Cabinet considered the draft budget and agreed to start the annual public consultation. The draft budget sets out a net revenue budget of £389m for 2025/26, a £1.4bn Capital programme over the next 5 years, and a budget of £110m for Kirklees Homes and Neighbourhoods (the Housing Revenue Account).

Though the Local Government Financial Settlement in December 2024 included announcements of additional grants to local government, we still estimate that Kirklees is underfunded by approximately £20m each year compared to similar local authorities due to the current local government funding formula. According to the Local Government Association, more than 90% of councils in England will need to make revenue budget savings next year. As a result, the draft budget includes £11.4m of savings for the next financial year.

To better understand the impact of the budget proposals and to help us mitigate negative impacts, Integrated Impact Assessments (IIA) have been developed for relevant proposals. These are available to the public on the council's website.

This year, we released our budget earlier to allow for greater consultation and transparency on the proposals. The consultation ran from the 11th December 2024 to 15th January 2025 and the results will inform the final budget ahead of decision making at Full Council on the 5th March 2025.

To support the sustainability of services and delivery of our outcomes, we have continued to improve the coordination of our external funding applications and develop strategic relationships with key funders like the National Lottery Community Fund and Sports England. These activities help to us to identify external funding opportunities and improve the quality of our bids. This quarter, we've successfully bid for over £1.3m of external funding and refreshed the guidance for services pursuing external funding.

With the support of our community infrastructure contract and the UK Shared Prosperity Fund (UKSPF), Third Sector Leaders (TSL) and community anchor organisations have continued to provide direct support to community groups. Examples include assisting with communications to kickstart a preschool renovation, support in relocating a group that works with young adults with learning disabilities and reenergising a community centre to attract trustees and the local community. TSL continue to provide infrastructure support to the sector including increasing the number of users of their website by a further 10,000. Members advertised 17 jobs, 36 funding opportunities and 14 community events through the site. Volunteering was successfully promoted further during Trustee Week in November 2024, and a further 69 groups and 118 new volunteering opportunities supported in this quarter (301% and 548% above the annual project targets for the UKSPF).

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

We have continued to deliver our children's services continuous improvement plan this quarter. Kirklees has accepted an offer from the Department for Education (DfE) to be part of a research project that will focus on the operation and impact of Safety Valve agreements. A coproduction session took place supported by the Council for Disabled Children (CDC) and the National Development Team for Inclusion (NDTI) as part of the Research & Improvement for SEND Excellence (RISE) Programme. The session was attended by 70 people from across the system including Parents of Children with Additional Needs (PCAN) and was well received.

In advance of the new school buildings being completed, 17 pupils have now started at Complex Communication and Interaction Woodley School & College at the beginning of September 2024.

Project SEARCH has recruited 22 interns for our 2024/25 intake. This includes two rotation places with Kirklees Active Leisure from January 2025. The long-term plan is to continue to build additional place capacity if successful.

Since the last corporate parenting report, we have developed and implemented a protocol for care leaver housing covering Children's Services and Housing Solutions. We've engaged with stakeholders and raised awareness by celebrating Care Leavers Month throughout October. The Council has also agreed to purchase a recently closed private children's home with the aim of establishing an in-house two-person home.

Progress on the implementation of our Access Strategy continues, with a focus on managing customer expectations. We recognise that there is sometimes a gap between what residents and service-users believe we should do and what we can do because of our powers and resources. Developing a shared understanding of our services and what we can offer helps residents and service-users seek the support they need from the right places. An Access to Services toolkit has been developed and launched internally this quarter to support services across the council. It includes examples of how services have helped customers reach services in better ways. Further guidance and training is now available with more being developed, and we are commencing further work to embed a more customer-focussed culture across council services. Additionally, we know we can improve our communication whilst people are waiting for their issues to be resolved by the Council, and this will be addressed as part of the strategy.

The two-year adult social care transformation programme agreed by Cabinet in December 2023 continues to be delivered. In this quarter, we have continued the development and embedding of output measures to ensure that we are effectively measuring the impact of the programme and savings achieved, for example through direct payments, financial assessments and debt recovery activity.

We continued to prepare for the upcoming Care Quality Commission (CQC) inspection last quarter, including staff engagement and preparing the information required ahead of the inspection. Towards the end of the quarter, we received notice to expect the inspection within six months. This information was gathered and submitted to the CQC.

Delivery of the Assets transformation programmes continues. By the end of November 2024, asset disposals had raised £3.9m for the council, including £1m from the second auction of the year in November 2024. All seven sites auctioned this year have sold, with many above the sale estimate. Red House Museum was auctioned in December 2024, with several other properties lined up for auctions in January and February 2025.

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

Following the adoption of the new Environment Strategy in September 2024, our focus is now on services and partners planning and taking steps towards the targets set out in the strategy. Environmental Strategy teams continue to support communities to deliver initiatives to increase recycling and reuse in their local communities, including via the Zero Waste Community Grant. 7 community organisations received a total of £5k this quarter.

In support of the ambitions of the Environment Strategy, we took place in a national textile recycling trial. ACT UK is a two-year project supported with funding from Innovate UK and led by UK Fashion and Textile association (UKFT). They are working with multiple partners to explore building a textiles re-processing plant in the UK, with Kirklees on the shortlist to host the plant, bringing multiple economic benefits. In preparation, ACT UK have been running extensive trials to understand how people sort and recycle their textiles. The Council supported the trial by agreeing to place 20 textile banks across 10 sites throughout the district from July 2024. The project is being supported through a communications campaign that includes a physical leaflet sent to nearby residents as well as online and traditional media, including BBC News, with an overall potential reach of 596 million views.

Nominations for the 2024 Recycling Hero Awards were opened for residents, schools, and businesses that support recycling in their localities. This scheme encourages and recognises residents and groups that go over and above in their recycling endeavours.

We delivered 25 school class workshops on recycling and waste (approximately 675 pupils) and supported 24 community groups to undertake 60 litter picking activities across 14 Council Wards.

As part of saving proposals, a review of operating days at all Household Waste Recycling Centres took place. Cabinet have now approved changes to three of the Kirklees's five Household Waste Recycling Centres (HWRCs), saving the council nearly £200k annually for the next three years of the remaining contract.

Building works at Knowl Park House are complete and we are making final preparations before doors open to residents living with dementia. The new facilities incorporate design features to give maximum flexibility and be fully inclusive. In collaboration with the University of Stirling's Dementia Services Design Centre (DSDC), we have ensured the facilities incorporate dementia design principles and meet the DSDC dementia design standards. From the colour of the paint on the walls to the layout of rooms, everything has been designed considering the experience of someone living with dementia.

In December 2024, we launched a series of [Access Guides](#) that will make visiting places and spaces in Kirklees easier for everyone. We partnered with AccessAble, the UK's largest provider of accessibility information, to review places and spaces across Kirklees including parks, civic buildings, leisure centres, and a series of travel routes. The guides include information about access arrangements, welfare facilities, and parking. The guides enable users to plan their visit in advance and maintain independence when out and about in towns and villages. Community stakeholders were engaged to identify which places should be part of the review.

Alongside the accessibility review, we secured government funding for the installation of Changing Places Toilet facilities at Greenhead Park, Oakwell Hall Country Park, and Civic Centre 1 in Huddersfield. A further facility was installed at Slaithwaite Civic Hall working in partnership with Slaithwaite Civic Hall Trust. These facilities ensure users can maintain their dignity and independence when out and about.

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

Following clarification from the Department for Transport (DfT), we have proceeded to the next stage of the approval process for the business case for £47.9m of improvements to the Penistone Line, linking Kirklees with South Yorkshire. The projected spending profile of the scheme was submitted to the DfT in November 2024 and we are awaiting confirmation of the funding.

We continue to invest and attract partner investment into the regeneration of our towns and villages to support economic growth. Plans for the Huddersfield Cultural Heart, Dewsbury Blueprint, and investments in Heckmondwike, Cleckheaton, Batley, Marsden and Holmfirth all remain a key priority, as do delivering major transport improvements, improving and maintaining our roads, supporting housing growth, investing in employment and skills support, and supporting the growth of new and existing businesses.

We have now finished all the regeneration works within and surrounding St Peter's Garden, a part of the Huddersfield Blueprint. The project was delivered in partnership with Huddersfield Parish Church. Work continues on the remainder of Phase 1 of the Cultural Heart, with work on the new food hall visibly underway on the site of the former Queensgate Market.

Progress continues to be made in our smaller centres. The improvement scheme in Batley is under development following consultation feedback and we plan to share the revised proposals in the New Year. In Heckmondwike we've demolished the indoor market hall, and the temporary public realm improvement scheme is nearly complete. In Cleckheaton we've developed an action plan for Spen Bottoms following public consultation.

We are continuing to develop business cases for capital and revenue interventions designed to support businesses to start, grow, or relocate on the back of local research excellence. These follow the work of the Health & Wellbeing Incubator, providing wrap around support for early-stage start-ups and SMEs.

The West Yorkshire Investment Zone area in Huddersfield forms part of the wider Station-to-Stadium Enterprise Corridor. As part of this wider programme of work, we are continuing to focus on bringing forward the Gasworks Street site for high value employment and 'grow on' space. Preparatory work is progressing with site investigations and work to assess the utility supply in the area and to develop scheme designs.

Council Performance Update – Quarter 3 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

Benchmark key codes:

Demonstrates the performance/rate in Kirklees compared to the benchmark group. The colour of the shape demonstrates how the performance/rate in Kirklees compares to the benchmark group.

- = performance/rate in Kirklees is better than the benchmark group.
- = performance/rate in Kirklees is worse than the benchmark group.
- ◆ = performance/rate in Kirklees is the same as the benchmark group.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Looked After Children	Demand	614 (Q3 2024/25)		<p>Increase by 5 children compared with Q2 2024/25</p> <p>Decrease by 2 children compared with Q3 2023/24</p>	<p>Kirklees - 61 Statistical Neighbours - 91</p> <p>Children looked after rate per 10,000 children aged under 18 (2023/24)</p>

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. If the value is a percent the numerator and denominator will be provided in brackets.

Trend:

A line graph showing the data trend for the measure.

Latest value comparison:

The latest value will be compared to 3-months ago (12-months for annual measures) and 12-months ago (24-months ago for annual measures), how the measures is performing and the difference.

- Performance measures will be Better, Same or Worse
- Demand measures will be Increase, Static or Decrease

Summary

The below charts summarise the direction of travel for measures in the current quarter/year that have longer-term (12-month/2-year) trend data available.



67 of the 82 performance measures within this section have longer-term trend data available, of these 61.2% of are performing better compared to their long-term trend (12-month/2-year ago) and 37.3% are performing worse.

28 of the 35 demand measures within this section have longer-term trend data available, of these 46.4% are increasing compared to their long-term trend (12-month/2-year ago) and 50.0% are decreasing.

Adults Social Care (ASC) Operation Key Measures

Quarter 3 2024/25

There has been an increase in the number of adults aged under 65 being supported via long-term care in Q3 2024/25 compared with Q2 2023/24, with the increase showing in community based care, ensuring residents are supported in their own home and a decrease in those in nursing or residential placements. However, there are more adults aged under 65 in Kirklees living in nursing and residential placements compared to the national rate. This is an improvement priority for the LD/MH Change Board.

60.7% of adults aged under 65 are being supported through a direct payment, providing them with choice and control over the type of care they receive. Latest benchmarking data (Q4 2022/23) shows that there is a higher proportion of service users under 65 who are in receipt of a direct payment in Kirklees (65.2%) compared to the national rate (38%).

There has been a reduction in the number of adults aged 65+ in nursing and residential care in Q3 2024/25. This has been a priority of the Adults Change Programme and is showing significant results, with the rate of adults aged 65+ in nursing and residential care lower in Kirklees than it is nationally. The reduction in adults aged 65+ in nursing and residential care has resulted in an increase in the number of adults aged 65+ receiving a community service. The increase in the proportion of adults 65+ receiving a community service is a positive one and demonstrates that we are keeping older adults in their own homes within the community and as independent as possible.

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. The percentage of adult social care users who found it easy to get information about available support is at the highest rate for six years. This gives us an opportunity to continue to build the Information, Advice and Guidance offer – supporting people to self-manage and prevent, reduce and delay people coming into long-term social care.

Key Measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Community Service Users aged 18-64 (at period end)	Demand	1,806 (End of Q3 2024/25)	<p>18-64 Nursing and Residential Service Users 18-64 Community Service Users</p>	<p>Increase by 61 users compared with the end of Q2 2024/25</p> <p>Increase by 136 users compared with the end of Q3 2023/24</p>	<p>● Kirklees - 639 National - 676</p> <p>Number of Community Service users aged 18-64 per 18-64 100,000 population (Q1 2024/25)</p>
Number of Nursing and Residential Service Users aged 18-64 (as at period end)	Demand	409 (End of Q3 2024/25)		<p>Static by 0 users compared with the end of Q2 2024/25</p> <p>Decrease by 17 users compared with the end of Q3 2023/24</p>	<p>● Kirklees - 161 National - 111</p> <p>Number of Nursing and Residential Service users aged 18-64 per 100,000 18-64 population (Q1 2024/25)</p>
% of service users receiving a Direct Payment aged 18-64 (at period end)	Performance	60.7% (1,097 / 1,806) (End of Q3 2024/25)		<p>Better by 1 percentage point compared with the end of Q2 2024/25</p> <p>Better by 2.8 percentage points compared with the end of Q3 2023/24</p>	<p>● Kirklees - 65.2 National - 38</p> <p>% of Direct Payment service users aged 18-64 (Q4 2022/23)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Community Service Users aged 65+ (at period end)	Demand	1,956 (End of Q3 2024/25)	<p>65+ Nursing and Residential Service Users 65+ Community Service Users</p>	<p>Decrease by 4 users compared with the end of Q2 2024/25</p> <p>Increase by 241 users compared with the end of Q3 2023/24</p>	<p>● Kirklees - 2,264 National - 2,326</p> <p>Number of Community Service users aged 65+ per 100,000 65+ population (Q1 2024/25)</p>
Number of Nursing and Residential Service Users aged 65+ (as at period end)	Demand	1,005 (End of Q3 2024/25)		<p>Decrease by 1 users compared with the end of Q2 2024/25</p> <p>Decrease by 85 users compared with the end of Q3 2023/24</p>	<p>● Kirklees - 1,256 National - 1,413</p> <p>Number of Nursing and Residential Service users aged 65+ per 100,000 65+ population (Q1 2024/25)</p>
% of service users receiving a Direct Payment aged 65+ (at period end)	Performance	18.2% (356 / 1,956) (End of Q3 2024/25)			<p>Better by 1.36 percentage points compared with the end of Q2 2024/25</p> <p>Better by 1.06 percentage points compared with the end of Q3 2023/24</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% of carers who found it easy to find information about ASC services*	Performance	62.8% (2023/24)	<p>54.4% 62.8%</p> <p>2021/22 2023/24</p>	<p>Better by 8.4 percentage points compared with 2021/22</p> <p>No comparison data available for 2019/20</p>	<p>● Kirklees - 62.8% National - 59.5%</p> <p>(2023/24)</p>
% of adult social care users who found it easy to find information about ASC services*	Performance	74.8% (2023/24)	<p>74.8% 65.3% 60.1% 74.8%</p> <p>2020/21 2021/22 2022/23 2023/24</p>	<p>Better by 14.7 percentage points compared with 2022/23</p> <p>Better by 9.5 percentage points compared with 2021/22</p>	<p>● Kirklees - 74.8% National - 67.9%</p> <p>(2023/24)</p>

*Annually collected measure, no updated data for quarter 3 2024/25

Communities and Access Services Key Measures

Quarter 3 2024/25

We have been steadily increasing the percentage of people supported by our Wellness Service and have increased the number of completed wellness interventions by 19 percentage points in Q3 2024/25 when compared with Q3 2023/24. This increase can be attributed to the increased referrals for Smoking Cessation now accounting for 38% of all referrals, compared with 28% in Q3 2023/24.

The percentage of repeat domestic abuse incidents within 12 months is reducing, similarly so are the total incidents. There has been a 3.3 percentage point reduction in the percentage of repeat domestic abuse incidents in Q3 2024/25 when compared to Q3 2023/24. The number of nuisance anti-social behaviour incidents dealt with by the Police has also reduced on the previous quarter but is higher than the same period last year. This is reflective of the Council's ambition to work in partnership to keep people safe and helping communities flourish.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																																				
Percentage of completed Wellness Service interventions (percent of referrals that lead to completed intervention)	Performance	78.7% (667 / 847) (Q3 2024/25)	<table border="1"> <caption>Percentage of completed Wellness Service interventions</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2022/23</td><td>~78.5%</td></tr> <tr><td>Q2</td><td>2022/23</td><td>~78.5%</td></tr> <tr><td>Q3</td><td>2022/23</td><td>~78.5%</td></tr> <tr><td>Q4</td><td>2022/23</td><td>~78.5%</td></tr> <tr><td>Q1</td><td>2023/24</td><td>~78.5%</td></tr> <tr><td>Q2</td><td>2023/24</td><td>~78.5%</td></tr> <tr><td>Q3</td><td>2023/24</td><td>59.7%</td></tr> <tr><td>Q4</td><td>2023/24</td><td>~78.5%</td></tr> <tr><td>Q1</td><td>2024/25</td><td>~78.5%</td></tr> <tr><td>Q2</td><td>2024/25</td><td>79.8%</td></tr> <tr><td>Q3</td><td>2024/25</td><td>78.7%</td></tr> </tbody> </table>	Quarter	Year	Percentage	Q1	2022/23	~78.5%	Q2	2022/23	~78.5%	Q3	2022/23	~78.5%	Q4	2022/23	~78.5%	Q1	2023/24	~78.5%	Q2	2023/24	~78.5%	Q3	2023/24	59.7%	Q4	2023/24	~78.5%	Q1	2024/25	~78.5%	Q2	2024/25	79.8%	Q3	2024/25	78.7%	<p>Worse</p> <p>by 1.1 percentage points compared with Q2 2024/25</p> <p>Better</p> <p>by 19 percentage points compared with Q3 2023/24</p>	No benchmarking data is available
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Q3	2024/25	78.7%																																							
% of repeat domestic abuse incidents within 12 months	Performance	43.1% (1,062 / 2,465) (Q3 2024/25)	<table border="1"> <caption>% of repeat domestic abuse incidents within 12 months</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2023/24</td><td>~46.4%</td></tr> <tr><td>Q2</td><td>2023/24</td><td>~46.4%</td></tr> <tr><td>Q3</td><td>2023/24</td><td>46.4%</td></tr> <tr><td>Q4</td><td>2023/24</td><td>~46.4%</td></tr> <tr><td>Q1</td><td>2024/25</td><td>~46.4%</td></tr> <tr><td>Q2</td><td>2024/25</td><td>43.0%</td></tr> <tr><td>Q3</td><td>2024/25</td><td>43.1%</td></tr> </tbody> </table>	Quarter	Year	Percentage	Q1	2023/24	~46.4%	Q2	2023/24	~46.4%	Q3	2023/24	46.4%	Q4	2023/24	~46.4%	Q1	2024/25	~46.4%	Q2	2024/25	43.0%	Q3	2024/25	43.1%	<p>Worse</p> <p>by 0.1 percentage points compared with Q2 2024/25</p> <p>Better</p> <p>by 3.3 percentage points compared with Q3 2023/24</p>	<p>West Yorkshire Police - 37</p> <p>Most Similar Groups - 29</p> <p>Domestic abuse rate per 1,000 population aged over 16 (2022/23)</p>												
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Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																
Number of Anti-Social Behaviour incidents	Demand	1,041 (Q3 2024/25)	<table border="1"> <caption>Anti-Social Behaviour Incidents Trend</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2023/24</td> <td>~1,100</td> </tr> <tr> <td>Q2 2023/24</td> <td>~1,050</td> </tr> <tr> <td>Q3 2023/24</td> <td>826</td> </tr> <tr> <td>Q4 2023/24</td> <td>~850</td> </tr> <tr> <td>Q1 2024/25</td> <td>~1,100</td> </tr> <tr> <td>Q2 2024/25</td> <td>1,195</td> </tr> <tr> <td>Q3 2024/25</td> <td>1,041</td> </tr> </tbody> </table>	Quarter	Value	Q1 2023/24	~1,100	Q2 2023/24	~1,050	Q3 2023/24	826	Q4 2023/24	~850	Q1 2024/25	~1,100	Q2 2024/25	1,195	Q3 2024/25	1,041	<p>Decrease by 154 incidents compared with Q2 2024/25</p> <p>Increase by 215 incidents compared with Q3 2023/24</p>	<p>● Kirklees - 11 National - 17</p> <p>Number of ASB incidents per 1,000 population (Q4 2023/24)</p>
Quarter	Value																				
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Children and Families

Learning & Early Support Key Measures

Quarter 3 2024/25

Our performance this quarter in respect of finalising Education, Health and Care Plans within the 20-week timescale shows a decline. However, the number of plans that have been issued in this period has increased. During the last quarter, significant efforts have been made to finalise plans that have been outside the 20-week timeline alongside working with new assessments. A substantial number of plans have been finalised and we have cleared the backlog. Moving forwards, we anticipate this will stabilise and support overall improvement in statutory compliance. The transition to a new case management system has taken place in Q3 2024/25 and is already supporting the service to operate more effectively. More work is ongoing to embed the new system and take advantage of all its functions which we anticipate will take a further 3-6 months to realise.

Following the return to school in September 2024, we have seen a positive start to the new academic year. We are working closely with our schools to operate within the new DfE Guidance and have introduced and held our first 'Attendance Matters' Networks which have been positively received. We have asked for an external review of our systems and protocols and will be looking at more detailed work to consider the improvements, as well as taking into account the changes proposed in the new Children's Wellbeing and Schools Bill. A further meeting will take place with our DfE allocated attendance advisor next quarter so we can share our best practise.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of Education, Health, and Care Plans finalised within 20 weeks during the quarter	Performance	11.54% (21 / 182) (Q3 2024/25)	<p>41.0% 2021</p> <p>14.0% 2022</p> <p>13.0% 2023</p> <p>34.95%</p> <p>11.54%</p> <p>Quarterly performance</p> <p>Cumulative yearly performance</p>	<p>Worse</p> <p>by 23.4 percentage points compared with Q2 2024/25</p> <p>Better</p> <p>by 9.8 percentage points compared with Q3 2023/24</p>	<p>Kirklees - 13%</p> <p>National - 50.3%</p> <p>Statistical neighbours - 62.47%</p> <p>% of EHCP issued within 20 weeks (excluding exceptions) (2023)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark										
School attendance - Total school absence - (authorised and unauthorised)*	Performance	6.84% (3,998 / 58,419) (Sep 2023 - Jul 2024)	<table border="1"> <caption>School Absence Percentage Trend</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Sep 20 - Jul 21</td> <td>7.40%</td> </tr> <tr> <td>Sep 21 - Jul 22</td> <td>7.20%</td> </tr> <tr> <td>Sep 22 - Jul 23</td> <td>7.20%</td> </tr> <tr> <td>Sep 23 - Jul 24</td> <td>6.84%</td> </tr> </tbody> </table>	Period	Percentage	Sep 20 - Jul 21	7.40%	Sep 21 - Jul 22	7.20%	Sep 22 - Jul 23	7.20%	Sep 23 - Jul 24	6.84%	<p>Better by 0.4 percentage points compared with Sep 2022 - Jul 2023</p> <p>Better by 0.6 percentage points compared with Sep 2021 - Jul 2022</p>	<p>● Kirklees - 7.2% National - 7.4%</p> <p>Total absence % (Q1 2023/24)</p>
Period	Percentage														
Sep 20 - Jul 21	7.40%														
Sep 21 - Jul 22	7.20%														
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*Annually collected measure, no updated data for quarter 3 2024/25

Child Protection & Family Support Key Measures

Quarter 3 2024/25

The quarter 3 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 3 trends show success when compared with national benchmarks. There is a slight improvement when compared with the previous quarter. 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 measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																																	
Number of Looked After Children	Demand	614 (Q3 2024/25)	<table border="1"> <caption>Number of Looked After Children Trend</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2021/22</td><td>~640</td></tr> <tr><td>Q3</td><td>2021/22</td><td>~600</td></tr> <tr><td>Q1</td><td>2022/23</td><td>~580</td></tr> <tr><td>Q3</td><td>2022/23</td><td>~610</td></tr> <tr><td>Q1</td><td>2023/24</td><td>~560</td></tr> <tr><td>Q3</td><td>2023/24</td><td>616</td></tr> <tr><td>Q1</td><td>2024/25</td><td>~600</td></tr> <tr><td>Q3</td><td>2024/25</td><td>614</td></tr> </tbody> </table>	Quarter	Year	Value	Q1	2021/22	~640	Q3	2021/22	~600	Q1	2022/23	~580	Q3	2022/23	~610	Q1	2023/24	~560	Q3	2023/24	616	Q1	2024/25	~600	Q3	2024/25	614	<p>Increase by 5 children compared with Q2 2024/25</p> <p>Decrease by 2 children compared with Q3 2023/24</p>	<p>● Kirklees - 61</p> <p>● Statistical Neighbours - 91</p> <p>● Children looked after rate per 10,000 children aged under 18 (2023/24)</p>						
Quarter	Year	Value																																				
Q1	2021/22	~640																																				
Q3	2021/22	~600																																				
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Q3	2023/24	616																																				
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Q3	2024/25	614																																				
Percentage of Looked After Children who have been in the same placement for 2 or more years	Performance	57.5% (119 / 207) (Q3 2024/25)	<table border="1"> <caption>Percentage of Looked After Children in Stable Placements Trend</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q2</td><td>2022/23</td><td>~65%</td></tr> <tr><td>Q3</td><td>2022/23</td><td>~65%</td></tr> <tr><td>Q4</td><td>2022/23</td><td>~65%</td></tr> <tr><td>Q1</td><td>2023/24</td><td>~65%</td></tr> <tr><td>Q2</td><td>2023/24</td><td>~65%</td></tr> <tr><td>Q3</td><td>2023/24</td><td>65.8%</td></tr> <tr><td>Q4</td><td>2023/24</td><td>~65%</td></tr> <tr><td>Q1</td><td>2024/25</td><td>~65%</td></tr> <tr><td>Q2</td><td>2024/25</td><td>54.3%</td></tr> <tr><td>Q3</td><td>2024/25</td><td>57.5%</td></tr> </tbody> </table>	Quarter	Year	Value	Q2	2022/23	~65%	Q3	2022/23	~65%	Q4	2022/23	~65%	Q1	2023/24	~65%	Q2	2023/24	~65%	Q3	2023/24	65.8%	Q4	2023/24	~65%	Q1	2024/25	~65%	Q2	2024/25	54.3%	Q3	2024/25	57.5%	<p>Better by 3.2 percentage points compared with Q2 2024/25</p> <p>Worse by 8.3 percentage points compared with Q3 2023/24</p>	<p>● Kirklees - 72%</p> <p>● Statistical Neighbours - 68.2%</p> <p>● % living in same placement at least 2 years (Q4 2023/24)</p>
Quarter	Year	Value																																				
Q2	2022/23	~65%																																				
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Public Health and Corporate Resources

Governance & Commissioning Key Measures

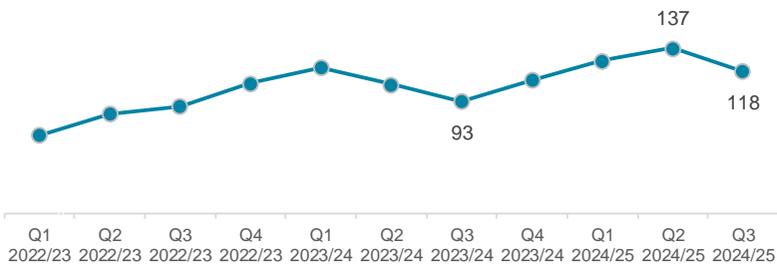
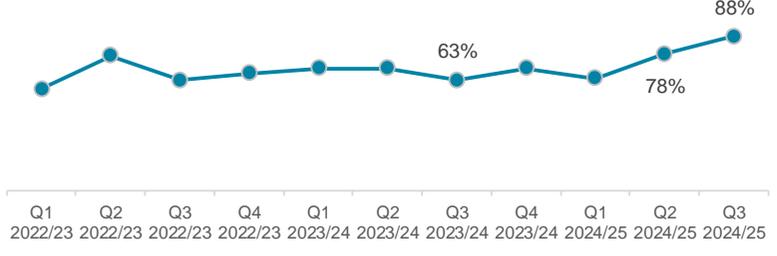
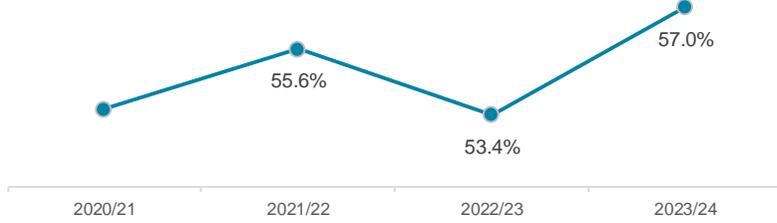
Quarter 3 2024/25

Demand in Freedom of Information (FOI) requests has increased in Q3 2024/25 compared to Q2 2024/25 following the reduction reported in the previous quarter however, Subject Access Requests (SARs) has reduced from Q2 after a slight rise from Q1. Timeliness of responses to FOI requests and SARs is being affected by various operational factors, including delays in obtaining service responses as detailed in the Q1 2024/25 report. The compliance figures are similar to levels previously reported and are expected to improve as responses are sent out to the requests which remain open and within deadline. There continues to be a backlog of SARs, numbers of request on the backlog have increased slightly due to pressures in some services and annual leave commitments over the bank holiday period. The backlog remains under review to ensure that requests are completed as soon as possible. The Information Governance team will continue to support and collaborate with service areas to address their needs and improve FOI and SAR compliance.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																																																
Percent of Freedom of Information requests completed in time*	Performance	88% (287 / 328) (Q3 2024/25)	<table border="1"> <caption>FOI Requests and Completion Data</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Number of FOI requests</th> <th>% of FOIs completed in time</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2022/23</td><td>~380</td><td>~80.0%</td></tr> <tr><td>Q2</td><td>2022/23</td><td>~370</td><td>~80.0%</td></tr> <tr><td>Q3</td><td>2022/23</td><td>~380</td><td>~80.0%</td></tr> <tr><td>Q4</td><td>2022/23</td><td>~390</td><td>~85.0%</td></tr> <tr><td>Q1</td><td>2023/24</td><td>~400</td><td>~84.0%</td></tr> <tr><td>Q2</td><td>2023/24</td><td>411</td><td>~84.0%</td></tr> <tr><td>Q3</td><td>2023/24</td><td>~400</td><td>84.0%</td></tr> <tr><td>Q4</td><td>2023/24</td><td>~400</td><td>~80.0%</td></tr> <tr><td>Q1</td><td>2024/25</td><td>~380</td><td>75.0%</td></tr> <tr><td>Q2</td><td>2024/25</td><td>373</td><td>~80.0%</td></tr> <tr><td>Q3</td><td>2024/25</td><td>392</td><td>88.0%</td></tr> </tbody> </table>	Quarter	Year	Number of FOI requests	% of FOIs completed in time	Q1	2022/23	~380	~80.0%	Q2	2022/23	~370	~80.0%	Q3	2022/23	~380	~80.0%	Q4	2022/23	~390	~85.0%	Q1	2023/24	~400	~84.0%	Q2	2023/24	411	~84.0%	Q3	2023/24	~400	84.0%	Q4	2023/24	~400	~80.0%	Q1	2024/25	~380	75.0%	Q2	2024/25	373	~80.0%	Q3	2024/25	392	88.0%	<p>Better by 13 percentage points compared with Q2 2024/25</p> <p>Better by 4 percentage points compared with Q3 2023/24</p>	<p>Kirklees - 80%</p> <ul style="list-style-type: none"> ● Bradford - 95% ● Calderdale - 94% ● Leeds - 88% ● Wakefield - 99% <p>(2023/24)</p>
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Q2	2022/23	~370	~80.0%																																																		
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Q4	2022/23	~390	~85.0%																																																		
Q1	2023/24	~400	~84.0%																																																		
Q2	2023/24	411	~84.0%																																																		
Q3	2023/24	~400	84.0%																																																		
Q4	2023/24	~400	~80.0%																																																		
Q1	2024/25	~380	75.0%																																																		
Q2	2024/25	373	~80.0%																																																		
Q3	2024/25	392	88.0%																																																		
Number of Freedom of Information requests received	Demand	392 (Q3 2024/25)		<p>Increase by 19 requests compared with Q2 2024/25</p> <p>Decrease by 19 requests compared with Q3 2023/24</p>	<p>Kirklees - 3.8</p> <ul style="list-style-type: none"> ● Bradford - 3.1 ● Calderdale - 6.45 ● Leeds - 2.69 ● Wakefield - 3.75 <p>Number of FOI requests per 1,000 population (2023/24)</p>																																																

*Based on the number of completed FOI's excluding any outstanding FOI's

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Subject Access Requests received	Demand	118 (Q3 2024/25)		<p>Decrease by 19 requests compared with Q2 2024/25</p> <p>Increase by 25 requests compared with Q3 2023/24</p>	<p>Kirklees - 0.98</p> <ul style="list-style-type: none"> ● Bradford - 0.44 ● Calderdale - 1.35 ● Leeds - 1.31 ● Wakefield - 1.1 <p>Number of SAR requests per 1,000 population (2023/24)</p>
Percent of Subject Access Requests completed in time	Performance	88% (76 / 86) (Q3 2024/25)		<p>Better by 10 percentage points compared with Q2 2024/25</p> <p>Better by 25 percentage points compared with Q3 2023/24</p>	<p>Kirklees - 63%</p> <ul style="list-style-type: none"> ● Bradford - 97% ● Calderdale - 92% ● Leeds - 59% ● Wakefield - 76% <p>(2023/24)</p>
% spend with local suppliers**	Performance	57% (£236.1M / £414.M) (2023/24)		<p>Better by 3.6 percentage points compared with 2022/23</p> <p>Better by 1.4 percentage points compared with 2021/22</p>	No benchmarking data is available

*Based on the number of completed SAR's excluding any outstanding SAR's

**Annually collected measures, no updated data for quarter 3 2024/25.

Finance Key Measures

Quarter 3 2024/25

Council Tax income provides for around two thirds of funding the Council's net revenue budget at c£236m. Although collection performance has slightly reduced in Q3 2024/25 with 75.25% compared to Q3 2023/24 with 76.22%, it remains strong at this stage. There were increases to Council Tax of 4.99% and changes to the Council Tax Reduction scheme which can impact on recovery rates. The team will continue to provide support and appropriate guidance to customers to ensure Council tax income is collected.

Business rates collection is at 79.96% in Q3 2024/25 which is slightly better than Q3 2023/24 with 79.59%, due to the small difference it is hard to identify what has impacted on this change.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Council Tax collection rate*	Performance	75.25% (£214.7M / £285.4M) (Apr 2024 - Dec 2024)		<p>Worse by 0.97 percentage points compared with Apr 2023 - Dec 2023</p> <p>Better by 0.13 percentage points compared with Apr 2022 - Dec 2022</p>	<p>Kirklees - 95.22%</p> <p>Statistical Neighbours - 95.29%</p> <p>(April 2023 to March 2024)</p>
Business Rates collection rate*	Performance	79.96% (£83.3M / £104.2M) (Apr 2024 - Dec 2024)		<p>Better by 0.37 percentage points compared with Apr 2023 - Dec 2023</p> <p>Worse by 0.76 percentage points compared with Apr 2022 - Dec 2022</p>	<p>Kirklees - 96.23%</p> <p>Statistical Neighbours - 96.74%</p> <p>(April 2023 to March 2024)</p>

*Cumulative measures, comparisons are with previous 12 months and previous 24 months.

People Services Key Measures

Quarter 3 2024/25

Staff turnover remains stable with no specific areas for concern or any new trends. We continue to mitigate against the risks associated with service changes via vacancy management and the use of deployment as well as having a clear process for expressions of interest for Voluntary Redundancy.

Resource Planning has been developed and implemented as an additional workforce planning resource and we are actively working on plans with services where they have high agency usage / hard to fill roles.

In relation to sickness absence work is being undertaken to support those services with higher-than-average absences levels, particularly long term and short-term intermittent sickness absences. We continue to support managers with skills needed to engage in difficult conversations and to ensure Occupational Health referrals are undertaken in a timely manner we are also promoting early intervention for all referrals and clinical review for all long-term sickness absence cases.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																											
Staff turnover (percentage of staff leaving the Council)	Performance	2.3% (186 / 8,048) (Q3 2024/25)	<table border="1"> <caption>Staff Turnover Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Turnover (%)</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2021/22</td><td>~1.8</td></tr> <tr><td>Q3</td><td>2021/22</td><td>~2.2</td></tr> <tr><td>Q1</td><td>2022/23</td><td>~2.1</td></tr> <tr><td>Q3</td><td>2022/23</td><td>~2.2</td></tr> <tr><td>Q1</td><td>2023/24</td><td>~2.7</td></tr> <tr><td>Q3</td><td>2023/24</td><td>2.7%</td></tr> <tr><td>Q1</td><td>2024/25</td><td>2.7%</td></tr> <tr><td>Q3</td><td>2024/25</td><td>2.3%</td></tr> </tbody> </table>	Quarter	Year	Turnover (%)	Q1	2021/22	~1.8	Q3	2021/22	~2.2	Q1	2022/23	~2.1	Q3	2022/23	~2.2	Q1	2023/24	~2.7	Q3	2023/24	2.7%	Q1	2024/25	2.7%	Q3	2024/25	2.3%	<p>Better by 0.4 percentage points compared with Q2 2024/25</p> <p>Better by 0.4 percentage points compared with Q3 2023/24</p>	<ul style="list-style-type: none"> Kirklees - 2.7% Bradford - 2.9% Leeds - 1.6% Wakefield - 2.4% <p>Turnover rate (Q3 2023/24)</p>
Quarter	Year	Turnover (%)																														
Q1	2021/22	~1.8																														
Q3	2021/22	~2.2																														
Q1	2022/23	~2.1																														
Q3	2022/23	~2.2																														
Q1	2023/24	~2.7																														
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Q1	2024/25	2.7%																														
Q3	2024/25	2.3%																														
Average sickness days per full time equivalent (FTE) over the last 12 months	Performance	13.94 (Q3 2024/25)	<table border="1"> <caption>Average Sickness Days per FTE Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Sickness Days per FTE</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2021/22</td><td>~12.5</td></tr> <tr><td>Q3</td><td>2021/22</td><td>~12.8</td></tr> <tr><td>Q1</td><td>2022/23</td><td>~13.0</td></tr> <tr><td>Q3</td><td>2022/23</td><td>~13.2</td></tr> <tr><td>Q1</td><td>2023/24</td><td>~13.5</td></tr> <tr><td>Q3</td><td>2023/24</td><td>13.56</td></tr> <tr><td>Q1</td><td>2024/25</td><td>~13.8</td></tr> <tr><td>Q3</td><td>2024/25</td><td>13.94</td></tr> </tbody> </table>	Quarter	Year	Sickness Days per FTE	Q1	2021/22	~12.5	Q3	2021/22	~12.8	Q1	2022/23	~13.0	Q3	2022/23	~13.2	Q1	2023/24	~13.5	Q3	2023/24	13.56	Q1	2024/25	~13.8	Q3	2024/25	13.94	<p>Worse by 0.12 days per FTE compared with Q2 2024/25</p> <p>Worse by 0.38 days per FTE compared with Q3 2023/24</p>	<ul style="list-style-type: none"> Kirklees - 13.9 Bradford - 13.22 Leeds - 12.93 <p>2023/24</p>
Quarter	Year	Sickness Days per FTE																														
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Q3	2024/25	13.94																														

Public Health & Health Protection Key Measures

Quarter 3 2024/25

Smoking in pregnancy continues to be a priority for the Kirklees Tobacco Control Alliances. The rates of smoking among pregnant smokers are not evenly distributed. A higher prevalence of smoking in this group are from wards facing the highest levels of deprivation and wider inequalities. In Kirklees, smoking continues to be on a downward trajectory and since the implementation of the NHS Long Term Plan Maternity Services program, which provides treating tobacco dependence in pregnancy as part of routine maternity care and the wider contributions of the wider smoking in pregnancy work in Kirklees place.

There was a significant increase in the number of accidents reportable to the HSE (Health and Safety Executive) under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) during Q3 2024/25. This was most likely resultant of the communications drive, during Q1 and Q2 2024/25, reminding all managers that as soon as they become aware of an accident that falls within the scope of RIDDOR they must report it to the Corporate Health and Safety Team immediately to enable statutory reporting to be undertaken to the HSE, following the Council being issued a Notice of Contravention by the HSE for late reporting.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Smoking during pregnancy (mother's smoking status at time of delivery)	Performance	5.9% (57 / 969) (Q2 2024/25)		<p>Better by 0.1 percentage points compared with Q1 2024/25</p> <p>Better by 0.1 percentage points compared with Q2 2023/24</p>	<p>🔴 Kirklees - 8%</p> <p>National - 7.4%</p> <p>Smoking during pregnancy (April 2023 to March 2024)</p>
Number of RIDDOR reportable incidents	Performance	20 (Q3 2024/25)		<p>Worse by 12 incident compared with Q2 2024/25</p> <p>Worse by 14 incident compared with Q3 2023/24</p>	No benchmarking data is available

Skills & Regeneration Key Measures

Quarter 3 2024/25

As in previous reports, large swings in macro-economic measures such as Employment Rate are not generally seen on a quarterly basis, however employment rate and unemployment rates continue to track generally marginally adverse from national and regional averages. Overall local labour market data for Kirklees continues to mask high levels of economic inactivity and too many residents in low pay, low skill 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. This quarter, the measures show a continuation of these factors; overall employment remains stable.

Business starts ups has slowed slightly but within previous levels of variance, so it is too early to tell whether this is a declining trend driven by external factors such as declining confidence and increased barriers to starting a business, or a natural fluctuation. The number of new planning applications similarly is within previous levels of variance, but a decline compared to previous quarter and years which may indicate macro-economic uncertainty and persistent barriers to investment such as interest rates not falling as quickly as many initially hoped. Skills levels (with level 2 as a proxy for wider skills levels) continues its gradual increase and represents a significant and long-standing success story for Kirklees.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Employment Rate*	Performance	73.6% (Q2 2024/25)		<p>Better by 0.3 percentage points compared with Q1 2024/25</p> <p>Worse by 0.8 percentage points compared with Q2 2023/24</p>	<p>Kirklees - 73.3% Yorkshire and the Humber - 73.1%</p> <p>(April 2023 - March 2024)</p>

*Data has been updated to the most recent data. Data is obtained from external sources

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Business births*	Performance	475 (Q2 2024/25)	<p>Q1 2020/21 Q3 2020/21 Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25</p>	<p>Worse by 25 businesses compared with Q1 2024/25</p> <p>Worse by 45 businesses compared with Q2 2023/24</p>	<p>Kirklees - 14.1 West Yorkshire - 13.7</p> <p>Business births per 10,000 people aged 16+ (Apr - Jun 2024)</p>
Number of planning applications received - major	Demand	13 (Q3 2024/25)	<p>Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Decrease by 16 applications compared with Q2 2024/25</p> <p>Decrease by 7 application compared with Q3 2023/24</p>	<p>Kirklees - 0.3 Yorkshire and the Humber - 0.4</p> <p>Number of major planning application decisions per 1,000 properties (Jul 23 - Jun 24)</p>
Percent of population with at least level 2 qualification**	Performance	87.3% (236,000 / 269,500) (2023)	<p>2020 2021 2023</p>	<p>Better by 14.6 percentage points compared with 2021</p> <p>Better by 14.4 percentage points compared with 2020</p>	<p>Kirklees - 87.3% Yorkshire and the Humber - 85.1%</p> <p>(2023)</p>

*Data has been updated to the most recent data. Data is obtained from external sources

**Annually collected measure, no updated data for quarter 3 2024/25.

Highways, Streetscene and Waste Key Measures

Quarter 3 2024/25

Due to the winter period and the adverse weather recently experienced the service anticipates a significant increase in the number of potholes developing on our highways network in Q4 2024/25. In response to this, Highway Operations have resources programmed to undertake the necessary repairs. Arrangements are also in place to commission additional external contractor resource, if required.

The number of fly tipping reports have decreased this quarter when compared with Q2 2024/25. Q3 2024/25 also included the closure of a Household Waste Recycling Centre and adjustment to the opening hours of 2 sites. The use of overt and covert cameras continues to improve enforcement and more have been procured. Teams are identifying hot spots and developing specific action plans for them.

Our targeted educational approach to recycling, working with residents, has meant our contamination rates remain on a downward trend. Our missed bins performance has slightly reduced from Q2 2024/25 as we headed into a period of more inclement weather. Challenges affecting performance continue to include accessibility due to parked cars, roadworks, incidents, and accidents. A programme of work continues with communities to relocate bins to aid collection and maximise performance.

Further clarity from government on the future requirements for Simpler Recycling and associated legislation has been received and is allowing the Council to crystalise future strategic planning.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Potholes - % of emergency defects made safe within intervention timescales.	Performance	100% (23 / 23) (Q3 2024/25)		<p>Better by 12.5 percentage points compared with Q2 2024/25</p> <p>Better by 9 percentage points compared with Q3 2023/24</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of fly tipping reports	Demand	1,970 (Q3 2024/25)	<p>Q2 2020/21 Q4 2020/21 Q2 2021/22 Q4 2021/22 Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25</p>	<p>Decrease by 611 reports compared with Q2 2024/25</p> <p>Increase by 453 reports compared with Q3 2023/24</p>	<p>Kirklees - 16.4 Yorkshire and the Humber - 14.1</p> <p>Fly-tipping incidents reported per 1,000 people (2022/23)</p>
Recycling contamination rate*	Performance	13.9% (Q2 2024/25)	<p>Q1 2020/21 Q3 2020/21 Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25</p>	<p>Better by 1.5 percentage points compared with Q1 2024/25</p> <p>Better by 5.1 percentage points compared with Q2 2023/24</p>	<p>No benchmarking data is available due to different recycling schemes across Local Authorities</p>
Missed bins (% of collections without complaints)	Performance	99.78% (2,563,530 / 2,569,287) (Q3 2024/25)	<p>Q1 2022/23 Q2 2022/23 Q3 2022/23 Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Worse by 0.04 percentage points compared with Q2 2024/25</p> <p>Better by 0.29 percentage points compared with Q3 2023/24</p>	<p>We will look at including benchmarking data for quarter 4 2024/25 report</p>

*Quarter 3 data for recycling contamination rates will not be available until mid-January 2025.

Homes & Neighbourhoods Key Measures

Quarter 3 2024/25

During Q3 2024/25, Homes and Neighbourhoods has seen improved performance across most areas. However, this has not been at the pace required to meet the targets included in service improvement plans. Delays in recruitment, alongside increasing demand for services, are impacting on the pace of delivery of improvement outcomes. Plans are currently being robustly reviewed, system improvements are being introduced and additional contractor capacity is now in place to help improve delivery.

Homes & Neighbourhoods collected 98.83% of rents due in Q3 2024/25, an increase of 0.4% on Q2 2024/25. Rent arrears have fallen slightly from 3.56% to 3.44% over the same period. The national benchmark for rent arrears in 2023/24 was 3.6%. The income management team's current arrears performance is positive and continues to improve this year. We continue to provide extensive support to households facing hardship, reducing the risk of homelessness while balancing this priority with the maximisation of income collection.

The number of damp, mould and condensation (DMC) cases has risen from 1,250 in Q2 2024/25 to 1,794 in Q3 2024/25. Although an increase in reporting of DMC is to be expected in the winter period, addressing this issue remains a key priority for the service. Delays in the recruitment of two surveyors has impacted on performance but we have appointed a third-party surveyor in the interim to help meet increased demand and address the remaining backlog of cases. As part of our longer-term plan to stop DMC returning, we have introduced a follow-up process for completed cases.

Re-let times remain higher than acceptable. Total end-to-end performance is showing a slight improvement from an average of 90.1 days in Q2 2024/25 to 89.1 days in Q3 2024/25; the national benchmark for this process was 36.3 days in 2023/24. Delays in recruitment have hindered delivery of the void's improvement plan, which remains a focus for the service. Teams have been working flexibly to increase surveying and repairs capacity, and third-party contractors are being brought on board to facilitate further improvements. This will ensure that the pace of delivery improves and the number of properties available to let increases.

Despite an increase in the volume of responsive repairs, the proportion of these completed within timescale has increased slightly from 82.2% in Q2 2024/25 to 83.5% in Q3 2024/25. The comparable national benchmark for this was 81.5% in 2023/24. Service improvements are ongoing in this area.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of rents in arrears.	Performance	3.44% (£3.2M / £93.8M) (Q3 2024/25)	<p>Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25</p>	<p>Better by 0.1 percentage points compared with Q2 2024/25</p> <p>Better by 0.4 percentage points compared with Q3 2023/24</p>	<p>◆ Kirklees - 3.6% National - 3.6%</p> <p>Current tenant arrears % (2023/24)</p>
Number of open damp, mould and condensation cases	Demand	1,794 (Q3 2024/25)	<p>Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Increase by 544 cases compared with Q2 2024/25</p> <p>No comparison data available for Q3 2023/24</p>	<p>Kirklees - N/A National - 3.7%</p> <p>Damp and mould live cases as a % of stock (2023/24)</p>
Average days to re-let time.	Performance	89.3 (Q3 2024/25)	<p>Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25</p>	<p>Better by 0.8 days compared with Q2 2024/25</p> <p>Worse by 21.9 days compared with Q3 2023/24</p>	<p>◆ Kirklees - 69.73 National - 36.31</p> <p>(2023/24)</p>
Proportion of non-emergency responsive repairs completed within timescale.	Performance	83.47% (34,974 / 41,902) (Q3 2024/25)	<p>Q4 2021/22 Q1 2022/23 Q2 2022/23 Q3 2022/23 Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Better by 1.27 percentage points compared with Q2 2024/25</p> <p>Worse by 3.56 percentage points compared with Q3 2023/24</p>	<p>● Kirklees - 86.3% National - 81.5%</p> <p>% of non-emergency repairs completed within target timescale (2023/24)</p>

Development Key Measures

Quarter 3 2024/25

In line with the national trend, demand for temporary accommodation remains high in Kirklees. The small change we saw in the previous quarter has continued with a reduction from 463 to 420 across all temporary accommodation which is approximately 8%. Changes to the front door and prioritising of allocations are now having a positive impact on numbers prevented from being homeless. However the numbers leaving temporary accommodation (move on) to both social and private rented sectors remain challenging.

The number of new affordable homes built and ready for letting has improved compared with Q2 2024/25. Year on year completions remain low, impacting on move on homes. One scheme of affordable housing is now in planning with several others expected over the next few quarters. Colleagues from Housing Growth and Solutions continue to feed into the local plan housing assessment to address the need for correct type and tenure of housing, particularly a renewed emphasis on social rental. They are also working closely together to reduce the council reliance on Bed and Breakfast accommodation.

There is some emerging information from government on house building and planning reform and we are just understanding what impact that will have for Kirklees, in particular boosting the number of affordable (including social) homes delivered in the district. Given the lead time for new housing, there is no immediate improvement in longer term trends expected for this indicator.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																		
Number of households in temporary accommodation.	Demand	420 (Q3 2024/25)	<table border="1"> <caption>Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2022/23</td> <td>437</td> </tr> <tr> <td>Q1 2023/24</td> <td>437</td> </tr> <tr> <td>Q2 2023/24</td> <td>437</td> </tr> <tr> <td>Q3 2023/24</td> <td>437</td> </tr> <tr> <td>Q4 2023/24</td> <td>463</td> </tr> <tr> <td>Q1 2024/25</td> <td>463</td> </tr> <tr> <td>Q2 2024/25</td> <td>463</td> </tr> <tr> <td>Q3 2024/25</td> <td>420</td> </tr> </tbody> </table>	Quarter	Value	Q4 2022/23	437	Q1 2023/24	437	Q2 2023/24	437	Q3 2023/24	437	Q4 2023/24	463	Q1 2024/25	463	Q2 2024/25	463	Q3 2024/25	420	<p>Decrease by 43 households compared with Q2 2024/25</p> <p>Decrease by 17 households compared with Q3 2023/24</p>	<p>Kirklees - 2.28 Yorkshire and the Humber - 1.43</p> <p>Number of households in temporary accommodation per 1,000 households (Q4 2023/24)</p>
Quarter	Value																						
Q4 2022/23	437																						
Q1 2023/24	437																						
Q2 2023/24	437																						
Q3 2023/24	437																						
Q4 2023/24	463																						
Q1 2024/25	463																						
Q2 2024/25	463																						
Q3 2024/25	420																						

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																								
Affordable homes facilitated by Housing Growth	Performance	10 (Q3 2024/25)	<table border="1"> <caption>Quarterly Data for Affordable Homes Facilitated by Housing Growth</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2022/23</td><td>~5</td></tr> <tr><td>Q2 2022/23</td><td>~8</td></tr> <tr><td>Q3 2022/23</td><td>~15</td></tr> <tr><td>Q4 2022/23</td><td>~10</td></tr> <tr><td>Q1 2023/24</td><td>~12</td></tr> <tr><td>Q2 2023/24</td><td>36</td></tr> <tr><td>Q3 2023/24</td><td>~25</td></tr> <tr><td>Q4 2023/24</td><td>~10</td></tr> <tr><td>Q1 2024/25</td><td>~12</td></tr> <tr><td>Q2 2024/25</td><td>0</td></tr> <tr><td>Q3 2024/25</td><td>10</td></tr> </tbody> </table>	Quarter	Value	Q1 2022/23	~5	Q2 2022/23	~8	Q3 2022/23	~15	Q4 2022/23	~10	Q1 2023/24	~12	Q2 2023/24	36	Q3 2023/24	~25	Q4 2023/24	~10	Q1 2024/25	~12	Q2 2024/25	0	Q3 2024/25	10	<p>Better by 10 homes compared with Q2 2024/25</p> <p>Worse by 26 homes compared with Q3 2023/24</p>	No benchmarking data is available
Quarter	Value																												
Q1 2022/23	~5																												
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Environment Strategy & Climate Change Key Measures

Quarter 3 2024/25

Quarter 3 covers the start of the new academic year when transport applications, new routes and appeals are, accepted, setup and settled. This year has shown an increase in the number of learners accessing home to school transport and the underlying base cost of transport also increasing, reflecting a national trend and a trend we have seen in Kirklees for some years. This has resulted in a significant increase in the overall cost of providing home to school transport. Several factors have fed into this including: increased cost of mainstream bus contracts and bus passes and increased cost of individual routes (our most expensive routes increased by circa. 20% in 12 months).

There are some positive aspects which are controlling the cost of transport. We have increased the number of families accessing personal travel budgets, a more cost effective way of providing home to school support to families. The implementation of the new Post 16 Transport Statement has been completed and is expected to be close to our projected outcomes. The Post 16 budget has historically overspent by a significant margin.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of children accessing home to school transport	Demand	1,560 (End of Q3 2024/25)		<p>Increase by 42 children compared with the end of Q2 2024/25</p> <p>Increase by 280 children compared with the end of Q3 2023/24</p>	DfT are looking at collecting data nationally next year

** Prior to 2024/25 personal travel budgets (PTBs) and mileage were always an option to parents but were not the main focus of the service. The main focus was providing physical transport, and the vast majority of children were transported in taxi's / mini-buses, and therefore data on PTBs and mileage was limited and was never put forward as part of reporting, the service merely reported on the number of children on physical transport.

The focus of the service has now changed to offering a personal travel budget instead of physical transport through the introduction of enhanced personal travel budget offer and post-16 transport statement introduction of default offer of personal travel budget as opposed to physical transport. This has resulted in changes to reporting metrics to include more granular detail surround personal travel budgets, mileage and physical transport. Current systems do not allow to report on historic data, something which is being addresses.

Appendix A – Council Measures

Adults and Health

Adults Social Care (ASC) Operation Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% Contacts to ASC that were signposted, information, advice or guidance was given or had no further action	Performance	40.82% (Q3 2024/25)		<p>Worse by 4.32 percentage points compared with Q2 2024/25</p> <p>Better by 2.85 percentage points compared with Q3 2023/24</p>	No benchmarking data is available
% Contacts to ASC that progress to an Assessment	Performance	50.3% (Q3 2024/25)		<p>Better by 2.8 percentage points compared with Q2 2024/25</p> <p>Worse by 25.3 percentage points compared with Q3 2023/24</p>	No benchmarking data is available
% Care Act Assessments that progressed to a long term service	Performance	73.5% (Q3 2024/25)		<p>Better by 0.7 percentage points compared with Q2 2024/25</p> <p>No comparison data available for Q3 2023/24</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Average commissioned home care hours per user.	Demand	13.70 (End of Q3 2024/25)		<p>Increase by 0.15 hours per user compared with the end of Q2 2024/25</p> <p>Increase by 0.1 hours per user compared with the end of Q3 2023/24</p>	<p>● Kirklees - 13.5 National - 14.4</p> <p>(2023/24)</p>
Permanent admissions to residential care per 100,000 population for adults aged 18-64	Demand	7.0 (End of Q3 2024/25)		<p>Decrease by a rate of 1 user compared with the end of Q2 2024/25</p> <p>No comparison data available for the end of Q3 2023/24</p>	<p>● Kirklees - 17.5 National - 15.2</p> <p>(2023/24)</p>
Permanent admissions to residential care per 100,000 population for adults aged 65 or over.	Demand	226.0 (End of Q3 2024/25)		<p>Decrease by a rate of 42 users compared with the end of Q2 2024/25</p> <p>No comparison data available for the end of Q3 2023/24</p>	<p>● Kirklees - 457.5 National - 566</p> <p>(2023/24)</p>
% s42 safeguarding enquiries where the risk was reduced or removed.	Performance	97.8% (488 / 499) (Q3 2024/25)		<p>Same by 0 percentage points compared with Q2 2024/25</p> <p>Better by 4.4 percentage points compared with Q3 2023/24</p>	<p>● Kirklees - 93.2% National - 90.9%</p> <p>(2022/23)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark										
% S42 safeguarding enquiries where making safeguarding personal outcomes were met.**	Performance	95% (Q4 2023/24)	<table border="1"> <caption>% S42 safeguarding enquiries where making safeguarding personal outcomes were met</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2023/24</td> <td>94.9%</td> </tr> <tr> <td>Q2 2023/24</td> <td>94.8%</td> </tr> <tr> <td>Q3 2023/24</td> <td>93.9%</td> </tr> <tr> <td>Q4 2023/24</td> <td>95.0%</td> </tr> </tbody> </table>	Quarter	Value	Q1 2023/24	94.9%	Q2 2023/24	94.8%	Q3 2023/24	93.9%	Q4 2023/24	95.0%	<p>Better by 1.1 percentage points compared with Q3 2023/24</p> <p>No comparison data available for Q4 2022/23</p>	<p>● Kirklees - 95.4% National - 94.2% (2022/23)</p>
Quarter	Value														
Q1 2023/24	94.9%														
Q2 2023/24	94.8%														
Q3 2023/24	93.9%														
Q4 2023/24	95.0%														
Number of people waiting for an ASC assessment	Performance	361 (End of Q3 2024/25)	<table border="1"> <caption>Number of people waiting for an ASC assessment</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2023/24</td> <td>251</td> </tr> <tr> <td>Q1 2024/25</td> <td>420</td> </tr> <tr> <td>Q2 2024/25</td> <td>421</td> </tr> <tr> <td>Q3 2024/25</td> <td>361</td> </tr> </tbody> </table>	Quarter	Value	Q4 2023/24	251	Q1 2024/25	420	Q2 2024/25	421	Q3 2024/25	361	<p>Better by 60 people compared with the end of Q2 2024/25</p> <p>No comparison data available for the end of Q3 2023/24</p>	<p>Benchmarking data not publically available</p>
Quarter	Value														
Q4 2023/24	251														
Q1 2024/25	420														
Q2 2024/25	421														
Q3 2024/25	361														
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)	<table border="1"> <caption>The outcome of short-term services: sequel to service</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>81.5</td> </tr> <tr> <td>2021/22</td> <td>85.8</td> </tr> <tr> <td>2022/23</td> <td>85.8</td> </tr> <tr> <td>2023/24</td> <td>86.1</td> </tr> </tbody> </table>	Year	Value	2020/21	81.5	2021/22	85.8	2022/23	85.8	2023/24	86.1	<p>Better by 0.3 percentage points compared with 2022/23</p> <p>Better by 4.6 percentage points compared with 2021/22</p>	<p>● Kirklees - 86.1 National - 79.4 (2023/24)</p>
Year	Value														
2020/21	81.5														
2021/22	85.8														
2022/23	85.8														
2023/24	86.1														

*Annually collected measure, no update for quarter 3 2024/25

**No data available from quarter 4 2023/24, is currently being developed in Mosaic.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark										
Survey measures - Overall satisfaction of people who use services with their care and support*	Performance	63.9 (2023/24)	<table border="1"> <caption>Overall satisfaction scores</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>63.9</td> </tr> <tr> <td>2020/21</td> <td>63.2</td> </tr> <tr> <td>2021/22</td> <td>62.0</td> </tr> <tr> <td>2022/23</td> <td>63.9</td> </tr> </tbody> </table>	Year	Score	2019/20	63.9	2020/21	63.2	2021/22	62.0	2022/23	63.9	<p>Better by 1.9 percentage points compared with 2022/23</p> <p>Better by 0.7 percentage points compared with 2021/22</p>	<p>Kirklees - 63.9 National - 65.4</p> <p>(2022/23)</p>
Year	Score														
2019/20	63.9														
2020/21	63.2														
2021/22	62.0														
2022/23	63.9														
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)	<table border="1"> <caption>Carers' quality of life scores</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>7.5</td> </tr> <tr> <td>2023/24</td> <td>7.2</td> </tr> </tbody> </table>	Year	Score	2021/22	7.5	2023/24	7.2	<p>Worse by 0.3 compared with 2021/22</p> <p>No comparison data available for 2019/20</p>	<p>Kirklees - 7.2 National - 7.3</p> <p>(2023/24)</p>				
Year	Score														
2021/22	7.5														
2023/24	7.2														

*Annually collected measure, no updated data for quarter 3 2024/25

**Biennially collected Measure, no updated data for quarter 3 2024/25

Communities and Access Services Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																																				
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	3.7 (Q3 2024/25)	<table border="1"> <caption>Emotional wellbeing scores</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2022/23</td> <td>3.8</td> </tr> <tr> <td>Q2</td> <td>2022/23</td> <td>4.1</td> </tr> <tr> <td>Q3</td> <td>2022/23</td> <td>3.7</td> </tr> <tr> <td>Q4</td> <td>2022/23</td> <td>3.8</td> </tr> <tr> <td>Q1</td> <td>2023/24</td> <td>3.7</td> </tr> <tr> <td>Q2</td> <td>2023/24</td> <td>3.8</td> </tr> <tr> <td>Q3</td> <td>2023/24</td> <td>3.7</td> </tr> <tr> <td>Q4</td> <td>2023/24</td> <td>3.8</td> </tr> <tr> <td>Q1</td> <td>2024/25</td> <td>4.1</td> </tr> <tr> <td>Q2</td> <td>2024/25</td> <td>4.1</td> </tr> <tr> <td>Q3</td> <td>2024/25</td> <td>3.7</td> </tr> </tbody> </table>	Quarter	Year	Score	Q1	2022/23	3.8	Q2	2022/23	4.1	Q3	2022/23	3.7	Q4	2022/23	3.8	Q1	2023/24	3.7	Q2	2023/24	3.8	Q3	2023/24	3.7	Q4	2023/24	3.8	Q1	2024/25	4.1	Q2	2024/25	4.1	Q3	2024/25	3.7	<p>Worse by 0.4 compared with Q2 2024/25</p> <p>Worse by 0.1 compared with Q3 2023/24</p>	<p>No benchmarking data is available</p>
Quarter	Year	Score																																							
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Q2	2022/23	4.1																																							
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Q2	2024/25	4.1																																							
Q3	2024/25	3.7																																							

Integrated Commissioning Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% Kirklees ASC providers judged as good or outstanding by CQC	Performance	75.5% (139 / 184) (End of Q3 2024/25)	<p>The chart displays a flat line at 75.5% across five quarters: Q1 2023/24, Q4 2023/24, Q1 2024/25, Q2 2024/25, and Q3 2024/25. The data points are connected by a solid blue line.</p>	<p>Same by 0 percentage points compared with the end of Q2 2024/25</p> <p>No comparison data available for the end of Q3 2023/24</p>	<p>Kirklees - 75.5% National - 83.4% (Q3 2024/25)</p>

Children and Families

Learning & Early Support Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Education, Health, and Care Plans	Demand	4,816 (Q3 2024/25)		<p>Increase by 77 EHC plans compared with Q2 2024/25</p> <p>Increase by 670 EHC plans compared with Q3 2023/24</p>	<p>● Kirklees - 4.1% Statistical Neighbours - 4.8%</p> <p>% of pupils with statement of SEN or EHC Plans (2023)</p>
Percentage of inspected Early Years providers rated Good or better by Ofsted*	Performance	98% (279 / 285) (Q2 2024/25)		<p>Worse by 1 percentage point compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	<p>◆ Kirklees - 98% National - 98%</p> <p>Percentage of inspected Early Years providers rated Good or better by Ofsted (Q2 2024/25)</p>
Percentage of pupils who are persistently absent (attendance below 90%) from school	Performance	20.9% (Sep 2023 - Jul 2024)		<p>Better by 0.3 percentage points compared with 2022/23 academic year</p> <p>Better by 1.5 percentage points compared with 2021/22 academic year</p>	<p>● Kirklees - 21% Statistical Neighbours - 21.46%</p> <p>(2022/23 academic year)</p>

*Data for quarter 3 2024/25 is not available for DfT yet.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Suspensions - Number of all school suspensions expressed as a % of school population*	Performance	11.16% (7,634 / 68,426) (Sep 2023 - Jul 2024)		Worse by 0.35 percentage points compared with the 2022/23 academic year	 Kirklees - 10.98% National - 9.33% Suspensions - Number of all school suspensions expressed as a % of school population (Q1 2023/24)
Exclusions - Total Permanent Exclusions from Schools as a % of the school population*	Performance	0.17% (114 / 68,426) (Sep 2023 - Jul 2024)		Worse by 0.04 percentage points compared with the 2022/23 academic year	 Kirklees - 0.13% National - 0.11% Permanent Exclusions rate (Q1 2023/24)
Not in Education, Employment or Training - % of 16-17 year olds that are not in education, employment or training*	Performance	2.5% (2023/24)		Worse by 0.2 percentage points compared with 2022/23 Better by 0.1 percentage points compared with 2021/22	 Kirklees - 2.5% Statistical Neighbours - 3.63% (2023/24)

*Annually collected measure, no updated data for quarter 3 2024/25

Child Protection & Family Support Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Children in Need	Demand	2,392 (Q3 2024/25)	<p>Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25</p>	<p>Increase by 165 children compared with Q2 2024/25</p> <p>Increase by 122 children compared with Q3 2023/24</p>	<p>● Kirklees - 220.9 Statistical Neighbours - 364.28</p> <p>Children in Need rate per 10,000 (2023/24)</p>
Number of children with a Child Protection Plan	Demand	440 (Q3 2024/25)	<p>Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25</p>	<p>Increase by 7 children compared with Q2 2024/25</p> <p>Decrease by 36 children compared with Q3 2023/24</p>	<p>● Kirklees - 42.8 Statistical Neighbours - 43.08</p> <p>Children who are the subject of a CPP - rate per 10,000 (2023/24)</p>
Number of children and young people starting to be looked after in the quarter	Demand	60 (Q3 2024/25)	<p>Q1 2022/23 Q2 2022/23 Q3 2022/23 Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Decreased by 2 children compared with Q2 2024/25</p> <p>Static by 0 children compared with Q3 2023/24</p>	<p>● Kirklees - 25 Statistical Neighbours - 28.6</p> <p>Rate of children starting to be looked after each year (2023/24)</p>
Number of Children Looked After ceasing to be looked after in the quarter	Demand	50 (Q3 2024/25)	<p>Q1 2022/23 Q2 2022/23 Q3 2022/23 Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Decrease by 1 children compared with Q2 2024/25</p> <p>Decrease by 1 children compared with Q3 2023/24</p>	<p>● Kirklees - 24 Statistical Neighbours - 29.8</p> <p>Rate of children ceasing to be looked after each year (2023/24)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Children Looked After in an external residential provision	Demand	24 (Q3 2024/25)		<p>Decrease by 3 children compared with Q2 2024/25</p> <p>Increase by 2 children compared with Q3 2023/24</p>	No benchmarking data is available
Number of Children Looked After aged 16-18 in semi supported accommodation external residential provision	Demand	35 (Q3 2024/25)		<p>Decrease by 2 children compared with Q2 2024/25</p> <p>Decrease by 32 children compared with Q3 2023/24</p>	No benchmarking data is available
Number of contacts to children's services	Demand	4,606 (Q3 2024/25)		<p>Increase by 290 contacts compared with Q2 2024/25</p> <p>Increase by 220 contacts compared with Q3 2023/24</p>	No benchmarking data is available
Number of referrals to children's social care	Demand	847 (Q3 2024/25)		<p>Increase by 125 referrals compared with Q2 2024/25</p> <p>Increase by 71 referrals compared with Q3 2023/24</p>	<p>Increase Kirklees - 331.1 Statistical Neighbours - 525.79</p> <p>Rate per 10,000 of referrals to Children's Social Services (2023/24)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of Care Leavers in suitable accommodation	Performance	95.3% (321 / 337) (Q3 2024/25)		<p>Better by 4.3 percentage points compared with Q2 2024/25</p> <p>Better by 6 percentage points compared with Q3 2023/24</p>	<p>● Kirklees - 91% Statistical Neighbours - 0%</p> <p>% in suitable accommodation (Q4 2022/23)</p>
Percentage of Care leavers in Employment, Education or Training (of those available for EET)	Performance	64.1% (Q3 2024/25)		<p>Better by 1 percentage point compared with Q2 2024/25</p> <p>Worse by 3.6 percentage points compared with Q3 2023/24</p>	<p>No benchmarking data available this is a locally specified measure</p>
Percentage of Children's Homes rated Good or better by Ofsted*	Performance	40% (2 / 5) (2023/24)		<p>Worse by 20 percentage points compared with Q4 2022/23</p> <p>Worse by 60 percentage points compared with Q4 2021/22</p>	<p>No benchmarking data is available</p>

*Annually collected measure, no updated data for quarter 3 2024/25

Resources, Improvement & Partnerships Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark														
Number of mainstream foster carer households in Kirklees	Demand	138 (Q3 2024/25)	<table border="1"> <caption>Number of mainstream foster carer households in Kirklees</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2022/23</td> <td>~145</td> </tr> <tr> <td>Q4 2023/24</td> <td>~135</td> </tr> <tr> <td>Q1 2024/25</td> <td>~138</td> </tr> <tr> <td>Q2 2024/25</td> <td>139</td> </tr> <tr> <td>Q3 2024/25</td> <td>138</td> </tr> </tbody> </table>	Quarter	Value	Q4 2022/23	~145	Q4 2023/24	~135	Q1 2024/25	~138	Q2 2024/25	139	Q3 2024/25	138	<p>Decrease by 1 household compared with Q2 2024/25</p> <p>No comparison data available for Q3 2023/24</p>	No benchmarking data is available		
Quarter	Value																		
Q4 2022/23	~145																		
Q4 2023/24	~135																		
Q1 2024/25	~138																		
Q2 2024/25	139																		
Q3 2024/25	138																		
Waiting times for child mental health services for month at quarter end (time in weeks)*	Performance	8 (Q2 2024/25)	<table border="1"> <caption>Waiting times for child mental health services for month at quarter end (time in weeks)*</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2023/24</td> <td>~9</td> </tr> <tr> <td>Q2 2023/24</td> <td>10</td> </tr> <tr> <td>Q3 2023/24</td> <td>~11</td> </tr> <tr> <td>Q4 2023/24</td> <td>~13</td> </tr> <tr> <td>Q1 2024/25</td> <td>21</td> </tr> <tr> <td>Q2 2024/25</td> <td>8</td> </tr> </tbody> </table>	Quarter	Value	Q1 2023/24	~9	Q2 2023/24	10	Q3 2023/24	~11	Q4 2023/24	~13	Q1 2024/25	21	Q2 2024/25	8	<p>Better by 13 weeks compared with Q1 2024/25</p> <p>Better by 2 weeks compared with Q2 2023/24</p>	No benchmarking data is available
Quarter	Value																		
Q1 2023/24	~9																		
Q2 2023/24	10																		
Q3 2023/24	~11																		
Q4 2023/24	~13																		
Q1 2024/25	21																		
Q2 2024/25	8																		

*Quarter 3 2024/25 data not expected until February / March 2025

Public Health and Corporate Resources

Corporate Resources Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Total £ Social Value delivered (derived from contracts above £100k per annum with commitments recorded via the Social Value Portal)	Performance	£6,785,659 (Q3 2024/25)		<p>Better by £3.4M compared with Q2 2024/25</p> <p>Better by £6.2M compared with Q3 2023/24</p>	No benchmarking data is available
Percent of stage 3 complaints completed in time	Performance	89% (25 / 28) (Q3 2024/25)		<p>Better by 4 percentage points compared with Q2 2024/25</p> <p>Better by 11 percentage points compared with Q3 2023/24</p>	No benchmarking data is available due to different complaints processes across Council's
Number of stage 3 complaints received	Demand	30 (Q3 2024/25)		<p>Increase by 6 complaints compared with Q2 2024/25</p> <p>Increase by 7 complaints compared with Q3 2023/24</p>	No benchmarking data is available due to different complaints processes across Council's

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
No. of Ombudsman complaints upheld	Performance	2 (Q3 2024/25)		<p>Worse by 1 complaint compared with Q2 2024/25</p> <p>Worse by 1 complaint compared with Q3 2023/24</p>	<p>Kirklees - 3</p> <ul style="list-style-type: none"> Bradford - 3.6 Calderdale - 9.1 Leeds - 5.3 Wakefield - 2.2 <p>Upheld decisions per 100,000 residents (2023/24)</p>
Percent of Ombudsman complaints upheld	Performance	13% (2 / 16) (Q3 2024/25)		<p>Worse by 25 percentage points compared with Q2 2024/25</p> <p>Worse by 37 percentage points compared with Q3 2023/24</p>	<p>Kirklees - 62%</p> <p>National - 80%</p> <p>(2023/24)</p>
Vacancy rate (percent of vacant positions across the Council)	Performance	8% (641 / 8,013) (End of Q3 2024/25)		<p>Worse by 1 percentage point compared with the end of Q2 2024/25</p> <p>No comparison data available for the end of Q3 2023/24</p>	<p>Kirklees - N/A</p> <p>Leeds - 2.90%</p> <p>Q3 2023/24</p>

Public Health & Health Protection Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Breastfeeding initiation rates (proportion of babies whose first feed included breastmilk)	Performance	72% (699 / 971) (Q2 2024/25)*	<p>Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25</p>	<p>Better by 0.7 percentage points compared with Q1 2024/25</p> <p>Better by 1.2 percentage points compared with Q2 2023/24</p>	<p>Kirklees - 71.3% National - 72.5%</p> <p>Breastfeeding rates (Q2 2024/25)</p>
Percentage of people taking up an NHS Health Check invite	Performance	31% (3,845 / 12,412) (Q2 2024/25)*	<p>Q1 2020/21 Q3 2020/21 Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25</p>	<p>Worse by 0.7 percentage points compared with Q1 2024/25</p> <p>Worse by 4.4 percentage points compared with Q2 2023/24</p>	<p>Kirklees - 31% National - 35.7%</p> <p>Percentage of people taking up an NHS Health Check invite (Q2 2024/25)</p>
Suicide rate per 100,000 population**	Performance	12.2 (2021-23)	<p>2019-21 2020-22 2021-23</p>	<p>Worse by 0.3 suicides per 100,000 population compared with 2020-22</p> <p>Worse by 0.8 suicides per 100,000 population compared with 2019-21</p>	<p>Kirklees - 12.2 National - 10.7</p> <p>Suicide rate (persons) (January 2021 to December 2023)</p>

*Quarter 3 data will be available early March 2025

**Annually collected measure, no updated data for quarter 3 2024/25

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of children who are overweight/obese in Year 6*	Performance	37.5% (2,000 / 5,333) (2023/24)		<p>Better by 0.1 percentage points compared with 2022/23</p> <p>Better by 3.2 percentage points compared with 2021/22</p>	<p>Kirklees - 37.5% National - 35.8%</p> <p>(School year 2023/24)</p>
All new sexually transmitted infection diagnoses (rate per 100,000)*	Performance	571 (2023)		<p>Better by 19 diagnoses per 100,000 compared with 2022</p> <p>Worse by 83 diagnoses per 100,000 compared with 2021</p>	<p>Kirklees - 571 National - 704</p> <p>(Jan-Dec 2023)</p>
Cancer screening coverage: breast cancer*	Performance	66.2% (31,160 / 47,090) (Apr 2021 to Mar 2024)		<p>Better by 3.6 percentage points compared with Apr 2020 to Mar 2023</p> <p>Better by 7.7 percentage points compared with Apr 2019 to Mar 2022</p>	<p>Kirklees - 66.2% National - 69.9%</p> <p>(April 2021 to March 2024)</p>
Cancer screening coverage: bowel cancer*	Performance	72.6% (48,865 / 67,280) (Oct 2021 to Mar 2024)		<p>Worse by 1 percentage points compared with Oct 2020 to Mar 2023</p> <p>Better by 0.5 percentage points compared with Oct 2019 to Mar 2022</p>	<p>Kirklees - 72.6% National - 71.8%</p> <p>(October 2021 to March 2024)</p>

*Annually collected measure, no updated data for quarter 3 2024/25. Measures have been updated to the most recent data

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Cancer screening coverage: cervical cancer (aged 25-49)*	Performance	69% (52,105 / 75,550) (Oct 2020 to Mar 2024)	<p>The trend chart shows a line connecting four data points: 70.6% (Oct 2017 to Mar 2021), 70.5% (Oct 2018 to Mar 2022), 69.0% (Oct 2019 to Mar 2023), and 69.0% (Oct 2020 to Mar 2024). The line starts at 70.6%, dips slightly to 70.5%, then drops to 69.0% and remains flat.</p>	<p>Same by 0 percentage points compared with Oct 2019 to Mar 2023</p> <p>Worse by 1.5 percentage points compared with Oct 2018 to Mar 2022</p>	<p>Kirklees - 69% National - 67.5%</p> <p>(October 2020 to March 2024)</p>

*Annually collected measure, no updated data for quarter 3 2024/25. Measures have been updated to the most recent data

Place

Skills & Regeneration Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Occupancy rate of council business centre units rented out (per square foot).	Performance	87.9% (148,901.97 sq ft / 169,368.17 sq ft) (Q3 2024/25)		<p>Better by 0.6 percentage points compared with Q2 2024/25</p> <p>No comparison data available for Q3 2023/24</p>	No benchmarking data is available this is a locally specified measure
Unemployment Rate*	Performance	3.5% (Q2 2024/25)		<p>Better by 0.5 percentage points compared with Q1 2024/25</p> <p>Better by 0.5 percentage points on Q2 2023/24</p>	<p>Kirklees - 4%</p> <p>National - 3.9%</p> <p>(April 2023 - March 2024)</p>
Business deaths*	Performance	375 (Q2 2024/25)		<p>Better by 95 businesses compared with Q1 2024/25</p> <p>Better by 20 businesses compared with Q2 2023/24</p>	<p>Kirklees - 13.3</p> <p>West Yorkshire - 12.6</p> <p>Business deaths per 10,000 people aged 16+</p> <p>(Apr - Jun 2024)</p>

*Updated data provided to the most recent available data, obtain from external sources.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																		
Number of planning applications received - minor	Demand	113 (Q3 2024/25)	<table border="1"> <caption>Minor Planning Applications Trend</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q4 2022/23</td><td>163</td></tr> <tr><td>Q1 2023/24</td><td>155</td></tr> <tr><td>Q2 2023/24</td><td>145</td></tr> <tr><td>Q3 2023/24</td><td>163</td></tr> <tr><td>Q4 2023/24</td><td>165</td></tr> <tr><td>Q1 2024/25</td><td>155</td></tr> <tr><td>Q2 2024/25</td><td>134</td></tr> <tr><td>Q3 2024/25</td><td>113</td></tr> </tbody> </table>	Quarter	Value	Q4 2022/23	163	Q1 2023/24	155	Q2 2023/24	145	Q3 2023/24	163	Q4 2023/24	165	Q1 2024/25	155	Q2 2024/25	134	Q3 2024/25	113	<p>Decrease by 21 applications compared with Q2 2024/25</p> <p>Decrease by 50 applications compared with Q3 2023/24</p>	<p>● Kirklees - 3.1 Yorkshire and the Humber - 3</p> <p>Number of minor planning application decisions per 1,000 properties (Jul 23 - Jun 24)</p>
Quarter	Value																						
Q4 2022/23	163																						
Q1 2023/24	155																						
Q2 2023/24	145																						
Q3 2023/24	163																						
Q4 2023/24	165																						
Q1 2024/25	155																						
Q2 2024/25	134																						
Q3 2024/25	113																						
Number of planning applications received - other	Demand	299 (Q3 2024/25)	<table border="1"> <caption>Other Planning Applications Trend</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q4 2022/23</td><td>347</td></tr> <tr><td>Q1 2023/24</td><td>345</td></tr> <tr><td>Q2 2023/24</td><td>355</td></tr> <tr><td>Q3 2023/24</td><td>347</td></tr> <tr><td>Q4 2023/24</td><td>335</td></tr> <tr><td>Q1 2024/25</td><td>345</td></tr> <tr><td>Q2 2024/25</td><td>318</td></tr> <tr><td>Q3 2024/25</td><td>299</td></tr> </tbody> </table>	Quarter	Value	Q4 2022/23	347	Q1 2023/24	345	Q2 2023/24	355	Q3 2023/24	347	Q4 2023/24	335	Q1 2024/25	345	Q2 2024/25	318	Q3 2024/25	299	<p>Decrease by 19 applications compared with Q2 2024/25</p> <p>Decrease by 48 applications compared with Q3 2023/24</p>	<p>● Kirklees - 7 Yorkshire and the Humber - 6.9</p> <p>Number of other planning application decisions per 1,000 properties (Jul 23 - Jun 24)</p>
Quarter	Value																						
Q4 2022/23	347																						
Q1 2023/24	345																						
Q2 2023/24	355																						
Q3 2023/24	347																						
Q4 2023/24	335																						
Q1 2024/25	345																						
Q2 2024/25	318																						
Q3 2024/25	299																						

Highways, Streetscene & Waste Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																																						
Percentage of street lighting faults attended within published timeframes (7 working days).	Performance	81% (630 / 779) (Q2 2024/25)	<table border="1"> <caption>Street Lighting Faults Trend</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>78%</td></tr> <tr><td>Q2 2020/21</td><td>78%</td></tr> <tr><td>Q3 2020/21</td><td>70%</td></tr> <tr><td>Q4 2020/21</td><td>75%</td></tr> <tr><td>Q1 2021/22</td><td>78%</td></tr> <tr><td>Q2 2021/22</td><td>75%</td></tr> <tr><td>Q3 2021/22</td><td>70%</td></tr> <tr><td>Q4 2021/22</td><td>75%</td></tr> <tr><td>Q1 2022/23</td><td>75%</td></tr> <tr><td>Q2 2022/23</td><td>70%</td></tr> <tr><td>Q3 2022/23</td><td>72%</td></tr> <tr><td>Q4 2022/23</td><td>70%</td></tr> <tr><td>Q1 2023/24</td><td>78%</td></tr> <tr><td>Q2 2023/24</td><td>75%</td></tr> <tr><td>Q3 2023/24</td><td>69.2%</td></tr> <tr><td>Q4 2023/24</td><td>74.0%</td></tr> <tr><td>Q1 2024/25</td><td>78%</td></tr> <tr><td>Q2 2024/25</td><td>81.0%</td></tr> </tbody> </table>	Quarter	Value	Q1 2020/21	78%	Q2 2020/21	78%	Q3 2020/21	70%	Q4 2020/21	75%	Q1 2021/22	78%	Q2 2021/22	75%	Q3 2021/22	70%	Q4 2021/22	75%	Q1 2022/23	75%	Q2 2022/23	70%	Q3 2022/23	72%	Q4 2022/23	70%	Q1 2023/24	78%	Q2 2023/24	75%	Q3 2023/24	69.2%	Q4 2023/24	74.0%	Q1 2024/25	78%	Q2 2024/25	81.0%	<p>Better by 7 percentage points compared with Q1 2024/25</p> <p>Better by 11.8 percentage points compared with Q2 2023/24</p>	<p>No benchmarking data is available</p>
Quarter	Value																																										
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Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark										
% of B and C roads that should be considered for maintenance (categorised as red and may need maintenance)*	Performance	4% (2022/23)	<table border="1"> <caption>Line Chart Data: % of B and C roads for maintenance</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>3.5%</td> </tr> <tr> <td>2020/21</td> <td>2.0%</td> </tr> <tr> <td>2021/22</td> <td>3.0%</td> </tr> <tr> <td>2022/23</td> <td>4.0%</td> </tr> </tbody> </table>	Year	Value	2019/20	3.5%	2020/21	2.0%	2021/22	3.0%	2022/23	4.0%	<p>Worse</p> <p>by 1 percentage points compared with 2021/22</p> <p>Worse</p> <p>by 2 percentage points compared with 2020/21</p>	<p>⬇️</p> <p>Kirklees - 4%</p> <p>Yorkshire and the Humber - 3%</p> <p>(2022/23)</p>
Year	Value														
2019/20	3.5%														
2020/21	2.0%														
2021/22	3.0%														
2022/23	4.0%														
% of A roads that should be considered for maintenance (categorised as red and may need maintenance)*	Performance	4% (2022/23)	<table border="1"> <caption>Line Chart Data: % of A roads for maintenance</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>3.5%</td> </tr> <tr> <td>2020/21</td> <td>2%</td> </tr> <tr> <td>2021/22</td> <td>2%</td> </tr> <tr> <td>2022/23</td> <td>4%</td> </tr> </tbody> </table>	Year	Value	2019/20	3.5%	2020/21	2%	2021/22	2%	2022/23	4%	<p>Worse</p> <p>by 2 percentage points compared with 2021/22</p> <p>Worse</p> <p>by 2 percentage points compared with 2020/21</p>	<p>⬇️</p> <p>Kirklees - 4%</p> <p>Yorkshire and the Humber - 3%</p> <p>(2022/23)</p>
Year	Value														
2019/20	3.5%														
2020/21	2%														
2021/22	2%														
2022/23	4%														
% of U roads that should be considered for maintenance (categorised as red and may need maintenance)*	Performance	28% (2022/23)	<table border="1"> <caption>Line Chart Data: % of U roads for maintenance</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>0%</td> </tr> <tr> <td>2020/21</td> <td>17%</td> </tr> <tr> <td>2021/22</td> <td>17%</td> </tr> <tr> <td>2022/23</td> <td>28%</td> </tr> </tbody> </table>	Year	Value	2019/20	0%	2020/21	17%	2021/22	17%	2022/23	28%	<p>Worse</p> <p>by 11 percentage points compared with 2021/22</p> <p>Worse</p> <p>by 11 percentage points compared with 2020/21</p>	<p>⬇️</p> <p>Kirklees - 28%</p> <p>Yorkshire and the Humber - 15%</p> <p>(2022/23)</p>
Year	Value														
2019/20	0%														
2020/21	17%														
2021/22	17%														
2022/23	28%														

*Annually collected measures, no updated data for quarter 3 2024/25

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																																																									
People killed or seriously injured in road traffic accidents	Performance	42 (Q2 2024/25)	<table border="1"> <caption>Line Chart Data: Road Traffic Accidents</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2020/21</td><td>~55</td></tr> <tr><td>Q2</td><td>2020/21</td><td>~50</td></tr> <tr><td>Q3</td><td>2020/21</td><td>~60</td></tr> <tr><td>Q4</td><td>2020/21</td><td>~45</td></tr> <tr><td>Q1</td><td>2021/22</td><td>~55</td></tr> <tr><td>Q2</td><td>2021/22</td><td>~70</td></tr> <tr><td>Q3</td><td>2021/22</td><td>~72</td></tr> <tr><td>Q4</td><td>2021/22</td><td>~65</td></tr> <tr><td>Q1</td><td>2022/23</td><td>~70</td></tr> <tr><td>Q2</td><td>2022/23</td><td>~65</td></tr> <tr><td>Q3</td><td>2022/23</td><td>~65</td></tr> <tr><td>Q4</td><td>2022/23</td><td>~65</td></tr> <tr><td>Q1</td><td>2023/24</td><td>~60</td></tr> <tr><td>Q2</td><td>2023/24</td><td>72</td></tr> <tr><td>Q3</td><td>2023/24</td><td>~60</td></tr> <tr><td>Q4</td><td>2023/24</td><td>~65</td></tr> <tr><td>Q1</td><td>2024/25</td><td>50</td></tr> <tr><td>Q2</td><td>2024/25</td><td>42</td></tr> </tbody> </table>	Quarter	Year	Value	Q1	2020/21	~55	Q2	2020/21	~50	Q3	2020/21	~60	Q4	2020/21	~45	Q1	2021/22	~55	Q2	2021/22	~70	Q3	2021/22	~72	Q4	2021/22	~65	Q1	2022/23	~70	Q2	2022/23	~65	Q3	2022/23	~65	Q4	2022/23	~65	Q1	2023/24	~60	Q2	2023/24	72	Q3	2023/24	~60	Q4	2023/24	~65	Q1	2024/25	50	Q2	2024/25	42	<p>Better by 8 accidents compared with Q1 2024/25</p> <p>Better by 30 accidents compared with Q2 2023/24</p>	<p>● Kirklees - 52 Yorkshire and the Humber - 60.4</p> <p>Number of people killed or seriously injured in road traffic accidents per 100,000 population (2023)</p>
Quarter	Year	Value																																																												
Q1	2020/21	~55																																																												
Q2	2020/21	~50																																																												
Q3	2020/21	~60																																																												
Q4	2020/21	~45																																																												
Q1	2021/22	~55																																																												
Q2	2021/22	~70																																																												
Q3	2021/22	~72																																																												
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Q1	2023/24	~60																																																												
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Q4	2023/24	~65																																																												
Q1	2024/25	50																																																												
Q2	2024/25	42																																																												

Homes & Neighbourhoods Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark												
Number of closed damp, mould and condensation cases	Demand	1,527 (Q3 2024/25)	<table border="1"> <caption>Line Chart Data: Closed Damp, Mould and Condensation Cases</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2024/25</td><td>588</td></tr> <tr><td>Q2</td><td>2024/25</td><td>1,017</td></tr> <tr><td>Q3</td><td>2024/25</td><td>1,527</td></tr> </tbody> </table>	Quarter	Year	Value	Q1	2024/25	588	Q2	2024/25	1,017	Q3	2024/25	1,527	<p>Increase by 510 cases compared with Q2 2024/25</p> <p>No comparison data available in Q3 2023/24</p>	No benchmarking data is available
Quarter	Year	Value															
Q1	2024/25	588															
Q2	2024/25	1,017															
Q3	2024/25	1,527															
Average length of open damp, mould and condensation cases (in days)	Demand	160 (Q3 2024/25)	<table border="1"> <caption>Line Chart Data: Average Length of Open Damp, Mould and Condensation Cases</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2024/25</td><td>141</td></tr> <tr><td>Q2</td><td>2024/25</td><td>153</td></tr> <tr><td>Q3</td><td>2024/25</td><td>160</td></tr> </tbody> </table>	Quarter	Year	Value	Q1	2024/25	141	Q2	2024/25	153	Q3	2024/25	160	<p>Increase by 7 cases compared with Q2 2024/25</p> <p>No comparison data available for Q3 2023/24</p>	No benchmarking data is available
Quarter	Year	Value															
Q1	2024/25	141															
Q2	2024/25	153															
Q3	2024/25	160															

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percent of Fire risk assessments carried that were due to be carried out.	Performance	100% (47 / 47) (Q3 2024/25)	<p>100.0% 100.0% 100.0%</p> <p>Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Same by 0 percentage points compared with Q2 2024/25</p> <p>No comparison data available for Q3 2023/24</p>	No benchmarking data is available
Percentage of fire risk assessments reported to the regulator that are outstanding.	Performance	0% (Q3 2024/25)	<p>0.0% 0.0% 0.0%</p> <p>Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Same by 0 percentage points compared with Q2 2024/25</p> <p>No comparison data available for Q3 2023/24</p>	No benchmarking data is available
Proportion of emergency responsive repairs completed within timescale.	Performance	95.84% (21,559 / 22,494) (Q3 2024/25)	<p>94.34% 95.80% 95.84%</p> <p>Q4 2021/22 Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25</p>	<p>Better by 0.2 percentage points compared with Q2 2024/25</p> <p>Better by 1.7 percentage points compared with Q3 2023/24</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of disabled facilities grants (DFG) adaptations referrals*	Demand	800 (Q3 2024/25)		Decrease by 94 referrals compared with Q2 2024/25 Increase by 136 referrals compared with Q3 2023/24	No benchmarking data is available
Number of households on the disabled facilities grants (DFG) adaptations waiting list	Demand	841 (Q3 2024/25)		Increase by 195 households compared with Q2 2024/25 Increase by 282 households compared with Q3 2023/24	No benchmarking data is available
Average wait time for a disabled facilities grants (DFG) assessment of need for all tenures (weeks)**	Performance	16 (Q3 2024/25)		Worse by 3 weeks compared with Q2 2024/25 Worse by 4 weeks compared with Q3 2023/24	No benchmarking data is available
Average wait time to deliver disabled facilities grants (DFG) adaptations for all tenures (days)***	Performance	371 (Q3 2024/25)		Worse by 73 days compared with Q2 2024/25 Worse by 18 days compared with Q3 2023/24	No benchmarking data is available

referrals for an assessment, not all assessments result in an adaptation

**not all assessments result in an adaptation

***based on receipt of a recommendation for an adaptation to works marked as paid – council tenants do not get a DFG funded adaptation – these are HRA funded using similar criteria

Development Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of households in B&B temporary accommodation.	Demand	170 (Q3 2024/25)	<p>Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25</p>	<p>Decrease by 48 households compared with Q2 2024/25</p> <p>Decrease by 34 households compared with Q3 2023/24</p>	<p>Red Down Arrow</p> <p>Kirklees - 47.6% Yorkshire and the Humber - 37.9%</p> <p>% of households in B&B temporary accommodation (Q4 2023/24)</p>
Number of applicants on Housing Register	Demand	20,117 (Q3 2024/25)	<p>Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Increase by 945 applicants compared with Q2 2024/25</p> <p>No comparison data available for Q3 2023/24</p>	No benchmarking data is available
Market homes delivered within Housing Growth programme.	Performance	20 (Q3 2024/25)	<p>Q3 2022/23 Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25</p>	<p>Worse by 20 homes delivered compared with Q2 2024/25</p> <p>Better by 6 homes delivered compared with Q3 2023/24</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Affordable homes delivered within Housing Growth programme.	Performance	17 (Q3 2024/25)		<p>Better by 17 homes delivered compared with Q2 2024/25</p> <p>Better by 3 homes delivered compared with Q3 2023/24</p>	No benchmarking data is available

Environmental Strategy & Climate Change Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Average cost per child accessing home to school transport for the quarter	Performance	£1,416 (Q3 2024/25)		<p>Worse by £343 per child within the quarter compared with Q2</p> <p>No comparison data available for Q3 2023/24</p>	DfT are looking at collecting data nationally next year

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percent of Councillor enquires (across the whole Council) responded to within timeframe	Performance	89% (1,076 / 1,212) (Q3 2024/25)		<p>Worse by 3 percentage points compared with Q2 2024/25</p> <p>Better by 1 percentage points compared with Q3 2023/24</p>	No benchmarking data is available
Number of Councillor enquires received across the whole Council	Demand	1,458 (Q3 2024/25)		<p>Decrease by 259 enquires compared with Q2</p> <p>Decrease by 174 enquires compared with Q3 2023/24</p>	No benchmarking data is available
Number of Hackney carriage and private hire licenses	Demand	1,154 (Q3 2024/25)		<p>Increase by 33 licenses compared with Q2 2024/25</p> <p>Increase by 37 licenses compared with Q3 2023/24</p>	<p>◆</p> <p>Kirklees - 8.1 West Yorkshire - 8.1 Total licensed vehicles (Taxis, Private Hire Vehicles (PHVs)) per 1,000 people aged 16+ (45383)</p>
Number of noise pollution complaints	Demand	592 (Q3 2024/25)		<p>Decrease by 408 complaints compared with Q2 2024/25</p> <p>Decrease by 92 complaints compared with Q3 2023/24</p>	<p>◆</p> <p>Kirklees - 8.2 Yorkshire and the Humber - 8.1 Rate of complaints about noise per 1,000 population (2020/21)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark								
Food hygiene percent of premises rated 4 stars	Performance	17.46% (701 / 4,014) (End of Q3 2024/25)*	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2024/25</td> <td>20.2%</td> </tr> <tr> <td>Q2 2024/25</td> <td>20.5%</td> </tr> <tr> <td>Q3 2024/25*</td> <td>17.5%</td> </tr> </tbody> </table>	Quarter	Value	Q1 2024/25	20.2%	Q2 2024/25	20.5%	Q3 2024/25*	17.5%	<p>Worse</p> <p>by 3 percentage points compared with the end of Q2 2024/25</p> <p>No comparison data available for the end of Q3 2023/24</p>	No benchmarking data is available
Quarter	Value												
Q1 2024/25	20.2%												
Q2 2024/25	20.5%												
Q3 2024/25*	17.5%												
Food hygiene percent of premises rated 5 stars	Performance	70.6% (2538 / 3,593) (End of Q3 2024/25)	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2024/25</td> <td>68.3%</td> </tr> <tr> <td>Q2 2024/25</td> <td>69.0%</td> </tr> <tr> <td>Q3 2024/25</td> <td>70.6%</td> </tr> </tbody> </table>	Quarter	Value	Q1 2024/25	68.3%	Q2 2024/25	69.0%	Q3 2024/25	70.6%	<p>Better</p> <p>by 1.6 percentage points compared with the end of Q2 2024/25</p> <p>No comparison data available for the end of Q3 2023/24</p>	No benchmarking data is available
Quarter	Value												
Q1 2024/25	68.3%												
Q2 2024/25	69.0%												
Q3 2024/25	70.6%												
Carbon dioxide equivalent (CO2e) emissions for the District (measured in kilotonnes of carbon dioxide equivalent (KT CO2e))	Performance	1,945 (End of Q3 2021/22)	<table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>2,023</td> </tr> <tr> <td>2020</td> <td>1,806</td> </tr> <tr> <td>2021</td> <td>1,945</td> </tr> </tbody> </table>	Year	Value	2019	2,023	2020	1,806	2021	1,945	<p>Better</p> <p>by 139 KT CO2e compared with 2020</p> <p>Worse</p> <p>by 78 KT CO2e compared with 2019</p>	<ul style="list-style-type: none"> Kirklees - 1945 ● Bradford - 2153 ● Calderdale - 1075 ● Wakefield - 2033 <p>CO2e emissions for the District (KT CO2e) (2021)</p>
Year	Value												
2019	2,023												
2020	1,806												
2021	1,945												

*Data for food hygiene measures are a snapshot in a point in time, the data for Q3 was taken on the 25th February 2025

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REPORT TITLE: CORPORATE RISK: QUARTERLY REPORT 3 2024/25

Meeting:	Cabinet
Date:	11th March 2025
Cabinet Member (if applicable)	Cllr Tyler Hawkins
Key Decision Eligible for Call In	No No – Information report
Purpose of Report To provide a report on corporate risk management for the third 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 3 March 2025
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney 3 March 2025
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Samantha Lawton 3 March 2025

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
Alice Carruthers Senior Risk Officer.
- 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

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Corporate Risk Report, Quarter 3 2024/25



Q3 Summary position:

- There have been no new risks raised, and no risks removed this quarter.
 - Note that risk 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) remains, although we have had notification from the Care Quality Commission of their intentions to inspect. We have submitted the required evidence, data and self assessments. Consideration of the removal / rewording of this risk will take place in advance of the Q4 report.
- Increases in risk score:
 - There have been no risks that have increased in score this quarter.
- Reductions in risk score:
 - Risk DEV01, Corporate Assets portfolio management, has reduced in score from '12' to '9' meaning it remains an Amber rated risk. The reduction is driven by an improved position relating to fire safety, better than expected progress on asset disposals and continued strong building safety compliance performance.
- Changes to risk score:
 - Budget monitoring and management score remains unchanged at a Red rated '20' however the Likelihood score has increased, and Impact score decreased. This reflects the anticipated budget overspend position at the end of 2024-25 but acknowledges there are agreed plans in place to offset the overspend position.



Summary overview (page 1 of 2)

Reference	Risk Description	Risk Owner	Risk Score (R)	Direction of travel
FIN01	Budget monitoring and management	Kevin Mulvaney	20	↔
FIN02	Medium term financial stability	Kevin Mulvaney	20	↔
PS01	Talent management	Shauna Coyle	16	↔
LGC04	Contract management	Samatha Lawton	16	↔
SI03	Cyber security	Terence Hudson	16	↔
HN01	Housing safety & quality	Janet Sharpe	16	↔
CF02	SEND provision	Jo-Anne Sanders	16	↔
DEV02	Homelessness and housing stock availability	Joanne Bartholomew	16	↔
FIN03	Capital plan management	Kevin Mulvaney	15	↔
SI01	Data integrity	Mike Henry	12	↔
LGC02	Information governance	Samantha Lawton	12	↔
LGC03	Procurement processes	Samantha Lawton	12	↔



Summary overview (page 2 of 2)

Reference	Risk Description	Risk Owner	Risk Score (R)	Direction of travel
HP01	Emergency planning & business continuity	Jane O'Donnell	12	⇒
CAS01	Community cohesion, wellbeing & resilience	Jill Greenfield	12	⇒
AH01	Adults safeguarding	Cath Simms	12	⇒
AH03	Data insight for operational delivery of Adult Social Care	Cath Simms	12	⇒
ECC01	Climate change	Kat Armitage	12	⇒
DEV01	Corporate assets portfolio management	Joanne Bartholomew	9	↓
PS02	Potential for industrial action	Shauna Coyle	9	⇒
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	Children's safeguarding	Vicky Metherringham	6	⇒
SO02	Relationships with key partners	Stephen Bonnell	6	⇒



FIN01 Budget Monitoring and Management

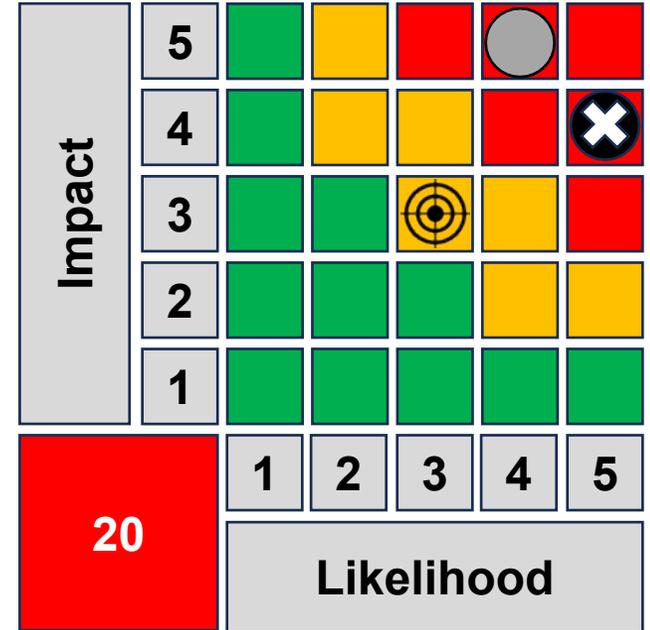
Risk of in year budget overspend caused by failure to maintain sufficient level of priority and focus on achieving agreed savings targets resulting in a negative outturn position impacting on following year budget

Risk Owner: Kevin Mulvaney, Service Director Finance

Quarterly update:

- The risk score is changed to reflect the likelihood that the 24/25 budget will overspend and will require a call on reserves to balance. Further detail is included in the Q3 monitoring report
- Appropriate governance is in place to provide ongoing monitoring of the budget position and ensure required action is taken promptly
- It should be noted that the outlook for the remainder of 2024-25 is stabilising around some of the key in year pressures the Council has faced this year

 **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, monthly reporting to ELT, quarterly to and Cabinet, Scrutiny & Outturn to full council
3. Monthly monitoring of savings trackers
4. Dedicated finance managers for each service areas
5. 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
 - Q3 – 13 February 2025
2. Restrictions in place for non-essential expenditure
 - People Panel review of staffing recruitment
 - 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, work remains ongoing
4. Finance Director to review all reserves and balances as a potential method of partially offsetting in year overspends

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 remains high to reflect the indicative financial gap over the next 5 years
- Balanced Budget presented at Cabinet Feb 2025 to be debated at Full Council in March
- Concern remains over the reducing level of reserves held by the Council
- DSG deficit position remains a risk in the event of the removal of the Statutory override



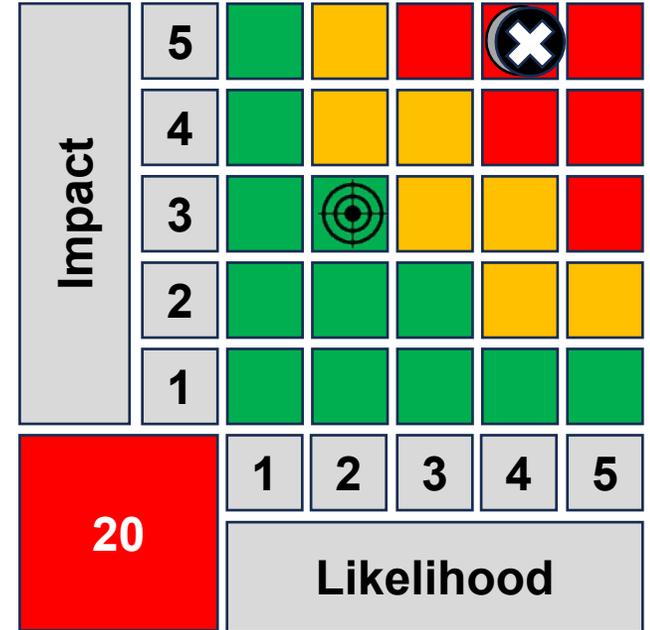
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. 5-year financial plan (2025/6 to 2029/30) agreed by Council in September 2024. Plan is updated annually.
 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 quarterly updates to Cabinet
 5. Treasury Management - TM strategy and plan recommended to and approved by the Corporate Governance & Audit Committee and Cabinet
- External Audit – Final accounts and VFM report to be presented at CGAC in January.
- Structured approach to identifying and implementing budget changes to achieve savings.

Further actions underway to address risk:

1. Detailed review of medium-term plan and savings gap, report to Cabinet in September 2024. Budget proposals considered by Cabinet in December 2024 for 2025/26. Savings have been proposed to balance the budget are £27.6m.
2. Updated MTFP will be produced in Summer 2025 to take into account Fair Funding Review and fully updated reserves strategy
3. Safety Valve Agreement has been extended and will now end in 2029-30 (previous date 2026-27)
 - Monthly monitoring of expenditure against high needs block.
 - Q3 position indicates that deficit will not be eradicated by 2030. Meetings with DfE in place to monitor financial position.
 - Council maintains commitment to £2.1m pa contribution for 5 years.

FIN03 Capital Plan Management

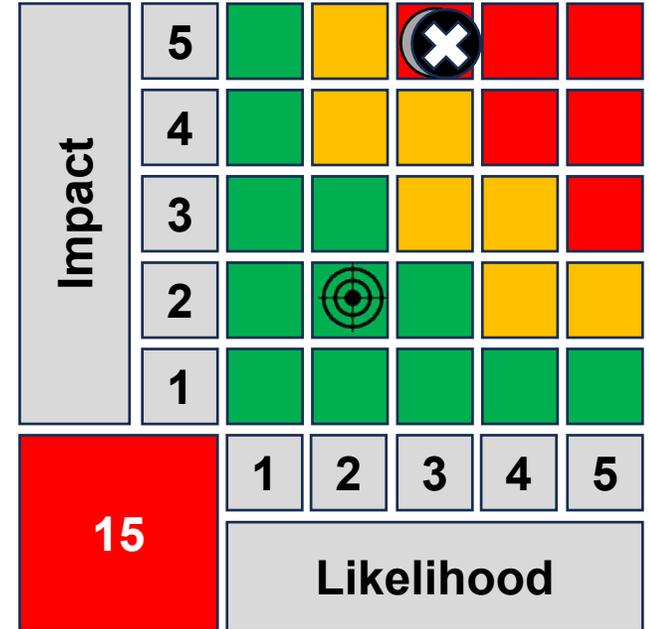
Failure to develop, monitor and achieve the Capital Plan leading to impacts on the revenue account and reserves position.

Risk Owner: Kevin Mulvaney, Service Director Finance

Quarterly update:

- Reprofiling of capital plan takes place quarterly
- The capital plan rollover starting position was £340m for 2024-25, as at Q3 this position stands at £170m

 **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 & to be updated for Climate considerations

Further actions underway to address risk:

1. Capital challenge sessions to review options for rephase, defer, stop planned.
2. Detailed monitoring of Treasury Management budgets to assess affordability of the capital plan
3. Identification of alternative funding sources by relevant services to mitigate cost overspends.
4. Asset disposal - Annual capital receipts targets agreed and capital receipts monitoring to be included in quarterly updates.
5. During 2025 plan will be reviewed to address Climate commitments of the Council

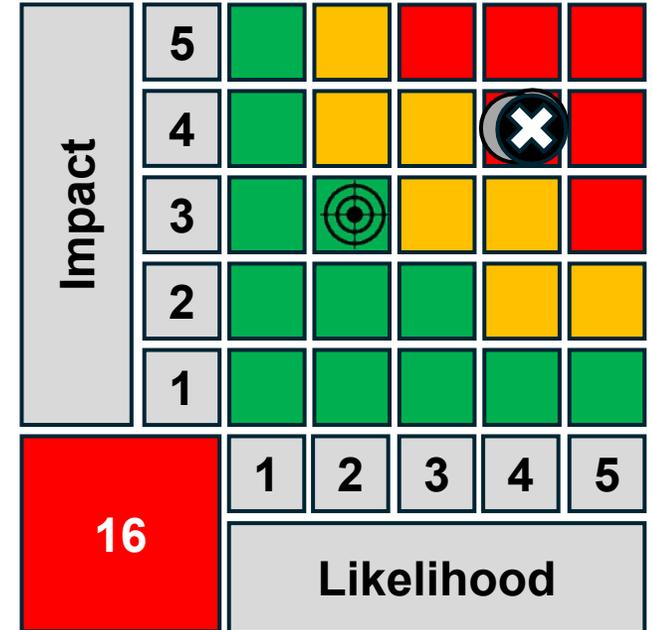
PS01 Talent Management

Failure to attract, recruit & retain staff to meet the demands of the organisation due to broader labour market challenges, expectations relating to pay & reward and national / regional shortages in some specialist areas and negative publicity on local government finances

Risk Owner: Shauna Coyle, Head of People Services

Quarterly update:

- Continued active management of recruitment and service redesign activity, utilising deployment as a key mitigation against redundancy and supporting internal talent progression as a priority.
- Some technical / professional roles remain in high demand and short supply, with perceptions about local gov't financial challenges and private sector salaries adding to the issue
- Continue to see a high reliance on agency staff in some technically specialist areas - targeted work in high spend areas is underway utilising different recruitment options to reduce spend



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 eg. younger people through targeted apprenticeships, training and career development opportunities as well as targeted 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 workforce planning - new resource planning tool developed
2. Scoping activity on Employee Value Proposition project
3. Exit and entry survey response analysis underway
4. Continue to evolve support through change learning and resources
5. Continued piloting and refining use of specialist support for hard to fill roles
6. Investment in LinkedIn Recruiter licenses to support direct sourcing
7. Piloting revised approach to work experience and careers outreach in some services
8. Participation in local government recruitment campaign and national LGA talent transformation workshops to develop solutions to common recruitment and retention challenges
9. Focus on sickness reduction

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 any compulsory redundancies.

Risk Owner: Shauna Coyle, Head of People Services

Quarterly update:

- There continues to be complexity and a high volume of employee relations matters under management, driven by the level of service change activity
- Continue to meet formally and informally with Trade Union (TU) colleagues at senior and service level to encourage positive TU relationships



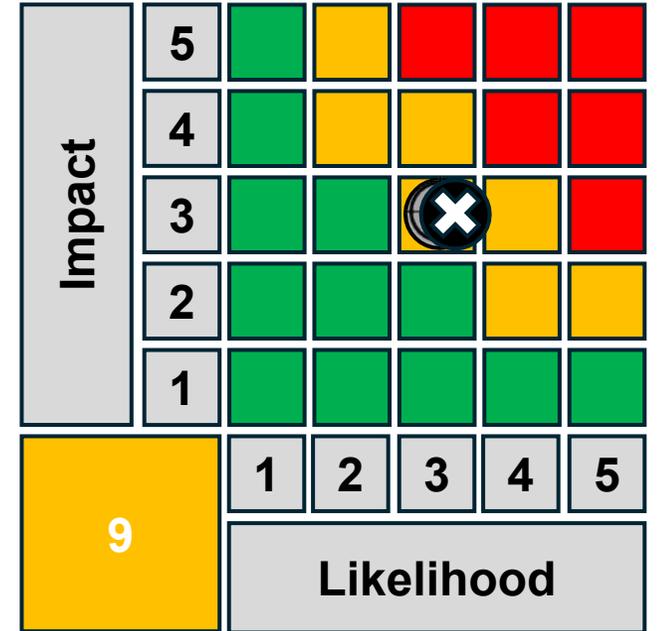
Current risk score



Previous risk score



Target risk score



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

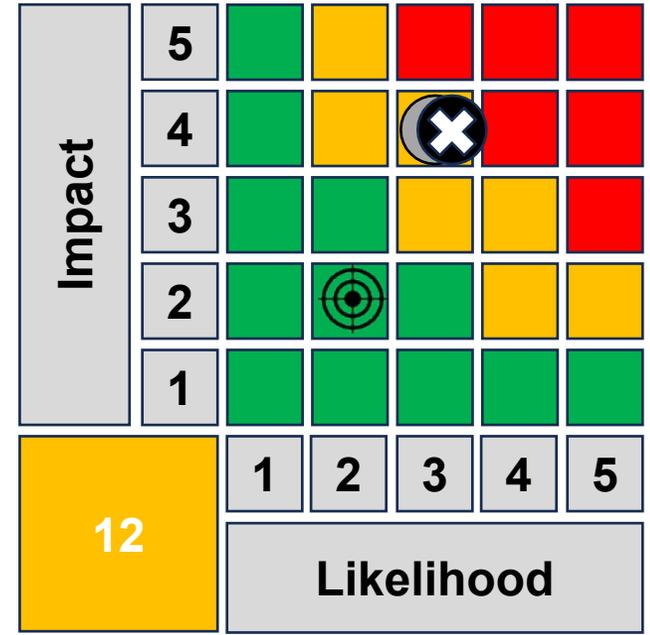
Risk of poor/uninformed decision making, failure to maximise income or inability to comply with statutory requirements caused by data integrity issues leading to reputational damage, ineffective resource allocation and/or a reduction in Council funding

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

Quarterly update:

- Continued focus on enabling delivery within areas subject to regulatory oversight and / or new regulatory requirements as well as support to activity that is a Transformation priority.
- Progress being made in areas where specific interventions and support is in place.
- Council-wide data apprenticeship programme due to be launched in Q4 2024/25 aimed at improving data literacy.

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



Controls in operation:

- Regular prioritisation of Data & Insight resources and activity to ensure they reflect council priority areas. This includes weekly reviews for critical and high-risk areas (e.g., Children's Social Care, Adults Social Care).
- Targeted interventions in high risk/profile areas such as Homes and Neighbourhoods, Early Support and Adult Social Care.
- Robust internal audit processes to validate data for external funding claims (e.g. Supporting Families).

Further actions underway to address risk:

- Development of a Data Management Strategy for the Council.
- Improvements in data literacy across the Council. A data apprenticeship programme targeted at staff across the Council is being initiated.
- Recruitment into the Data & Insight Service. Delivery of this action is critical for progress on action 1 to happen within acceptable timescales. Whilst some progress has been made, it will be several months before this resource is in place.
- Working collaboratively with services to raise awareness of data management and governance requirements.
- Increased focus on data migration decisions, plans and approaches when implementing new applications across the Council.
- Additional work to ensure that data processes are integrated properly for delivery of management information

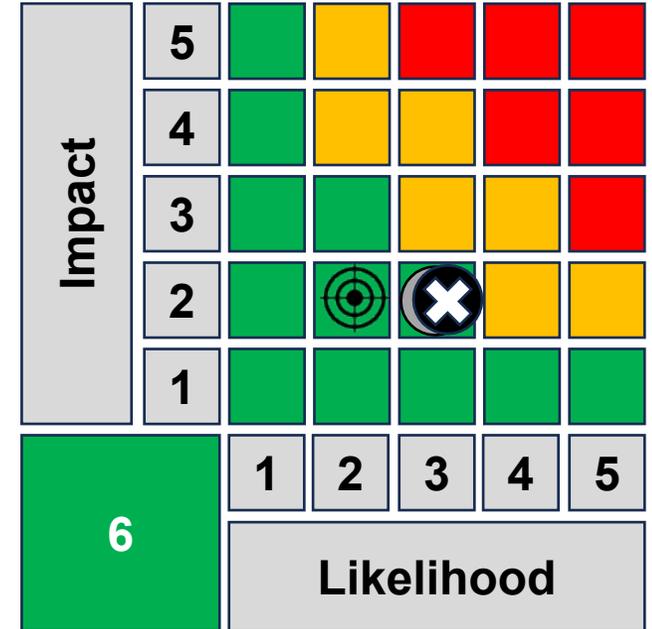
SI02 Relationships with key partners

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:

- Council budget engagement launched, including discussions with key partners at Partnership Executive in December 2024
- Working closely with Third Sector Leaders to identify resources for the future of the community anchor programme and other key areas of third sector capacity, which underpin a number of key outcomes
- Effective relationships with key partners have supported clear and prompt decision making and enabled progress to be made in complex, time sensitive and heightened pressure situations



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. All but the Inclusive Economy Strategy now agreed.
4. Outside body representation formally noted at Corporate Governance & Audit Committee on annual basis
5. External Funding Strategic Relationship Mapping across all directorates coordinated corporately
6. Briefing arrangements to support members and officers attending meetings

Further actions underway to address risk:

1. A number of discussions at a West Yorkshire level around key funding areas, in particular the extension of the UK Shared Prosperity Fund
2. Work restarted on developing the Team WY Partnership Action Plan to guide preparations for further devolution
3. Inclusive Economic Strategy drafted and ready for consultation
4. Council budget consultation underway
5. Further external funding strategic relationship development based on the 2023 relationship analysis and mapping, with a refresh of this mapping planned
6. Building connections between teams to support broader relationships and connections, minimising the risk associated with individual relationships and points of contact, especially with respect to working with the third sector. Further work with Third Sector Leaders required to develop this further.

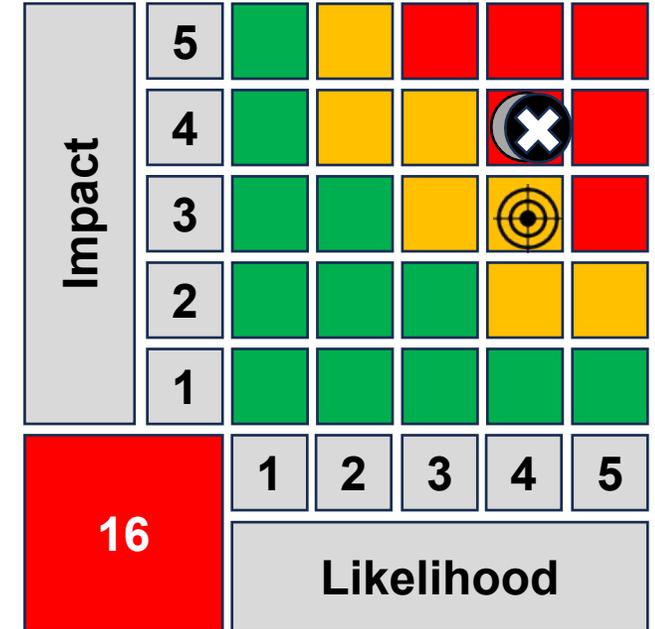
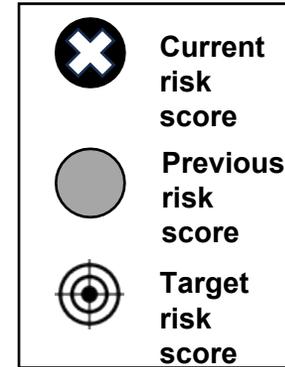
SI03 Cyber Security

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:

- Global threats remain as is with an increase of activity around global conflicts and general election. Some significant global incidents have come to light over the last quarter.
- PSN Pen test undertaken, remediation plan will be submitted to DHCLG Cyber Team.
- CAF work progressing and council has been awarded £15k grant to continue the work.
- Work starting on understanding the opportunities with O365 E5 licensing.
- Commenced the project to adopt the national Cyber Assessment Framework (CAF) in line with the NHS and Government. This will not replace PSN but will replace DSPT in future.



Controls in operation:

1. Documented and approved Cyber Strategy. A WY ICS Cyber Strategy is being developed which we will adopt and replace the existing 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 / LLM
4. Explore the possibilities and cost implications of further perimeter controls
5. Awareness of/action to improve data management through third party suppliers
6. Work underway, led by Kirklees Council, on the development of a WY ICS Cyber Strategy that can be adopted by the council wider than Health & Social Care.
7. CAF work has started with three critical systems identified – Adults, SAP and Council Tax. Work will progress through to Summer 2025.

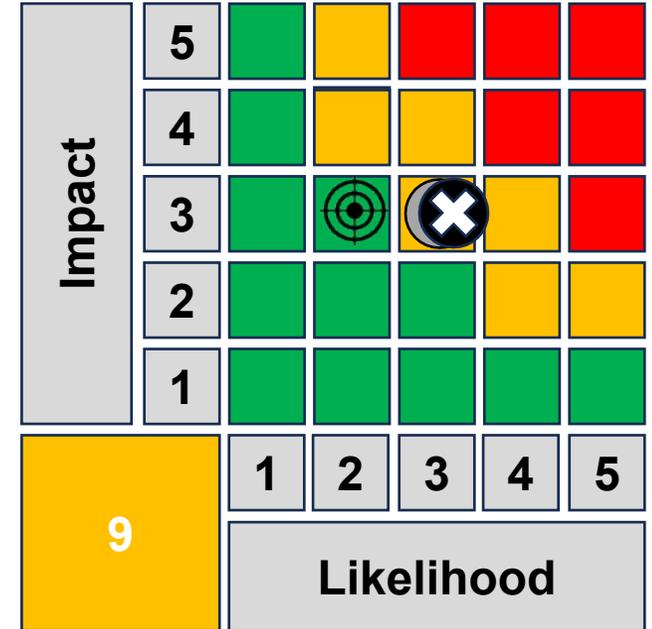
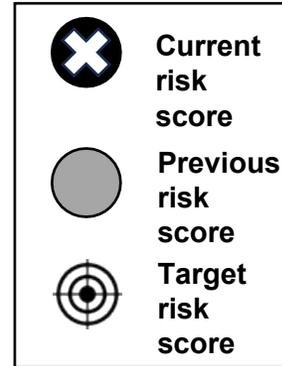
LGC01 Corporate Governance Failure

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:

The External Auditors report identifies some concerns as regards decision making although this is based on a small sample. The Council needs to ensure that where decisions are required, these are made following the necessary processes before decision-making by the appropriate body supported by full financial and other information. It is acknowledged that the current financial pressures will necessitate decisions that are not universally popular, and with impacts felt more by certain service users. Whilst there is reputational risk associated with these decisions, this does not mean that the appropriate decision-making process has not been followed.



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

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
 - Constitution Working Group is up and running (with agreed terms of reference)
 - Reports will proceed to CGAC as part of the updating of the Constitution by the Monitoring Officer (likely Q4 24/25)

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 large volumes of FOI and Data Protection Requests. Q3 sees an increase in SARs but a slight decrease in FOI/EIR requests on the same period last year.
- Internal audit commenced on Data Sharing Practices – recommendations due in early Q4.
- Work towards compliance with the 2024/25 DSPT requirements continued.
- Q2 compliance report was presented to the Information Governance Board.
- Launch of the new FOI Policy



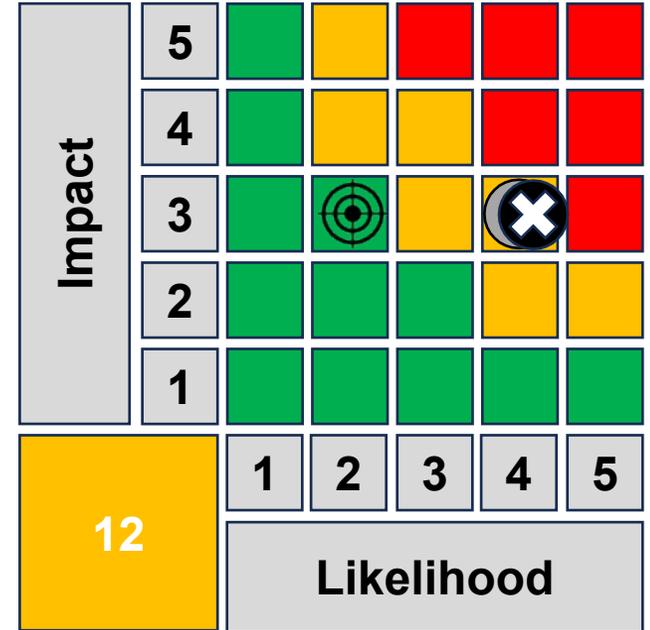
Current risk score



Previous risk score



Target risk score



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
 - Policy and action plan were presented to the IG Board in Aug 24, signed off and launched in Oct 2024.
4. Review of IG Team ways of working to address SARs backlog.
 - New IG Assistant post added to the IG Team

LGC03 Procurement

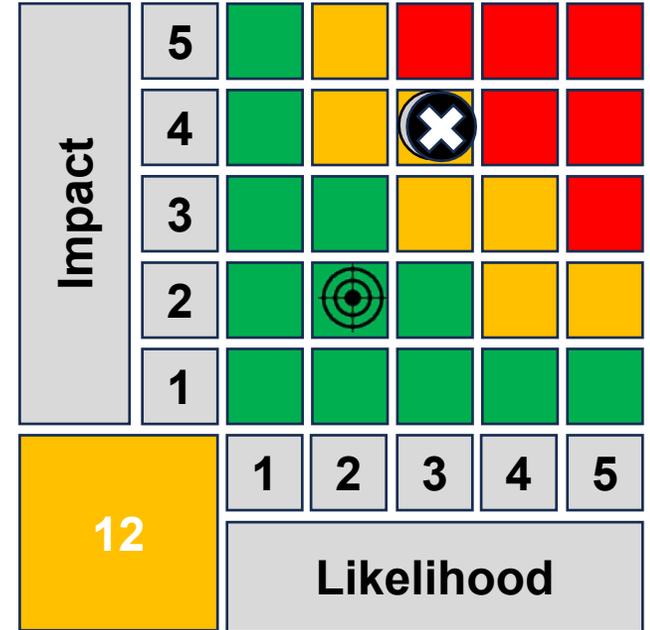
Risk that the council enters into contracts with suppliers / commissioned service providers that do not secure the intended outcomes, due to inadequate or non-adherence to processes and procedures resulting in increased costs, reduced benefits and possible statutory breaches and reputational damage.

Risk Owner: Samantha Lawton, Service Director Legal & Commissioning

Quarterly update:

Work to prepare for the new regulations is ongoing, with dedicated support identified within the team to ensure we are fully prepared by the go-live date of 24 February.

Recruitment for two Strategic Category Manager roles is currently underway to replace the current post holders who will be leaving the Council during Q4.



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. Effective pipeline management through use of the Procurement tracker, linked to measures outlined in Procurement Strategy
5. Utilise the regional procurement portal - YORtender
6. Category managers aligned to service areas
7. Contract register maintained
- Contract Assurance Oversight 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 are being developed
2. Procurement Act
 - New procurement regulations come into force February 2025
 - Task & Finish group established to oversee delivery of required change
 - Implementation and Action Plan put in place to manage roll out

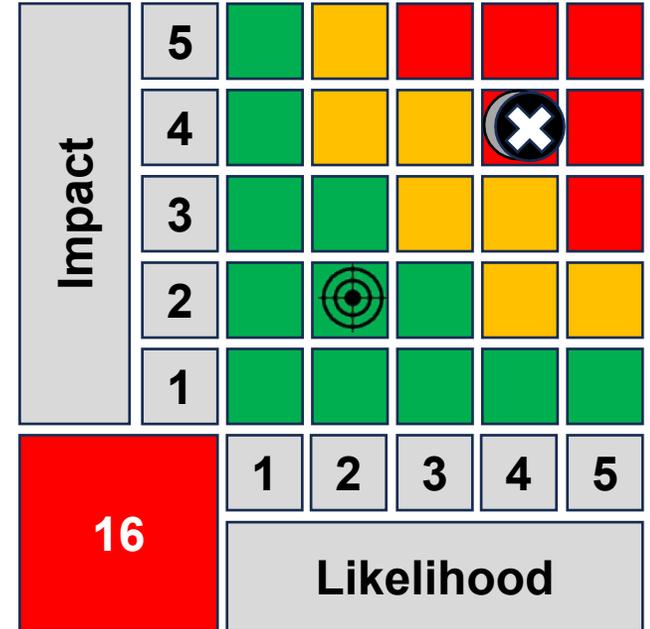
LGC04 Contract Management

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:

Lack of consistency in contract management has been highlighted as an area for improvement within the External Auditors annual report with activity now underway to address. Several staff members who handle contract management as part of their role are enrolled in the Contract Management Pioneer Programme, which is run by the Government Commercial College, with the objective to improve contract management skills in several service areas. Transformation support for contract management has been made available. This project will be led by the Contract Assurance and Oversight Board.



Controls in operation:

1. Contract Assurance Oversight Board (CAOB) 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

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. Ensuring each contract contains clear and detailed specification, enhancing the likelihood that delivery will be as anticipated, on time and within expected resources
3. Developing methodologies to ensure best outcomes from PFI contracts as they approach termination, involving all stakeholders
4. Procurement Act 2024 requires additional contract management actions and reporting for high value contracts (over £5m).

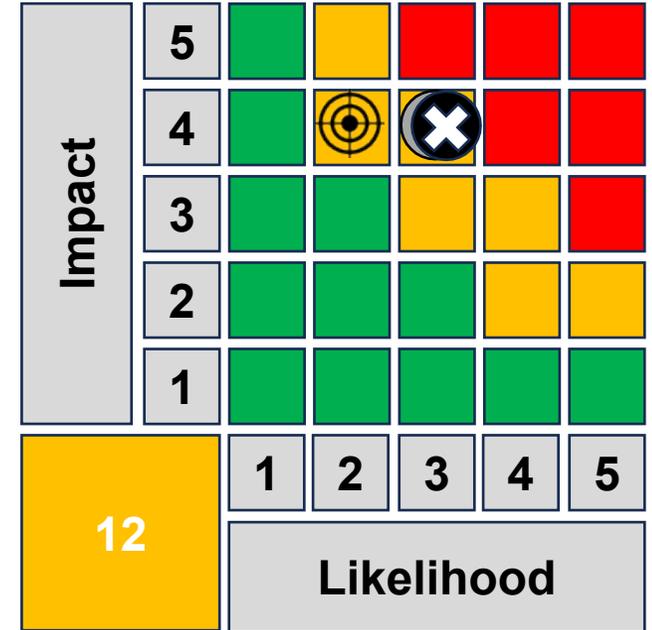
HP01 Emergency Planning & Business Continuity

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:

- Major Incident Plan continually reviewed in-line with review schedules and learning from our incident response.
- Emergency Preparedness, Resilience & Response (EPRR) audit of Kirklees Compliance has completed and submitted.
- KC directors trained and exercised on EP role.
- Annual report delivered to Corporate Governance and Audit Committee.
- Communication framework agreed for the response to a major IT outage



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. Continue to prepare for the introduction of the 'Protect Duty'
2. Revisions to the monthly Business Resilience Report risk descriptors have been implemented to ensure alignment, but not duplication, with Service Risk Registers
3. Lockdown and Run, Hide, Tell procedures continue to be rolled out.
4. Review London Bridge Plan

HP02 Health & Safety

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:

- Corporate H&S Policy has been approved by CEO and Leader of the Council
- Terms of Reference for H&S Oversight Board have been reviewed and agreed by the Board
- Annual H&S Report delivered to CGAC
- An interim target of 60% completion rate for H&S training has been set pending outcome of broader review of strategy for assignment and monitoring of mandatory modules
- IOSH Senior Executive refresher training continues
- Tools Purchasing Policy has now been approved by Head of Property Services



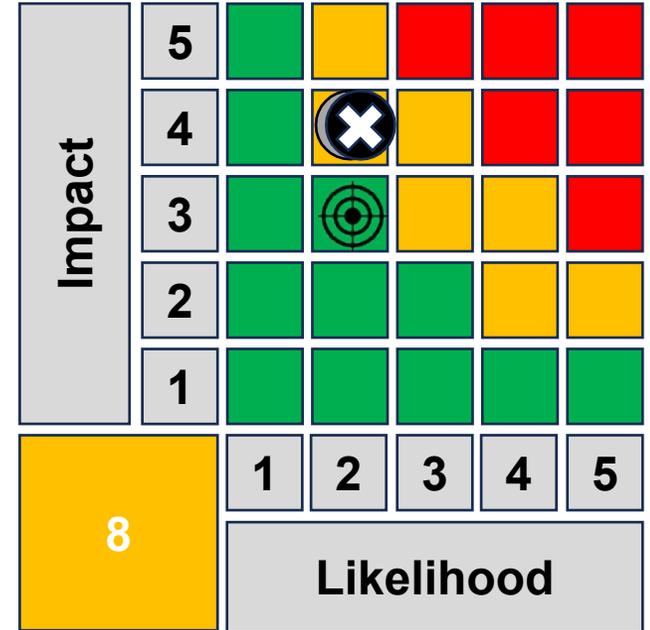
Current risk score



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 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. Continue to monitor compliance with Hand Arm Vibration Syndrome (HAVS) to ensure all required mitigations are consistently applied across services by the Corporate Safety Team.
2. RIDDOR reporting processes continue to be monitored to ensure timely reporting.
3. Consider scope of mandatory H&S training for Senior Leaders
4. Continue to monitor compliance within Homes and Neighbourhoods to improve H&S

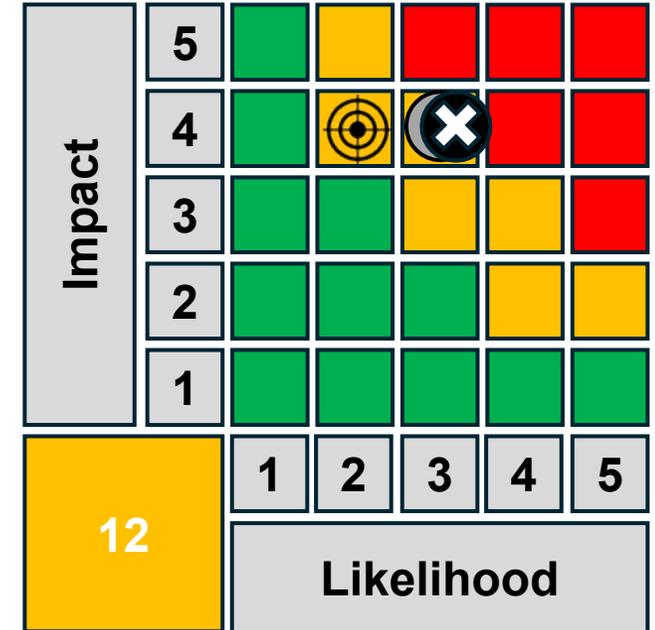
AH01 Adults Safeguarding

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:

- Phased pilot of new safeguarding/FDD team at Adult Social Care Front Door, capacity issues have delayed the full pilot. Learning to be incorporated into long term future model.
- Clarity on reporting for Care Act Section 42 enquiries agreed, deep dive in Q3 identified some Data Quality issues.
- Referrals backlog reduced, learning informing the KD/CHSCH integration work
- Waiting Well policy rolled out in the hubs – S42 enquiries allocated within 48 hours
- Communications sent to all ASC staff re mandatory safeguarding training



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 – being reviewed.
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
8. Prioritisation and escalation managed by Safeguarding Service Manager
9. Large Scale Safeguarding Enquiry (LSE) policy is being reviewed

Further actions underway to address risk:

1. Long-term ASC front door safeguarding team to be agreed for Q1 2025-26 implementation
2. Integrated front door (KD/CHSCH) formal service change to be implemented in Q4 2024-25
3. Improvement plan for Data Quality for safeguarding referrals, concerns and S42 enquiries agreed.
4. PIPOT policy is being revised, to ensure internal processes are clear and in line with parallel Council procedure's
5. Reporting on mandatory safeguarding training to be reported at the new Adults L&OD group

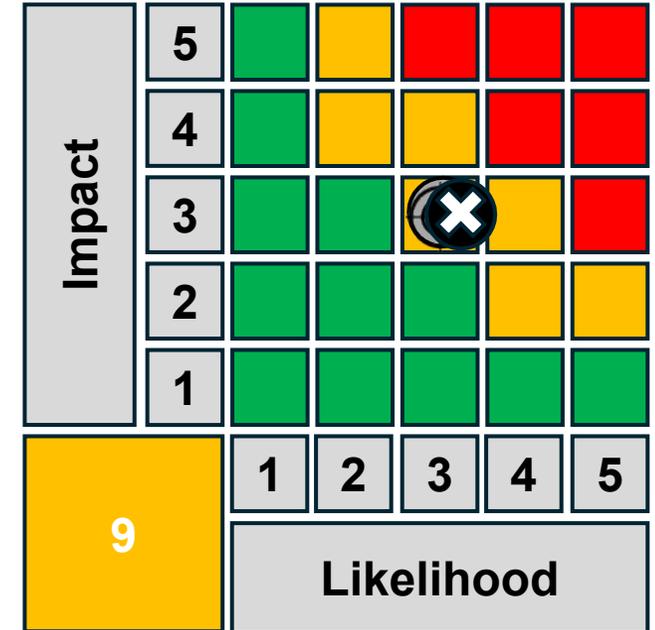
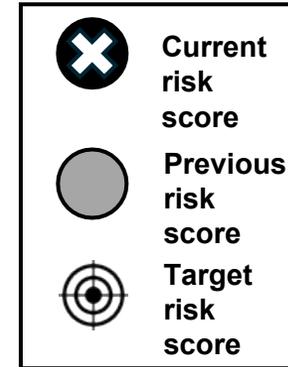
AH02 Adult Social Care assurance framework

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:

- Notification of CQC inspection was received on 9th December, Go Plan enacted
- Information Return submitted as per CQC timescales
- Data quality and integrity issues identified as part of the IR38 return, action plan written and agreed to improve for the CQC site visit.
- Some additional areas of improvement identified following submission of IR38 – plan to be agreed at CQC Board for improvement.
- 50 cases for submission identified and quality checked. Additional quality checks to take place over the next 3 months



Controls in operation:

1. CQC Assurance project group established, and progress updates provided to SCLT on a regular basis
2. CQC data pack has been developed with Data & Insight – will be reported into SCLT monthly
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.
4. Internal communications strategy in place to build staff awareness, understanding and engagement with the inspection process

Further actions underway to address risk:

1. Core member of regional ADASS group for peer support and sharing best practice
2. ADASS and Partners in Care and Health sessions with staff arranged in Jan and Feb – CEO and DASS to attend.
3. Scoping the management presentation for site visit
4. Information sessions available regionally for senior managers and portfolio holder to attend.
5. Regional peer support meetings introduced (all West Yorks LA's have now received notification of inspection)
6. Quality and performance dashboards to be rolled out to all assessment teams to support with improvement plans
7. CQC preparation will report into ELT as part of new process for assurance

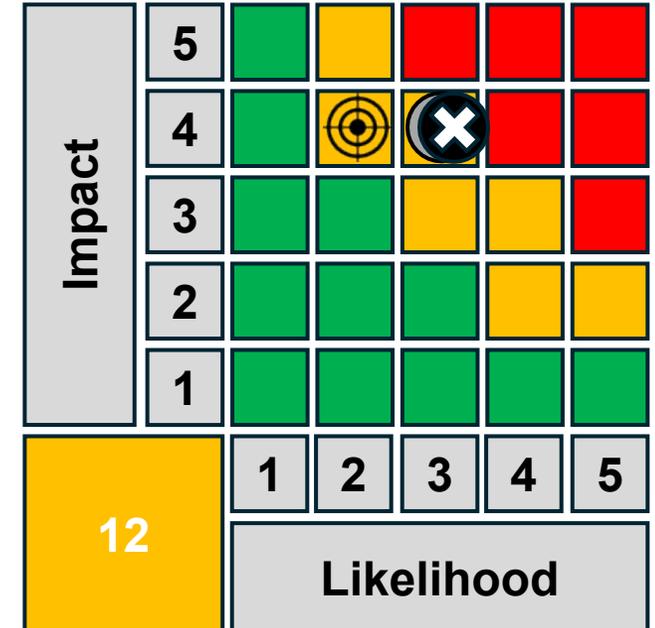
AH03 Data Insight for operational delivery of adult services

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:

- Reporting requirements for SCLT and Portfolio holder has been agreed, ensuring aligned with CQC data return. First update will be M10
- Clarity on the approach for monitoring performance – e.g. waiting lists, allocations and outcomes agreed operationally and with Data & Insight
- Identified issues related to operational dashboards to allow for development.
- Data pack produced for CQC submission, whilst significant data quality and reporting issues were identified these were rectified in advance of the return being made



Controls in operation:

1. Data Intelligence - Weekly Data and Insight Workstream meetings to provide updates on progress of Tableau dashboards.
2. Weekly Adults / Data & Insight prioritisation meeting
3. Form created to monitor addition Data & Insight request to prevent duplication and prioritisation risk.
4. Additional Data & Insight resource agreed (to February)
5. Quality Improvement Officers working with the teams to identify data quality issues to feed into dashboard development.

Further actions underway to address risk:

1. Performance and Quality dashboards to be rolled out to all operational assessment teams in Q4
2. Data Quality report to be created and shared with teams in Q4
3. Report performance linked to CQC requirements at SCLT
4. Data & Integrity capacity issues raised by and to the service.

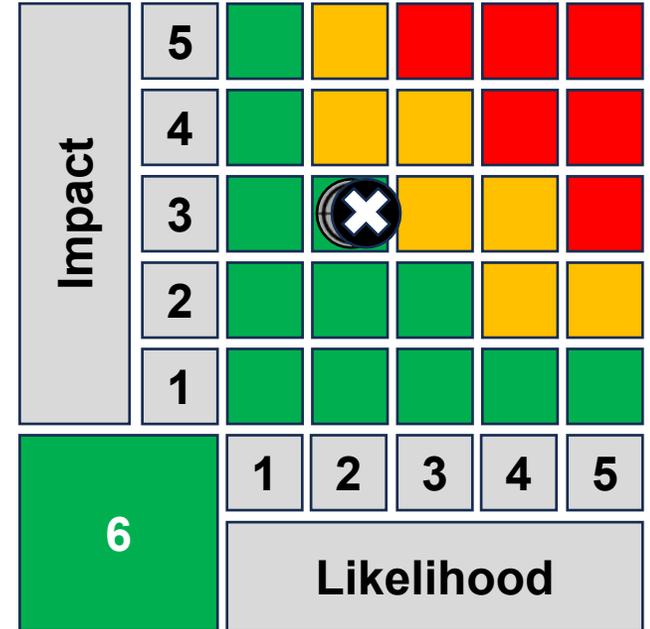
CF01 Childrens Safeguarding

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:

No change this quarter. All controls and actions remain in place.



Controls in operation:

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

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Further actions underway to address risk:

1. 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. On track for completion in Q4 2024/25
 - Phase 3: Date tbc.

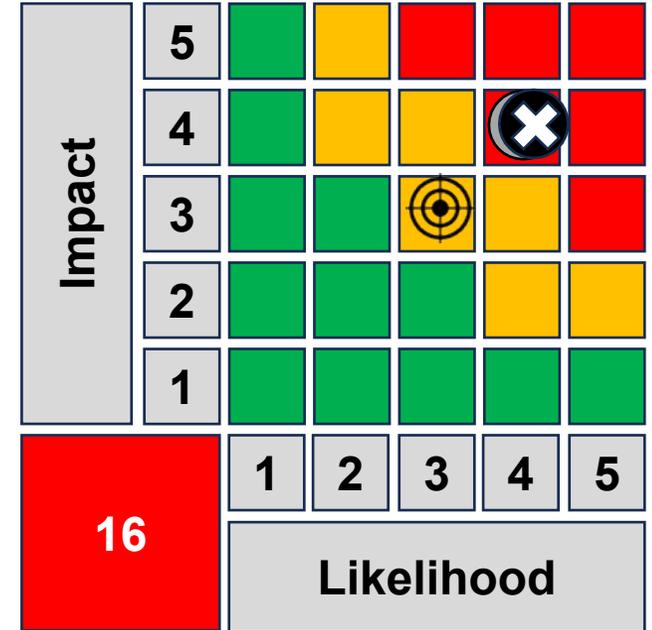
CF02 Sufficiency of SEND provision

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:

- EHCP demand continues to be high, but compliance rates are showing positive improvement.
- Positive feedback, with recognition of challenges, from DfE / NHS England at WSoA catch up.
- Pupils have now started at Woodley School & College and building works completed with positive feedback from portfolio holders and headteacher on the co-production
- Safety Valve - Quarterly report submitted with continuation of funding agreed
- SEND Area Inspection anticipated in early 2025



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. Clear, documented process in place for EHCPs.
6. 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.
7. Safety Valve commitments – plan agreed and in place, DfE engaged.

Further actions underway to address risk:

1. Migration of case file management to liquid logic has now completed with quality checking now taking place
2. Cluster working now live
3. Quality & Compliance partnership governance group and SENDACT weekly performance meetings in place to drive performance improvement. Further support gained from DfE
4. Written Statement of Action formally completed but dialogue continues.
5. Finalising of the refreshed Sufficiency Plan to inform future action
6. SEMH Special School Rebuild (Joseph Norton Academy) – pre-construction agreement contract in place, due to end in March 2025
7. Support from DfE for Preparing for Adulthood vision & planning workstream

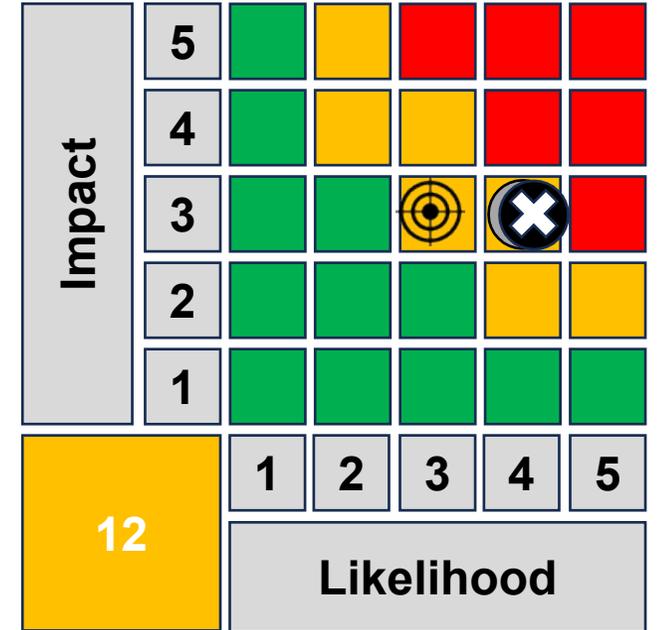
CAS01 Community Cohesion, Wellbeing & Resilience

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, remains in line with national threat level and Prevent Gold group
- Weekly locality based public engagement on relevant themes and campaigns e.g. White ribbon (violence against women and girls), road safety, anti-social behaviour awareness.
- Community plus managers trained to deliver prevent awareness in localities.
- Strategic work with Policy and operational links via quarterly meetings with faith sector as key community asset developing trusted relationships.
- Prisoner release management via reoffending boards, no issues flagged to Safer Kirklees.



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 meetings are held with all relevant partners, escalations are reported into Police Silver and via Safer/Emergency Planning internally dependent on issue. Silver/Gold groups in place for oversight.
3. The Prevent Action Plan prioritises community engagement, critical thinking and ideological issues and seeks to mitigate risk.
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 (2022-2027) of Strategic Intelligence Assessment informing the Community Partnership Plan (stat requirement)

Further actions underway to address risk:

1. Violence reduction needs assessment led by WY local authorities due Jan 2025, Kirklees implementation plan to be developed and mobilised April 2025.
2. Front-line staff in statutory/non-statutory services e.g. schools, faith organisations to receive prevent awareness training Jan 2025 onwards.
3. Improve and encourage community tension reporting (internal briefings complete / external partnership engagement in planning) Jan onwards.
4. Strategic Intelligence Assessment and Partnership Plan at Scrutiny in April 2025 to define priority/high risk areas of focus under community safety partnerships – stakeholder workshops for intelligence and insights Jan 2025.
5. Strategic Intelligence data project to inform partnership priorities on track.

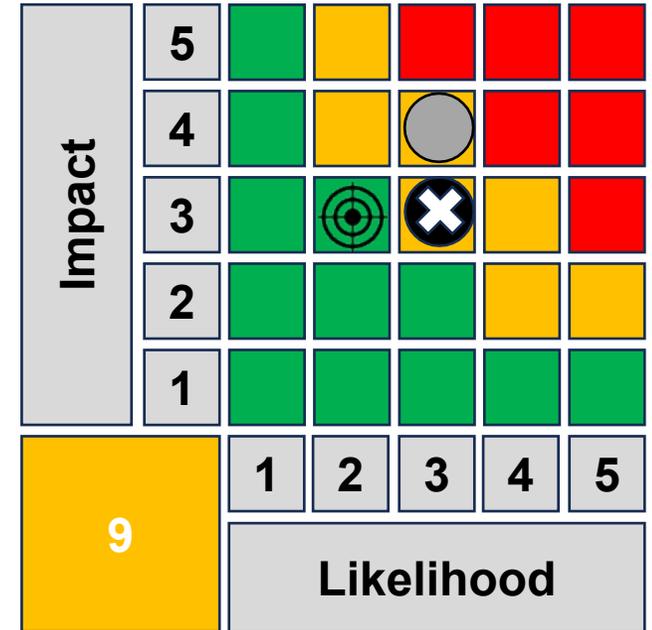
DEV01 Corporate Assets

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:

- Improved position relating to fire risk, with works continuing to be prioritised in sleep risk buildings with new strategy for delivery of work by architects' team and external contractors.
- Asset rationalisation progressing and will achieve income targets set. Demand from market is higher than originally expected. Strategy in place for future auctions along with asset lists for these.
- Knowle Park House has proceeded to practical completion.
- Compliance continues to develop to meet the needs of current regulation
- Increased focus from Insurers on availability and quality of building condition surveys



Controls in operation:

1. Condition surveys – 5-year cyclical plan in place for all assets, activity is on track to deliver ahead of plan as work has been pulled out of future years to address as priority. Any issues are reported to Facilities Management team immediately.
 2. H&S Oversight Board, Building Safety & Assurance Board (Corporate)
 3. Development of Corporate Compliance Guide and updating of supporting Processes & Procedures, published on intranet as they become available
 4. Programme of disposals and asset rationalisation to reduce available assets and use only as required to reduce budget
- Programme of Planned Preventative Maintenance in place. Ensures Health & Safety, does not necessarily deliver modern working practices

Further actions underway to address risk:

1. Procurement of new asset management database
 - Technology Board accepted business case following which will progress to Procurement to prioritise
 - Specification is prepared and ready to issue to Procurement
 - Expected implementation will be 6-12 month from tender issue. Target date Q4 2025-26
2. Asset Strategy & Core Estate review
 - Asset Strategy on hold pending estate review – remains the position
 - Implementation of Core Estate principles currently on hold
3. Continued focus on addressing issues at high priority assets including Dewsbury Sports Centre, Cleckheaton Town Hall, Batley Town Hall & Batley Library

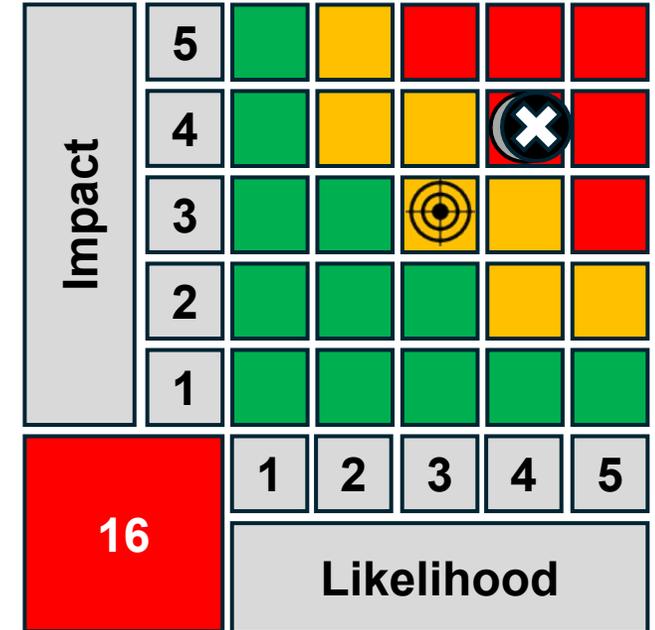
DEV02 Homelessness and housing stock availability

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 high usage of Temporary Accommodation (TA), at the end of Dec there were 420 households in TA, the number in B&B continues to reduce (170 at the end of Dec)
- Increased grant funding (c. £2.5m) awarded to Kirklees for 2025/26 to support homeless prevention, rough sleeping prevention and emergency accommodation pilot activity
- Longer term government approach to housing supply challenges remains unclear
- Utilisation of Berry Brow has now ceased, in line with timelines for redevelopment



Controls in operation:

1. Preventing Homelessness and Rough Sleeping Strategy and Temporary Accommodation Placement Policy
 2. Revised emergency accommodation procurement framework now in place
 3. Regular monitoring and management oversight of all temporary accommodation placements – new two stage approval process now in place and initial figures (first six months) showing slowdown in number of new placements
 4. LAHF programme – acquisition/refurb of stock for meeting needs of Ukraine and Afghan households. (will also include new TA units now LAHF3 programme underway)
 5. Governance structure in place via Homelessness/TA Transformation Board which has oversight of TA demands/pressures in particular
- 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.

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. Ashenurst scheme has had lease extension to mid Jan 2025 at current occupancy levels however negotiations with landlord are ongoing to enter into longer lease and increase number of units, Cabinet report drafted in anticipation
5. Implementation of B&B reduction plan, and development of Service Development Plan with input from MHCLG adviser and external specialist consultants.
6. Work with Registered Providers to enhance nominations to homeless households
7. Planning for effective expenditure of 2025/6 grants (HPG, RSI and new Emergency Accommodation Pilot grant) to maximise homeless prevention

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: Janet Sharpe, Interim Service Director Homes & Neighbourhoods

Quarterly update:

Progress continues to address the issues identified in the Regulator of Social Housing Regulatory Notice (published March 2024), specifically regarding management of Fire Safety and Damp, Mould & Condensation (DMC). There is ongoing engagement with the regulator to inform them of the steps being taken to address the identified risks. Fire Risk Assessment contractor has now commenced on site. The number of open DMC cases remains higher than anticipated with vulnerable cases continuing to be prioritised. The upgrading of the asset management system delivers improved reporting capability and allows third party assessors to add actions directly to the system.



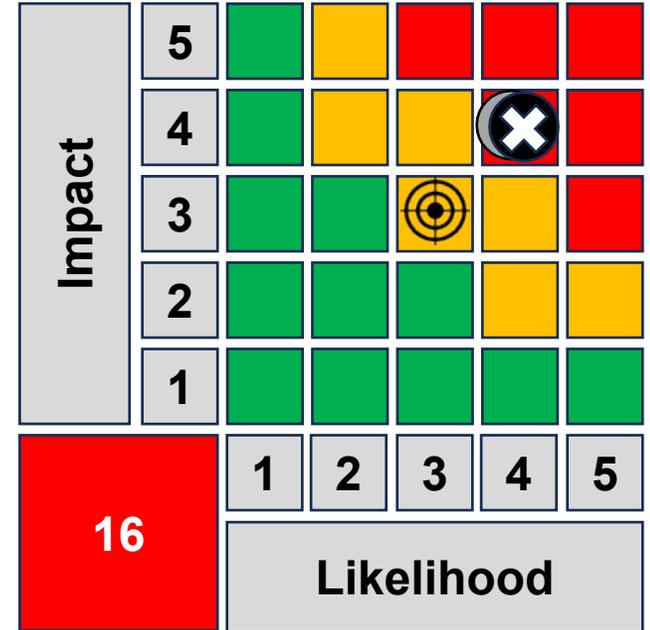
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Revised governance structure in place to monitor actions and provide oversight of controls with clear escalation routes and accountability points
2. Updated Policies and supporting Management Plans in place for Fire Safety elements. Asbestos and Water Hygiene progressing through governance
3. Regulatory Notice action plan and monthly meetings in place to track progress
4. Asset & Building Safety team appropriately resourced
5. Asprey Asset Management system – now upgraded and accessibility improved through usage as a cloud based application.

Further actions underway to address risk:

1. Fire Safety 6 storey programme has now commenced
2. Asprey phase 2 in development to deliver enhanced functionality, including the requirement to replace the current DMC tracker with case management capability in Asprey providing a more stable reporting platform
3. Impact assessment of DMC strategy is underway reviewing target outcome delivery and current level of open cases
4. The capital programme is being rephased to reflect delays in procurement of external contractors to complete both Fire Risk Assessment remedial actions and other programmes
5. Development of a detailed 5-10 year stock condition investment programme, initial contractor appointed

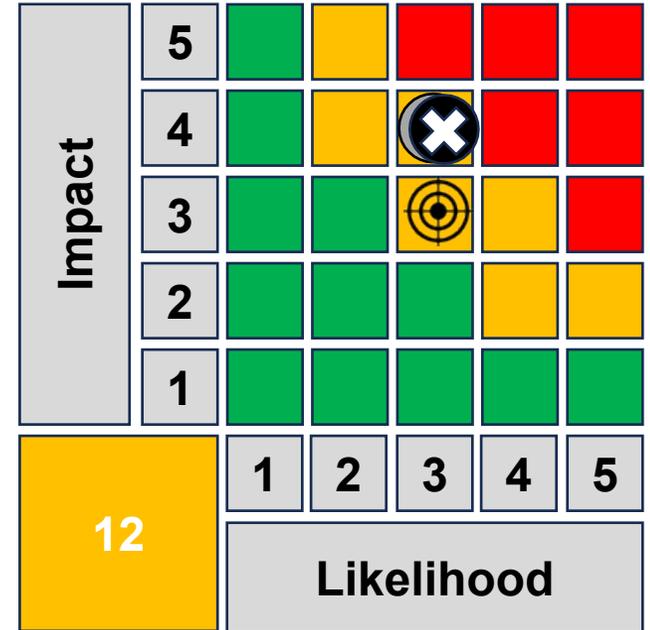
ECC01 Climate Change

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, businesses and delivery of Council services.

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

Quarterly update:

The risk score remains stable reflecting the breadth of the control framework. Authorisation to recruit to key roles following recent staff departures has been received. The continuation of a restricted financial position impacts, recognising that the preferred choice (from a climate & environment position) is nearly always more expensive, especially in year 1.



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 severe weather event impacts, which are being made more extreme 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 and Environment Sustainability training is available on My Learning for Officers and Members, completion rates are being tracked but remain low
- Top tier partnership strategy, 'Environment Strategy; Everyday Life' in place following approval by Council in September 2024

Further actions underway to address risk:

1. A new approach to the Councils direct, operational Greenhouse Gas Emissions has been completed in draft and is currently going through governance for approval. This provides a new baseline of emission to inform future decision-making and required actions to for rapid emission reduction to achieve the authorities Net Zero by 2038 target.
2. Intention to recruit to the currently vacant staff positions to manage the Councils response to Climate Change and Environmental Sustainability.



REPORT TITLE: NEW VULNERABLE TENANT POLICY

Meeting	Cabinet
Date	11th March 2025
Cabinet Member (if applicable)	Cllr Moses Crook Highways and Housing
Key Decision Eligible for Call In	Yes Yes
Purpose of Report To present Cabinet with the Homes and Neighbourhoods Vulnerable Tenant policy.	
Recommendations <ul style="list-style-type: none"> To review and endorse the new Vulnerable Tenant policy 	
Reasons for Recommendations <ul style="list-style-type: none"> To introduce the new Vulnerable Tenant policy within Homes & Neighbourhoods. 	
Resource Implications This policy is a general statement of our commitment to try and ensure that vulnerable tenants with support needs are not disadvantaged when accessing housing-related support. Implementing this policy will improve communication with our tenants, with clear and empathetic communication becoming crucial, providing more personalised housing services. Ensuring compliance with legal standards and ethical practices but requires a thoughtful, coordinated and adaptive approach to be taken by each respective service area. The policy facilitates signposting and referring to specialist services and partnerships and working with partners when vulnerabilities that require support are identified.	
Date signed off by <u>Executive Director</u> & name	David Shepherd Executive Director for Place 18th December 2024
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney 15 th February 2025
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Samantha Lawton – 25 th February 2025

Electoral wards affected: All

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered? Yes

1. Executive Summary

- 1.1. Having a 'Vulnerable Tenant Policy' in social housing is crucial for several reasons:
- 1.2. **Protection and Support:** Vulnerable tenants, such as those with disabilities, mental health issues, or those experiencing financial hardship, may require additional support to maintain their tenancies and live safely. A dedicated policy ensures specific needs are recognised and considered appropriately.
- 1.3. **Legal Compliance:** Social landlords must comply with various legal frameworks, including the Equality Act 2010, the Human Rights Act 1998, and the Care Act 2014. In addition to the new Consumer Standards that place a duty on social landlords to treat tenant and prospective tenants with fairness and respect with landlords being expected to have robust information about their tenants. A vulnerable tenant policy assists in ensuring Kirklees Homes & Neighbourhoods as a landlord are meeting these legal obligations.
- 1.4. **Improved Service Delivery:** By identifying and responding to the needs of vulnerable tenants, social landlords can improve their service delivery. This includes better communication, adapted and tailored housing support services and more effective handling of complaints and issues.
- 1.5. **Community Safety:** Vulnerable tenants are often at higher risk of issues such as domestic abuse, crime, and exploitation. A robust policy assists in coordinating with other agencies to provide safer living environments.
- 1.6. **Sustainability of Tenancies:** Supporting vulnerable tenants effectively can lead to more sustainable tenancies, reducing the likelihood of evictions and homelessness. This benefits both the tenants and the wider community by promoting stability and reducing social and economic costs associated with housing instability.
- 1.7. Overall, a vulnerable tenant policy is essential for ensuring that social housing is inclusive, supportive, and responsive to the needs of all tenants, particularly those who are most at risk. This policy aims to support staff in making informed decisions when supporting vulnerable tenants and household members. Setting out Kirklees Council's Homes & Neighbourhoods commitment to being a responsible social landlord to assisting vulnerable tenants in accessing housing-related services and in sustaining their tenancies and homes.
- 1.8. The Vulnerable Tenant policy compliments Homes and Neighbourhoods' Domestic Abuse and Anti-Social Behaviour policies. By working together, these policies help to identify and address issues early, preventing escalation and ensuring tenants' well-being and by these policies being implemented together, they provide a robust and interconnected support system that enhances tenant safety, well-being, and community cohesion. Each policy addresses specific aspects of tenant needs, and their combined efforts lead to a more comprehensive and effective approach to housing management.

2. Information required to take a decision

2.1 The new 'vulnerable tenant policy' for approval is attached at Appendix 1, and covers the following sections:

- Purpose of the policy
- Legal context
- Definitions
- Objectives and scope
- What is vulnerability
- Identifying vulnerability
- Service delivery
- Data privacy
- Roles and responsibility
- Review and monitoring

3. Implications for the Council

3.1 Working with People

This report relates to the introduction of a Vulnerable Tenant Policy and does not impact any staffing posts.

This policy is a general statement of our commitment to try and ensure that vulnerable tenants with support needs are not disadvantaged when accessing housing-related support. Implementing this policy will improve communication with our tenants, with clear and empathetic communication becoming crucial, providing more personalised housing services. Ensuring compliance with legal standards and ethical practices but requires a thoughtful, coordinated and adaptive approach to be taken by each respective service area.

3.2 Working with Partners

Collaboration with Local Services: The policy facilitates signposting and referring to specialist services and partnerships and working with partners when vulnerabilities that require support are identified.

1.3 Place Based Working

A Vulnerable Tenant Policy supports placed based working as it creates a framework for collaboration with local agencies.

1.4 Climate Change and Air Quality

Not Applicable.

1.5 Improving outcomes for children

A Vulnerable Tenant Policy can significantly improve outcomes for children in several ways; from providing access to support services where appropriate, improved health and well-being and increasing the sustainment of their tenancy providing stable housing.

1.6 Financial Implications for the people living or working in Kirklees

There is no financial implication with introducing this new Vulnerable Tenant Policy.

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

An Integrated Impact Assessment was completed on the 4th November 2024 case reference: IIA-656985036

4. Consultation

- 4.1 The draft policy was presented and discussed at the tenant Led Panel (TLP) on the 30th October 2024 and was supported by them. It was also discussed and endorsed at the Homes & Neighbourhoods Improvement Board (HNIB) 9th December 2024, commented as being a good and well-balanced policy.

5. Engagement

- 5.1 To inform this new policy it has been shared for feedback and input from colleagues within Housing Management & Partnerships (HMP), Property Services and Assets. In addition, it has been shared with legal for feedback, a H&N policy officer alongside a conversation having took place with the Information Governance team regarding GDPR. Presented and discussed at an informal meeting with the Place Scrutiny Panel 24th February 2025 who welcomed the policy, and comments made by the scrutiny committee were considered and included in the policy.

6. Options

6.1 Options considered

Not applicable

6.2 Reasons for recommended option

Not applicable

7. Next steps and timelines

- 7.1 Once approved it will be ready for publishing and rolling out across H&N in conjunction with the revised domestic abuse and anti-social behaviour policies. This will require a comms plan that will include visiting teams to ensure understanding of the rationale behind the policy, highlighting legal context and ethical obligations, understanding of role officers place and accountability in implementing the policy.

A feedback loop will be opened to follow up on any potential training gaps that may be identified within teams in relation to implementing this Vulnerable Tenant policy.

8. Contact officer

Claire Felvus – Housing Services Strategic Manager
Tel: 01484 221000 ext 75798
Email: claire.felvus@kirklees.gov.uk

9. Background Papers and History of Decisions

Spotlight on: Attitudes, respect and rights – relationship of equals (housing-ombudsman.org.uk)

[Spotlight report on attitudes, respect and rights](#)

Vulnerability within social housing (localgovernmentlawyer.co.uk)

[Vulnerability within social housing](#)

10. Appendices

HN Vulnerable Tenant Policy Final

11. Service Director responsible

Janet Sharpe- Interim Service Director for Homes and Neighbourhoods.

Tel: 01484 221000 ext 78709

Email: janet.sharpe@kirklees.gov.uk

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Vulnerable Tenant Policy

Publication date: V1 XXXXXX

Next review date: XXXXXX

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Document Control

Governance

Table 1 – Policy information

Item	Response
Title	Vulnerable Tenant Policy
Responsible officer	Janet Sharpe, Interim Service Director, Homes & Neighbourhoods
Author	Claire Felvus, Housing Services Strategic Manager
Approved by	Cabinet
Version approval date	Xx
Next review date	Xx
Review responsibility	Head of Housing Management and Partnerships
Applicable to	Kirklees Homes & Neighbourhoods staff and subcontractors; Kirklees Homes & Neighbourhoods tenants, leaseholders and household members.
IIA date and reference	4 th November 2024, IIA-656985036

Revision history

Table 2 – History of revisions

Date	Version	Author	Authorised by	Revision details
Xxxxxx	1.0	Xx	Xx	First publication

1. Introduction

1.1 Purposes of this policy

1.1.1 As a social landlord, Kirklees Council has an obligation to deliver housing management and maintenance services as set out in the tenancy agreement, and to comply fully with legislative and regulatory requirements.

1.1.2 Some tenants may be vulnerable and have support needs which could be barriers to them accessing housing-related services. This policy aims to support council staff in making informed decisions when supporting vulnerable tenants and household members to successfully manage and sustain their tenancies and homes.

1.1.3 The policy sets out Kirklees Council's commitment to assisting vulnerable council tenants and household members in accessing housing-related services. This may sometimes require support from additional services and providers. The council recognises that early intervention will give the best chance of successful, positive and sustainable outcomes for tenants and their homes.

1.1.4 This policy also responds to the Housing Ombudsmen recognition that vulnerability and associated needs may change and can be influenced by external factors, which includes the interactions they receive from housing services and whether any adjustments are considered and actioned.

1.2 Legal context

1.2.1 This policy responds to the [Social Housing Regulation Act 2023](#) and the associated [Consumer Standards](#) by addressing the following requirements:

Tenancy Standard

- Registered providers must set out their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability.
- Registered providers must provide services that support tenants to maintain their tenancy or licence and prevent unnecessary evictions.

Safety and Quality Standard

- Registered providers must ensure that the safety of tenants is considered in the design and delivery of landlord services and take reasonable steps to mitigate any identified risks to tenants.

Transparency, Influence and Accountability Standard

- In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.
- Registered providers must use relevant information and data to a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and b) assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.
- Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.
- Registered providers must ensure that landlord services are accessible, and that the accessibility is publicised to tenants.
- Registered providers must allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.

1.2.2 This policy also aims to ensure compliance with the following legislation:

Housing Act (2004)

- Introduced to protect the most vulnerable people in society and help to create a fairer and better housing market.

Equality Act (2010)

- Requires the council to “advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it”.

Disability Discrimination Act (2018)

- Places duties on providers of housing to make reasonable adjustments for disabled people.

1.2.3 The Housing Ombudsman’s ‘Complaints Handling Code’ states that landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.

1.3 Definitions

1.3.1 For the purposes of this policy, the following definitions apply:

Table 3 – List of definitions used in this policy

Term	Definition
Tenant	A person that has an active tenancy or lease agreement, living in a property owned and/or managed by Kirklees Council.
Household member	Another person (other than the named tenant) living in a home owned and/or managed by Kirklees Council.
Homes & Neighbourhoods	Kirklees Council's housing management service.
Staff or officer	An employee of Homes & Neighbourhoods.
Contractor	A person working on behalf of Homes & Neighbourhoods.
Delegated authority	Where a tenant has named another person to agree to certain activities and make arrangements on their behalf.
Reasonable adjustment	A change to housing-related services provided by Homes & Neighbourhoods.
Adaptation	A physical change made to a tenant's home to accommodate a disability.

2. Objectives and scope

2.1 Policy objectives

2.2.1 All tenants and household members living in properties owned and/or managed by Kirklees Council must comply with the terms and conditions of their tenancy or lease agreement, as set out in the [Homes & Neighbourhoods Service Standards](#). While being vulnerable does not absolve tenants from their obligations, Homes & Neighbourhoods recognises that some tenants may require additional support in meeting the conditions, and that some flexibility in tenancy management may be required.

2.2.2 Likewise, Homes & Neighbourhoods must comply with its commitments to effectively manage its properties and provide housing-related services to tenants. It is important to ensure that all tenants, regardless of their vulnerabilities have fair and equitable access to these services.

2.1.3 This policy document aims to:

- Explain what 'vulnerability' means in the context of housing management.
- Describe how Homes & Neighbourhoods will identify and record potential vulnerabilities.
- Set out what Homes & Neighbourhoods will do to ensure housing-related support is in place for vulnerable tenants, including making reasonable adjustments where appropriate, in line with legal requirements.

2.1.2 In applying the policy, Homes & Neighbourhoods aims to:

- Identify tenants and household members that have a vulnerability and/or support need.
- Consider individual, family and household circumstances and take a proactive approach to decision-making in housing management, maintenance services and enforcement, while promoting inclusion and accessibility.
- Commit to ensuring that any additional needs due to vulnerability are considered and, where appropriate, adapt service delivery to ensure vulnerable residents can access services.
- Assist residents in accessing additional services through timely, appropriate referrals to colleagues within Homes & Neighbourhoods, wider council services or external providers.
- Ensure vulnerabilities are identified, managed, and recorded securely on relevant housing platforms and systems, and that information is kept up to date and reviewed periodically.

2.2 Policy scope

2.2.1 This policy does not aim to explain in detail how Homes & Neighbourhoods will approach and respond to each individual circumstance where a service may require additional consideration or adjustment to support a vulnerable tenant. It is a general statement of Homes & Neighbourhoods' commitment to try and ensure that vulnerable tenants with support needs are not disadvantaged when accessing housing-related services.

2.2.2 This policy covers reasonable adjustments to housing-related services provided by Homes & Neighbourhoods. Where physical adaptations to a tenant's home are required due to a disability, the tenant will need to liaise with the council's [Accessible Homes Team](#).

3. Policy statement

3.1 What is vulnerability?

3.1.1 It is difficult to provide a simple definition of the term 'vulnerable' or to provide an exhaustive list of the potential 'signs of vulnerability'. Identifying vulnerability requires a holistic understanding of a tenant's circumstances and needs.

3.1.2 It is important to note that not all vulnerabilities indicate a safeguarding concern, as the two are not intrinsically linked. Equally, whilst we will not discriminate against any individual with a protected characteristic, we also recognise not all those who have a protected characteristic will be vulnerable nor have support needs.

3.1.3 For this policy, Homes & Neighbourhoods' definition of vulnerability is as follows:

- Vulnerability includes both individuals with recognised care and support needs alongside anyone experiencing difficulties with everyday living and/or who may require additional

support to comply with their tenancy agreement. Vulnerability is not always a permanent state, and individuals may be vulnerable at different times, for different reasons.

3.2 Identifying vulnerability

3.2.1 It is important that all staff are aware of this policy and understand the role they play in identifying vulnerability. Staff should exercise professional curiosity, where appropriate, and be observant of what is going on around them. Opportunities to identify vulnerabilities will often arise for front-line Homes & Neighbourhoods staff during their day-to-day duties, such as through:

- Direct contact with the tenant and information provided at application, pre-offer check and property-matching stage.
- Information shared by a relative/carer of the tenant and/or household member.
- Information received from external services/organisations shared in line with existing partnership agreements e.g. Police, Health, Social Care, Probation, Schools, Fire Service.
- Information gathered from staff/contractors having contact with a tenant or household member through housing-related activities, e.g. home visits, repairs and maintenance work, estate walkabouts, income collection, tenancy breach.
- Information gathered from the local area/community.

3.2.2 Vulnerability may be a result of environmental factors, an individual's circumstances, or a person's behaviour. Below are three generalised areas where it has been identified lay potential risks of being vulnerable:

- **Inherent vulnerability** – due to demographics and/or circumstances (e.g. age, disability, inequality, economic deprivation).
- **Occupancy** – e.g. overcrowding, condition, repair status, domestic abuse.
- **Community safety** – e.g. crime hot spots, cuckooing, county lines, antisocial behaviour.

3.2.3 Vulnerability can be displayed and presented in different ways, and individuals may have a combination of support needs. Not everyone with an apparent vulnerability will also have a support need; their ability to act, engage or cope with activities and surroundings is an important factor when considering vulnerability. What is key is that vulnerabilities that may require an adjustment to housing-related services are identified as soon as practicable so that Homes & Neighbourhoods can accommodate any adjustments, if justified and reasonable, and/or make appropriate referrals to enable the individual(s) to receive support or access other services required to maintain their tenancy and home.

3.2.4 Appendix A lists examples of several potential indicators or points of vulnerability, along with examples of people who might be vulnerable. Whilst Homes & Neighbourhoods may consider whole groups as a vulnerable community for example due to political or social issues, we will not categorise all people in certain groups as vulnerable by default but will also consider individual and situational circumstances.

3.3 Service delivery

3.3.1 Homes & Neighbourhoods aims to ensure all tenants, including those with vulnerabilities, have fair and equitable access to services. Where adjustment needs are identified, Homes & Neighbourhoods will aim to make these adjustments if they are considered reasonable and justified. To decide whether an adjustment to housing-related services is approved the decision may need to be escalated to a senior manager within the respective service area, depending on resource / cost requirements. Additional information may need to be obtained from the tenant and what is 'reasonable' will depend on the circumstance relating to each individual request and the following (and more) may be considered:

- The practicality of making the adjustment.
- The associated costs and whether the adjustments are possible within existing resources.
- The level of effectiveness the adjustment has in reducing or preventing any disadvantage.
- Whether there will be any service disruption by making the adjustment.
- The extent of any disruption and effect on other occupiers.
- Is any work required essential to help a person live an independent life.

3.3.2 In response to identified vulnerabilities, each service area will consider any adjustments, variation or support appropriate to the usual housing-related services they provide. Actions could include, but are not limited to:

- Asking tenants whether they have any support needs and/or communication preferences (with an expectation that tenants or their representatives will update any changes in communication preferences where able) including named advocates and recording and updating communication preferences on our internal systems.
- Corresponding with someone who has 'delegated authority' upon request.
- Ensuring awareness of and accessibility to Homes & Neighbourhoods' Complaints Procedure.
- Reviewing all information available on vulnerability when allocating properties, to assist with ensuring the housing offer is right for that individual/family and complies with Kirklees Council's Housing Allocation Policy.
- At pre-offer, sign-up and viewing stages, providing individuals with the opportunity to advise of any vulnerabilities (in addition to care and support services they're already receiving) that they or household members have so that appropriate adjustments can be considered.
- Ensuring that new tenants can understand the tenancy agreement they will be signing, including understanding that failure to keep to the terms may mean enforcement action is taken.
- Recognising that vulnerable tenants may have additional financial problems or difficulties with budgeting and providing advice and support to those individuals. This could include a full benefit review and referral to the council's Money Advice Unit for specialist advice, particularly where tenants have difficulty making their required rent payments on time.

- Ensuring that Repairs & Maintenance teams and contractors are aware of the existence of known vulnerabilities, and liaising with Housing Management Officers to inform decisions, assess risk and deliver services effectively.
- When ordering a repair, if a member of the household is vulnerable and a delay will be detrimental to health, consider bringing forward the repair from its scheduled target date.
- If damp and mould are reported and a member of the household has a relevant vulnerability, escalating the remediation process accordingly.
- If, due to a tenant's vulnerability, staff or contractors are unable to access a property to carry out repairs and maintenance, we will work with the tenant to make any reasonable adjustments that will allow the work to go ahead.

3.3.3 Whilst working in compliance with Homes & Neighbourhoods' Anti-Social Behaviour (ASB) Policy, which may involve tenancy enforcement action, it is recognised that an individual may act in an anti-social way due to or in part due to a vulnerability. Staff will attempt to evidence and record any vulnerabilities on the victim's/perpetrator's files so that any investigations are well informed. A vulnerability matrix will be completed as early as possible in any cases of ASB.

3.3.4 In relation to domestic abuse, it is recognised that not all victims/survivors require the same level of support, and all cases will be treated individually. Appropriate adjustments to housing-related services to consider could include providing adequate notice of any appointments within the tenant's home to allow an advocate to be present, arranging to meet at places they feel safe (through their chosen method of communication), or ensuring that council officers of the same sex are available to contact, should this be required.

3.3.5 For any safeguarding incidents that may occur, staff will follow [Kirklees Council's Safeguarding Policy](#) and Homes & Neighbourhoods' internal procedures.

3.4 Recording information and data privacy

3.4.1 Homes and Neighbourhoods staff will record information on vulnerabilities that could (i) affect an individual's ability to sustain their tenancy, or (ii) prevent Homes and Neighbourhoods from undertaking housing-related duties, or (iii) indicate a need for additional support/services, where consent is given, or (iv) identify a risk of significant harm. Information will be recorded and shared across the relevant management systems and databases utilised within Homes & Neighbourhoods.

3.4.2 Information must only be recorded on a tenant record if:

- The tenant has willingly shared the information with us (verbally/in writing) and is told that a marker will be noted on their client record.
- The information is pertinent for us as a social landlord to inform decisions, assess risk and deliver our housing services effectively.
- A concern has been shared/observed that identifies a significant risk of harm.

3.4.3 Any vulnerability markers added to a tenant's file will be reviewed at least once every 12 months to ensure information is current and accurate.

3.4.4 All information captured and recorded in connection to the delivery of housing-related services, as identified in this policy, will be used in accordance with the functions and activities outlined in Homes and Neighbourhoods' Privacy Notice.

4. Roles and responsibilities

4.1 Council responsibilities

4.1.1 Supervisors, team leaders and managers will be responsible for ensuring that their staff are aware of and comply with the provisions of this policy through supervisions and appraisals.

4.1.2 Training and procedures will be made available to staff and officers to ensure they are aware of their responsibilities.

4.1.3 All staff are responsible for implementing this policy in their day-to-day duties.

4.1.4 When working with tenants, staff should keep in mind the Homes & Neighbourhoods Key Principles (Appendix B).

5. Monitoring and review

5.1 Monitoring and improvement

5.1.1 The effectiveness of the Vulnerable Tenant Policy will be monitored through regular case audits to identify gaps in procedures, strengthen our response to residents and adapt to evolving risks and challenges. Audits serve as a tool for peer review, highlight good practice and support learning and development.

5.1.2 Audit data will be shared with Homes & Neighbourhoods Senior Management Team on a quarterly basis for discussion and review. Data will be included on new tenancy visits, home visits, ASB cases etc.

5.1.3 Data relating to safeguarding and managed concern reports will be shared and discussed at the Homes & Neighbourhoods Safeguarding Working Group. The data will be used to identify gaps in service provision, inform future training and development, highlight areas of strength across the services and recognise individual cases of good practice. All relevant services within Homes & Neighbourhoods will provide appropriate senior representation at the working group; as a minimum this will include Housing Management & Partnerships, Properties, and Assets, with the addition of other colleagues as required (e.g. Learning & Occupational Development).

5.1.4 Learning from complaints and performance data about our management of tenancies will be shared with the groups above and the Tenant-Led Panel. This will include details of how the learning will be used to improve service delivery and the management of vulnerable tenants.

5.2 Policy review

5.2.1 This policy will be reviewed at least every three years, or in response to relevant changes in legislation, regulation or organisational structures. Any significant changes will be consulted on prior to implementation with the Tenant-Led Panel.

5.2.2 Updates to this policy will be published on the council's website.

6. Associated policies and procedures

6.1 Homes & Neighbourhoods policies

6.1.1 The following Homes and Neighbourhoods policies are relevant and should be read in conjunction with this vulnerable tenant policy:

- [Anti-Social Behaviour \(ASB\) Policy](#)
- Domestic Abuse Policy (updated policy also on flightpath)
- [Repairs and Maintenance Policy](#) (currently under review)
- [Complaints Policy](#)

6.2 Council-wide policies

6.1.2 The following broader Kirklees Council policies are relevant and should be read in conjunction with this vulnerable tenant policy:

- [Kirklees Council Housing Allocations Policy](#)
- [Kirklees Council Safeguarding Policy](#)

Appendix A – Indicators and examples of potential vulnerabilities

Homes & Neighbourhoods will not categorise all people in certain groups as vulnerable by default and will also consider individual and situational circumstances. It is also acknowledged that vulnerability is not always a permanent state.

During a resident's customer journey, *potential* indicators or points of vulnerability might include:

- Homelessness/repeat homelessness
- Hospitalisation
- Periods following discharge from hospital or other institutional care
- Periods of sustained illness at home
- Bereavement
- Period of change from supported accommodation to independent living
- Victim of neighbour anti-social behaviour, harassment or abuse toward the individual or household
- Offender of anti-social behaviour as a result of mental health issues
- Repeated failure to respond to correspondence or answer the door when visited
- Unemployment/reduction in hours
- Divorce/relationship breakdown
- Arrears or erratic payment of rent when previously had a good payment history
- Moving home

Examples of people who *might* be vulnerable include, but are not limited to:

- People with a physical or sensory disability
- People with a learning disability
- People with mental health issues
- People who are seriously ill
- People experiencing or having had past experience of domestic abuse
- Older people who have been identified as requiring support, no next of kin, no contact with family or friends
- People who are very young
- Single parent families
- Pregnant women (especially teenagers)
- Unemployed people
- Former members of the armed forces
- People leaving care*
- Ex-offenders
- People who are considered to be financially excluded
- People with addiction issues
- People who have difficulties understanding, speaking or reading English

*Homes & Neighbourhoods support [Kirklees Parenting Strategy](#) for care leavers in accessing and maintaining supportive housing options.

Appendix B – Homes & Neighbourhoods Key Principles

When working with tenants and household members, staff are asked to keep in mind the Homes & Neighbourhoods key principles:

Empowerment

- support/encourage individuals to make own decisions/informed consent.

Prevention

- acting before harm takes place.

Proportionality

- the least intrusive response appropriate to presented risk.

Protection

- for all in need.

Partnership

- with services and local communities.

Accountability

- including transparency for all to understand everyone's role.



REPORT TITLE: ASB POLICY REVIEW

Meeting	Cabinet
Date	11th March 2025
Cabinet Member (if applicable)	Cllr Moses Crook Highways and Housing
Key Decision Eligible for Call In	Yes Yes
<p>Purpose of Report To present Cabinet with the Homes and Neighbourhoods draft Antisocial Behaviour (ASB) Policy (incorporating hate crime and noise nuisance).</p>	
<p>Recommendations</p> <ul style="list-style-type: none"> To review and endorse revised ASB policy <p>Reasons for Recommendations</p> <ul style="list-style-type: none"> The current ASB policy requires review. 	
<p>Resource Implications</p> <p>The delivery of ASB case management falls under the responsibility of Housing Management and Partnerships. Case work is delivered directly by Housing Management Officers (HMO). Cases that are escalated for enforcement actions are managed by Safer Neighbourhoods Officers (Safer Kirklees).</p> <p>There are 66 HMO posts on staffing structure, ASB case management is a core function of the HMO role.</p> <p>As at November 2024, there are 14.49 open ASB cases per 1000 homes (Year to date)</p> <p>Responding well to ASB is critical to improving tenant satisfaction and reducing the number of complaints. The number of complaints received relating to ASB is 39 (based on year to date to end of October 2024)</p> <p>The 2024 Tenant Satisfaction Measure (TSM) survey describes that 39.7% tenants are satisfied with Homes and Neighbourhoods approach to handling anti-social behaviour.</p>	
Date signed off by <u>Executive Director</u> & name	David Shepherd - 11th December 2024
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney - 15th February 2025
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Samantha Lawton - 25th February 2025

Electoral wards affected: All

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered? Yes

1. Executive Summary

- 1.1 The purpose of the Anti-Social Behaviour (ASB) policy is to outline the approach that Homes and Neighbourhoods will take to tackle ASB in communities. The policy includes an approach to tackling hate crime and dealing with both statutory and non-statutory noise nuisance.
- 1.2 The approach to tackling hate crime has been included in previous versions of the policy however, the inclusion of noise nuisance is new.
- 1.3 The principles behind the policy link directly to the Kirklees Communities Partnership Plan 2022-2027 – Strategic Priority 2 – Reducing ASB & Neighbourhood Crime and Hate Crime Strategy 2022-2027

2. Information required to take a decision

- 2.1 Homes and Neighbourhoods continue to strive to improve services for tenants and residents. Given the poor levels of satisfaction with ASB services, it is clear that the approach needs to be revisited.
- 2.2 To comply with the Regulator of Social Housing Neighbourhood and Community Standard, landlords must:
 - 2.2.1 Have a policy on how they work with relevant organisations to deter and tackle ASB in the neighbourhoods where they provide social housing.
 - 2.2.2 Clearly set out their approach for how they deter and tackle hate incidents in neighbourhoods where they provide social housing.
 - 2.2.3 Enable ASB and hate incidents to be reported easily and keep tenants informed about the progress of their case.
 - 2.2.4 Provide prompt and appropriate action in response to ASB and hate incidents, having regard to the full range of tools and legal powers available to them.
 - 2.2.5 Support tenants who are affected by ASB and hate incidents, including by signposting them to agencies who can give them appropriate support and assistance.
 - 2.2.6 The development of the new policy has considered reports from the Housing Ombudsman Service, Baroness Newlove's 2019 report: Anti-Social Behaviour: Living a Nightmare and the 2024 report: Still living a nightmare: Understanding the experiences of victims of antisocial behaviour. The content of this report is strongly endorsed by the Tenant Led Panel.

3. Implications for the Council

3.1 Council Plan

This work supports the council plan and the outcomes for Safe & Cohesive and shaped by people.

3.2 Financial Implications

There are no additional financial implications identified for the delivery of this policy.

3.3 Legal Implications

Statutory, legislative and legal requirements are set out in section 3 of the policy

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

The integrated impact assessment has been published on the Kirklees Council website and can be found on this link: <https://www.kirklees.gov.uk/beta/delivering-services/integrated-impact-assessments/home/details/IIA-664100997/>

4. Consultation

- 4.1 The Tenant Led Panel have been consulted on the draft policy. The Panel were supportive of the victim centred approach and made no requests for changes.
- 4.2 The policy was shared with the Portfolio Holder for Transport and Housing on 21st January 2025. No changes to the draft policy were requested
- 4.3 The policy was shared with Executive Board on 29th January 2025. No changes to the policy were requested.
- 4.4 The policy was shared with Place Scrutiny Panel (informal meeting) on the 24th March. The Panel requested that an inconsistency in relation to the scope of citizens the ASB, Domestic Abuse and Vulnerable Tenant Policy applied to be addressed. Wording across all three policies has been amended to: This policy relates to all tenants and household members living in properties owned and/or managed by Kirklees Council

5. Engagement

- 5.1 The draft policy was presented to Neighbourhood Forums. These Forums are attended by Tenant and Resident Associations and elected members. Comments made included:
 - Supportive of principles
 - Concerns on time taken to take enforcement action
 - Increase provision of CCTV on estates
 - People are reluctant to report due to fear of repercussions

6. Options

6.1 Options considered

Not applicable

6.2 Reasons for recommended option

Not applicable

7. Next steps and timelines

- 7.1 Once approved the report will be uploaded onto the Kirklees Council website along with an easy read guide for tenants. The policy will be shared with housing management teams for implementation.

8. Contact officer

Graham Sykes – Strategic Manager Housing Management and Partnerships

Tel: 01484 221000 ext 73280

Email: graham.sykes@kirklees.gov.uk

9. Background Papers and History of Decisions

- Highways and Housing Portfolio Holder endorsed the policy on 28th January 2025
- Executive Board endorsed the policy on 3rd February 2025
- Place Scrutiny requested a change to the wording of the policy on 24th February 2025.

10. Appendices

Appendix 1: Anti-Social Behaviour Policy incorporating Hate Crime and Noise Nuisance

11. Service Director responsible

Janet Sharpe - Interim Service Director for Homes and Neighbourhoods.

Tel: 01484 221000 ext 78709

Email: janet.sharpe@kirklees.gov.uk

Kirklees Council

Homes and Neighbourhoods

Anti-Social Behaviour Policy incorporating Hate Crime and Noise Nuisance

Author: Graham Sykes – Housing Services Strategic Manager

Date:

Review Date:

Approving body: Homes and Neighbourhoods, Senior Management Team

Policy Approval Details

Approved by:	
Approval Date:	
Minute Number:	
Ref:	

Policy Amendment and Version Schedule

Doc Ref	Version	Version Date	Reviewed by	Version Updates Summary

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1. Purpose and Objectives

- 1.1 The purpose of this policy is to describe the approach that Homes and Neighbourhoods will take to tackle anti-social behaviour (ASB) in its communities. The policy includes an approach to tackling hate crime and addressing both statutory and non-statutory noise nuisance.
- 1.2 The principles behind the policy link directly to the Kirklees Communities Partnership Plan 2022-2027.
- 1.3 The main objective of this policy is to ensure that all residents can live peacefully and safely in their home and community without the fear of ASB.
- 1.4 The Regulator for Social Housing has specific expectations on how landlords collaborate with local partners to prevent and tackle ASB. These expectations are found within the Neighbourhood and Community Standard.
- 1.5 Homes and Neighbourhoods will be responsible for making sure that all tenants regardless of tenure or property type, including their family members, lodgers and visitors, comply with the full terms of their tenancy agreement.
- 1.6 This policy describes how Homes and Neighbourhoods works with its principal community safety partners Safer Kirklees, Public Protection Services and West Yorkshire Police.

2. Scope and definitions

- 2.1 This policy relates to all tenants and household members living in properties owned and/or managed by Kirklees Council
- 2.2 This policy relates to all stakeholders, inclusive of residents, staff and contractors who report ASB, hate crime/incidents and noise nuisance.
- 2.3 The formal definition of ASB is:

Personal ASB (which is targeted towards individual or household e.g. noise / neighbour disputes) – more people at home combined with less in person mediation contributed towards an increase in noise complaints and neighbour disputes.

Nuisance ASB (impacting on the wider community e.g. rowdy behaviour / fireworks) – more people at home for longer period meant increased experience of these issues resulting in more reports of issues such as nuisance motorcycles

Environmental (impacting on the physical environment e.g. fly-tipping / graffiti)

- 2.4 Examples of Anti-Social Behaviour can include, but are not limited to:

- Noisy and/or abusive behaviour

- Vandalism
- Graffiti
- Intimidation
- Public drunkenness
- Fly tipping
- Drug dealing/use
- Hate crimes/incidents
- Damage to property/damage to communal areas

2.5 Some behaviour, even though it may cause nuisance to individuals, may not be regarded as ASB. Examples include but are not limited to:

- One off parties
- Infrequent or occasional noise nuisance
- Children's play
- Occasional dog barking
- Normal living noises such as washing machines and vacuum cleaners
- Minor vehicle repairs
- Gossip
- One off escalated neighbour disputes

3. Statutory, Legislative and Regulatory Requirements

3.1 This policy supports Kirklees Council in complying with the following requirements:

- Anti-Social Behaviour Act 2013
- Anti-Social Behaviour, Crime and Policing Act 2014
- Crime and Disorder Act 1998
- Environmental Protection Act 1990
- Social Housing Regulation Act 2023
- Regulator of Social Housing – Consumer Standard for Neighbourhood and Community

4. Governance and monitoring

4.1 Performance relating to ASB and Hate Crime is reported to Homes and Neighbourhoods Senior Management Team and to the Tenant Led Panel.

4.2 Homes and Neighbourhoods complete an annual return to the Regulator of Social Housing on Tenant Satisfaction Measures. Measures that relate specifically to ASB s include:

- NM01: Anti-social behaviour cases relative to the size of the landlord
- TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods
- TP12: Satisfaction with the landlord's approach to handling anti-social behaviour

5. Reporting ASB

5.1 Anyone is able to report ASB, hate crime and noise nuisance via:

- Phone - contact 01484 414886
- Email – housing@kirklees.gov.uk
- Online –www.kirklees.gov.uk
- Face to face to Homes and Neighbourhoods staff

6. Service Standards

6.1 Homes and Neighbourhoods will:

- Encourage victims/witnesses to report incidents and to work in collaboration with the Council and other agencies.
- Provide a named officer and agree the method and frequency of contact (e.g. weekly by email) throughout the duration of the case.
- In the majority of cases, visit victims in their home or somewhere they feel safe to fully understand how the issue is impacting them.
- Prioritise case work depending on level of risk and vulnerability of victim.
- Provide details of support available including access to the Victim and Witness Support Officer.
- Ensure that all cases are treated confidentially, however victims may be asked to make statements should legal action be taken.
- Respond promptly and ensure appropriate action is taken against perpetrators and cases are resolved at the earliest opportunity.
- Tackle ASB through effective partnerships coordination with agencies including West Yorkshire Police, Safer Kirklees and the Council's Public Protection Services.
- Support victims and witnesses in their homes where possible – this includes increasing safety and security measures where appropriate.

6.2 If the victim is not satisfied with the service received, information will be provided, including how to complain if they are dissatisfied with the service received and details of the ASB Case Review (see section 9)

7. Prevention, Tools and Powers

7.1 Homes and Neighbourhoods focus is to create sustainable tenancies prioritising early intervention strategies to tackle ASB, Hate and noise nuisance before escalating cases for legal action against perpetrators where appropriate and based on sound evidence.

7.2 The service works closely with individuals and families associated with anti-social behaviour, hate and noise nuisance. Early intervention tools include:

- Mediation between neighbours
- Housing Management Officers directly challenging behaviour
- Serving tenancy warnings and Acceptable Behaviour Contracts (often in conjunction with the Police)
- Multi agency working with Police, schools, social care and other services to identify and implement interventions to support both victims and perpetrators.
- Increase in uniformed patrols with Police and Community Environmental Support Officers (CESOs - Safer Kirklees)

- Designing out hotspots of ASB and crime. For example. installation of bike barriers to reduce nuisance motorbikes.
- 7.3 Where early interventions fail, cases will be escalated to Safer Kirklees and the Council's Noise and Pollution Team.
- 7.4 It is recognised that each case is different and warrants a tailored approach. Any formal action requires evidence, this is collected from the victims directly and through agencies e.g. Police and the Noise and Pollution Team.
- 7.5 In the majority of cases, the service will explore the use of available tools and powers prior to considering possession proceedings. Tools and powers include:
- Criminal Behaviour Orders - issued following a conviction
 - Abatement Notices - commonly used for noise nuisance
 - Civil Injunctions
 - Full/Partial Closure Orders - Where the ASB/criminal activity is focussed around a premises
 - Community Protection Warnings and Notices
 - Public Space Protection Orders
- 7.6 If the interventions described fail, it may be appropriate for Homes and Neighbourhoods apply to the County Courts for possession of a property.

8. Complaints and Compliments

- 8.1 The Customer Experience Team handle all compliments and complaints associated with Homes and Neighbourhoods in relation to services provided to Council residents and leaseholders. The team can be contacted using:
- Phone - contact 01484 414886
 - Online – [Compliments and Complaints webpage](#)
- 8.2 The [Housing Ombudsman code](#) sets out good practice that allows Kirklees Council to respond to complaints effectively and fairly.

9. The Anti-social behaviour case review (formerly community trigger)

- 9.1 The anti-social behaviour case review is designed to give victims of anti-social behaviour (ASB) the right to request a review of their case and bring agencies together to take a joined up, problem solving approach to find a solution.
- 9.2 The anti-social behaviour case review can be requested by a victim of anti-social behaviour or someone acting on their behalf, for example a family member, friend, carer, Councillor or other professional.
- 9.3 The review cannot be used to report general acts of crime, including hate crime. Further information can be found on the Kirklees Council Website.
- 9.4 Following the review the victim will receive a written response outlining the findings of the review panel and agreed actions to be delivered by agencies.

10. Measuring success

Measure	Target
Number of complaints against HN in relation to ASB cases upheld - combined Homes & Neighbourhoods and Safer Kirklees Measure.	55% complaints upheld. Based on HN stage 1 complaints upheld target.
Tenant Satisfaction Measures – Satisfaction with landlords approach to ASB handling.	60% satisfaction based on Housemark median. Current performance is 46% from 2023 survey.
Tenant satisfaction with case initiation.	60% satisfaction based. Customer journey mapping carried out in 2023 reports 53% satisfaction.
Tenant satisfaction with case management.	60% satisfaction based. Customer journey mapping carried out in 2023 reports 38% satisfaction.
Tenant satisfaction with case closure.	60% satisfaction based. Customer journey mapping carried out in 2023 reports 48% satisfaction.
Self-assessment against the Regulators Neighbourhood and Community standard.	Compliant against all elements of the standard.
No of cases escalated to Safer Kirklees in quarter.	No target – monitoring only.
No. of cases closed with no further action.	No target – monitoring only.
No. of cases closed with warning issued.	No target – monitoring only.
No. of cases closed following legal action.	No target – monitoring only.

***This study did not differentiate between cases escalated to Safer Kirklees from cases held by the Housing Management Officers.**

11. Related Policies and Procedures

11.1 This policy should be read and understood in conjunction with the following internal and external documents:

- Homes and Neighbourhoods tenancy agreement
- Homes and Neighbourhoods Service Standards
- Kirklees ASB Strategy
- Kirklees Communities Partnership Plan 2022-2027
- Kirklees Hate Crime Strategy 2022-2027

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REPORT TITLE: UPDATED DOMESTIC ABUSE POLICY REVIEW

Meeting	Cabinet
Date	11th March 2025
Cabinet Member (if applicable)	Cllr Moses Crook Highways and Housing
Key Decision Eligible for Call In	Yes Yes
Purpose of Report To present Cabinet with the Homes and Neighbourhoods updated Domestic Abuse Policy.	
Recommendations <ul style="list-style-type: none"> To review and endorse revised Domestic Abuse policy 	
Reasons for Recommendations <ul style="list-style-type: none"> The current Domestic Abuse policy requires review. 	
Resource Implications <p>Currently within Kirklees Council, there is a Domestic Abuse Strategy that we align with yet believe having a specific domestic abuse policy in social housing is essential for protecting victims, preventing homelessness, and fostering a supportive and stable community environment.</p> <p>The policy facilitates partnerships with local organisations and authorities, enhancing the overall support system available to victims.</p> <p>Updating our domestic abuse policy as a social landlord can have several important implications for the community and the individuals involved:</p> <ul style="list-style-type: none"> – Increased Awareness: A formal policy raises awareness about domestic abuse encouraging tenants and staff to recognise the signs and understand the resources available. – Support for Victims: It provides a clear framework for supporting victims. – Empowerment: It empowers tenants by giving them the knowledge and resources to seek help and report incidents without fear of stigma or retaliation. 	
Date signed off by <u>Executive Director</u> & name	David Shepherd Executive Director for Place 18th December 2024 at Place SLT
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney 15 th February 2025

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

Samantha Lawton – 25th February 2025

Electoral wards affected: All

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered? Yes

1. Executive Summary

1.1 Kirklees Council Homes & Neighbourhoods (KHN) believes that every resident has the right to a home free from all forms of abuse. We are committed to tackling domestic abuse by working in partnership, sharing best practice, and ensuring staff respond to this issue in a coordinated and consistent way. Currently within Kirklees Council, there is a [Domestic Abuse Strategy](#) that we align with yet believe having a specific domestic abuse policy in social housing is essential for protecting victims, preventing homelessness, and fostering a supportive and stable community environment. Kirklees Homes & Neighbourhoods Domestic Abuse policy was last published in August 2019 and due for review in April 2022. Due to this not having taken place at that time, the policy was reviewed in October 2024 and an updated 'Domestic Abuse Policy' has now been written ready to be published in early 2025, following the relevant flightpath.

1.2 The Domestic Abuse policy compliments Homes and Neighbourhoods' Vulnerable Tenant and Anti-Social Behaviour policies. By working together, these policies help to identify and address issues early, preventing escalation and ensuring tenants' well-being and by these policies being implemented together, they provide a robust and interconnected support system that enhances tenant safety, well-being, and community cohesion. Each policy addresses specific aspects of tenant needs, and their combined efforts lead to a more comprehensive and effective approach to housing management.

2. Information required to take a decision

2.1 The expired Domestic Abuse policy is attached at Appendix 1, with the updated policy for approval is attached at Appendix 2, with the latter covering the following sections:

- Purpose of the policy
- Legal context
- Definitions
- Objectives and scope
- Reports and concerns of domestic abuse
- Risk management
- Strategic approach
- Data privacy
- Roles and responsibility

- Review and monitoring

3. Implications for the Council

3.1 Working with People

This report relates to the introduction of the reviewed and updated Homes and Neighbourhoods (H&N) Domestic Abuse Policy and does not impact any staffing posts.

Updating our domestic abuse policy as a social landlord can have several important implications for the community and the individuals involved:

- Increased Awareness: A formal policy raises awareness about domestic abuse, encouraging tenants and staff to recognise the signs and understand the resources available.
- Support for Victims: It provides a clear framework for supporting victims.
- Empowerment: It empowers tenants by giving them the knowledge and resources to seek help and report incidents without fear of stigma or retaliation.

3.2 Working with Partners

Collaboration with Local Services: The policy facilitates partnerships with local organisations and authorities, enhancing the overall support system available to victims.

3.3 Place Based Working

A Domestic Abuse policy supports placed based working as it creates a framework for collaboration with local agencies.

3.4 Climate Change and Air Quality

Not Applicable.

3.5 Improving outcomes for children

A domestic abuse policy can significantly improve outcomes for children in several ways from supporting children to be in a safe environment to access to support services. Empowering parents to make informed decisions that prioritise children's well-being and facilitating collaboration between services, increasing the sustainment of their tenancy providing stable housing.

3.6 Financial Implications for the people living or working in Kirklees

There is no financial implication with introducing this revised Domestic Abuse Policy.

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

An Integrated Impact Assessment was completed on the 12th of November 2024 case reference: IIA-656598892

4. Consultation

- 4.1 The draft policy was presented and discussed at the Tenant Led Panel (TLP) on the 30th October 2024 and was supported by them. It was also discussed and endorsed at the Homes & Neighbourhoods Improvement Board (HNIB) 9th December 2024.

5. Engagement

- 5.1 To inform this updated policy it has been shared with the H&N policy officer in addition to conversations taking place with the Information Governance team regarding GDPR and shared with colleagues from the Communities Service. Presented and discussed at an informal meeting with the Place Scrutiny Panel 24th February 2025 who welcomed the policy, and comments made by the scrutiny committee were considered and included in the policy.

6. Options

6.1 Options considered

Not applicable

6.2 Reasons for recommended option

Not applicable

7. Next steps and timelines

- 7.1 Once approved it will be ready for publishing and rolling out across H&N in conjunction with the new vulnerable tenant and anti-social behaviour policies. This will require a comms plan that will include visiting teams to ensure understanding of the rationale behind the policy, highlighting legal context and ethical obligations, understanding of role officers place and accountability in implementing the policy.

8. Contact officer

Claire Felvus – Housing Services Strategic Manager
Tel: 01484 221000 ext 75798
Email: claire.felvus@kirklees.gov.uk

9. Background Papers and History of Decisions

Not applicable

10. Appendices

Appendix 1 - HN Domestic Abuse Policy Final
Appendix 2 - KNH Domestic Abuse Policy 2019-2022

11. Service Director responsible

Janet Sharpe- Interim Service Director for Homes and Neighbourhoods.
Tel: 01484 221000 ext 78709
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Domestic Abuse Policy

Publication date: V1 XXXXXX

Next review date: XXXXXX

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Document Control

Governance

Table 1 – Policy information

Item	Response
Title	Domestic Abuse Policy
Responsible officer	Janet Sharpe, Interim Service Director, Homes & Neighbourhoods
Author	Claire Felvus, Housing Services Strategic Manager
Approved by	Cabinet
Version approval date	Xx
Next review date	Xx
Review responsibility	Head of Housing Management and Partnerships
Applicable to	Kirklees Homes & Neighbourhoods staff and subcontractors; Kirklees Homes & Neighbourhoods tenants, leaseholders and household members.
IIA date and reference	4 th November 2024, IIA-656598892

Revision history

Table 2 – History of revisions

Date	Version	Author	Authorised by	Revision details
Xxxxxx	1.0	Xx	Xx	First publication

1. Introduction

1.1 Purposes of this policy

1.1.1 Domestic abuse is a complex, social problem. A quarter of women and one in seven men will experience domestic abuse at some point in their lives. Domestic abuse is often hidden and can be hard to identify. Victims can find it difficult to come forward and abuse itself often extends to silencing those affected. The Office of National Statistics reports an estimated 2.1 million people aged 16 years and over experienced domestic abuse (2023) with the police recording 889,918 domestic abuse-related crimes (2023).

1.1.2 Kirklees Council Homes and Neighbourhoods (KHN) believes that every resident has the right to a home free from all forms of abuse. We are committed to tackling domestic abuse by working in partnership, sharing best practice, and ensuring our staff respond to this issue in a coordinated and consistent way.

1.1.3 This policy sets out our approach to prioritising and acting directly, in our capacity as landlord, to protect and support our tenants. Our approach is consistent with that set out in the Kirklees Domestic Abuse Strategy and is in alignment with Kirklees Council's Housing Allocation Policy.

1.2 Legal context

1.2.1 This policy responds to the Social Housing Regulation Act 2023 and the associated Consumer Standards by addressing the following requirements:

Neighbourhood and Community Standard

- Registered providers should have a victim approach to recognising and effectively responding to cases of domestic abuse. They should consider, among other things, how they
- Raise awareness and understanding amongst relevant staff
- Make tenants aware of appropriate support and advice available
- Offer tenants affected by domestic abuse referrals to specialist domestic abuse agencies
- Provide staff supporting tenants experiencing domestic abuse with appropriate specialist training
- Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.
- Registered providers must ensure that landlord services are accessible, and that the accessibility is publicised to tenants.
- Registered providers must allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.

1.2.2 This policy also aims to ensure compliance with the following legislation:

- Domestic Abuse Act (2021)
- Domestic Violence Disclosure Scheme (Clare's Law)
- Data Protection Act (2018)
- Modern Slavery Act (2015)
- Anti-Social Behaviour Crime and Policing (2014)
- Protection Of Freedoms Act (2012)
- Equality Act (2010)
- Police and Justice Act (2006)
- The Children Act (2004)
- Sexual Offences Act (2003)
- Human Rights Act (1998)
- Protection from Harassment Act (1997)
- The Care Act (2014)
- Housing Act (1996)

1.3 Definitions

1.3.1 The Domestic Abuse Act (2021) defines the behaviour of person 'A' towards another person 'B' as domestic abuse if:

A and B are each aged 16 or over and are personally connected to each other, and the behaviour is abusive:

Behaviour is "abusive" if it consists of any of the following—

- physical or sexual abuse
- violent or threatening behaviour
- controlling or coercive behaviour
- economic abuse
- psychological, emotional or other abuse

It does not matter whether the behaviour consists of a single incident or a pattern of behaviour.

"Economic abuse" means any behaviour that has a substantial adverse effect on B's ability to:

- acquire, use or maintain money or other property, or
- obtain goods or services.

1.3.2 Children under the age of 18 years are recognised as victims / survivors of domestic abuse in their own right, if they see, hear or experience the effect of the abuse and are related to the victim / survivor or the perpetrator.

1.3.3 The following are just some examples of what abusive behaviour could look like:

- being isolated or prevented from having contact with friends and family
- humiliating you in front of others, insulting or mocking you
- disproportionate anger or yelling
- threatening to do something to you or others
- destroying things that belong to you
- withholding or stealing money from you or preventing you from working
- preventing you from escaping
- telling you are worthless, unwell or weak
- telling you what to wear, who to see, where to go, and what to think
- regulating your everyday behaviour
- hurting you in a number of ways such as kicking, punching or using other forms of physical abuse towards you
- making unwanted sexual demands

1.3.4 This policy uses the terms 'victim' and 'survivor', respecting the variation in how individuals who are living with or recovering from domestic abuse prefer to be referred to. Reference to 'people affected by domestic abuse', includes victims and survivors (adult and children) and perpetrators of domestic abuse.

2. Objectives and scope

2.1 Policy objectives

2.2.1 This policy is built upon the six principles we expect H&N staff to work towards when addressing safety or safeguarding concerns relating to children, young people and adults as noted in the H&N Safeguarding Guidance and Support document:

- **Empowerment**
 - o Support / encourage individuals to make own decisions / informed consent
- **Prevention**
 - o Taking action before harm takes place
- **Proportionality**
 - o The least intrusive response appropriate to presented risk
- **Protection**
 - o For all in need
- **Partnership**
 - o With services and local communities
- **Accountability**
 - o Including transparency for all to understand everyone's role

2.2.2 This policy aims to:

- Promote the welfare of victims / survivors of domestic abuse who come into contact with H&N services.
- Provide employees with clear and practical guidance to ensure we support and protect victims and survivors of domestic abuse.
- Support employees to understand how rent arrears, housing damage, and anti-social behaviour may be indicative of domestic abuse.
- Create a safe environment where victims and survivors of domestic abuse feel they can approach us, are encouraged to talk, and are listened to, thus enabling them to make informed decisions about their lives and live more independently.
- Provide housing services to victims and survivors of domestic abuse that are supportive, empathetic and professional.

2.1.4 In applying the policy, we will:

- Work collaboratively with partners so that we can respond quickly to any cases of abuse and enhance the safety and security of those involved such as Police, Safer Kirklees, Social Care, Children's Services and other specialist support.
- Work with those individuals experiencing domestic abuse irrespective of age, gender, sexuality, disability, ethnicity, religion, social background or any other characteristics identified in the Equality Act 2010.
- Keep accurate and secure data on domestic abuse within the bounds of data protection to aid decision-making.
- Ensure that relevant staff are provided with ongoing learning and development to support their role.
- Signpost support and raise awareness through an ongoing communication strategy utilising a wide spectrum of media including face to face, telephony, social media and digital media.
- Identify risk and vulnerability in new tenancies.
- Encourage tenants to report all incidents of threatened or actual domestic abuse but be guided by the customer and appropriate professionals in determining the most appropriate course of action.
- Offer impartial, discreet, sensitive, and non-judgemental advice and enable access to specialist sources of support through signposting and referral (while recognising that housing officers would not be expected to fulfil the role of specialist agencies themselves).
- Establish close working relationships with key partners such as the police and legal services.
- Support the lead statutory agency in acting against perpetrators of abuse. This could include taking legal action against perpetrators if we come across serious breaches to a tenancy, such as violence or threats of violence in line with our tenancy agreement.
- Where it is appropriate to do so, we will signpost perpetrators to appropriate support agencies if perpetrators wish to positively change their behaviour and prevent domestic abuse recurring.
- Comply with Kirklees Safeguarding Children Partnership (KSCP) and follow the relevant child protection / safeguarding children's procedures if we believe a child is at risk due to domestic abuse.
- Comply with Kirklees Safeguarding Adult Board (KSAB) and follow the relevant safeguarding adult's procedure if we believe a vulnerable adult is at risk due to domestic abuse.

2.2 Policy scope

2.2.1 This policy applies to all tenants and household members living in properties owned and/or managed by Kirklees Council. We recognise that everyone's situation is different, and a one-size-fits-all approach does not work for everyone. KHN will respect the wishes of domestic abuse victims and will treat reports as confidential, excluding in exceptional safeguarding circumstances.

2.2.2 This policy does not aim to explain in detail how we will approach and respond to cases of domestic approach. It is a general guide and statement of intent for residents and employees, contractors, and partners working across KHN services, of our commitment to try and prevent domestic abuse and to support victims and survivors when accessing housing-related support.

3. Policy statement

3.1 Reports and concerns of domestic abuse

3.1.1 Any housing officer or operative can receive concerns or reports of domestic abuse from our tenants or household members, through any means of communication. The individual in receipt of the report / information is then responsible for ensuring information is logged appropriately.

3.1.2 We will support Kirklees's Councils Multi agency response to the most serious cases of domestic abuse in Kirklees through either Daily Risk Management Meeting (DRAMM) and Multi-Agency Risk Assessment Conference (MARAC). This could include sharing information where a victim and / or perpetrator referred to DRAMM or MARAC resides in a HN property, recording alerts on a tenants file when appropriate.

3.2 Risk management

3.2.1 In order to reduce risk:

- We will work with individuals to consider the best options available to prevent further abuse and to remain victim centred.
- We will consider all protected characteristics and vulnerabilities presented when assessing risk and any potential action we can take as landlord.
- If we are advised by an individual that they are in immediate danger we will advise them to contact the Police or will do so on their behalf if they are unable to do this themselves.
- We will work in partnership with relevant services such as the Police and Social Services, to prevent further incidents of domestic abuse.
- We will seek to support victims and survivors who wish to remain in their homes if safe to do so, working with partners agencies and victims / survivors to consider target hardening,

and other preventative measures which could include advice, assistive technology, and physical changes to properties such as increased security.

- In alignment with and Homes and Neighbourhoods Repairs and Maintenance Policy, wherever possible repairs will be diagnosed at point of order to assist in assessing the correct priority response
- On a case-by-case basis, we will seek specialist advice on whether other security measures will be beneficial and/or feasible.
- Where cases meet the threshold, work in partnership with the Daily Risk Assessment Management Meeting and Multi-Agency Risk Assessment Conference (MARAC) processes, this may involve completing a domestic abuse, stalking and harassment and honour based violence (DASH) tool.
- Plan and provide accommodation based support as a priority for those experiencing domestic abuse if they are at risk in their current home; in alignment with Kirklees Council's Housing Allocation Policy.
- Where there is a joint tenancy with the perpetrator, we will provide the victim / survivor with appropriate information to access legal advice about their joint tenancy, which could include advising them of the National Centre for Domestic Violence which offers fast and free legal advice in matters relating to domestic abuse.

3.3 Strategic approach

3.3.1 KHN will share information in line with [Kirklees Domestic Abuse Strategy](#) information sharing protocols and Section 115 of the Crime & Disorder Act (1998), for the purpose of preventing and detecting Crime & Disorder including domestic abuse. In doing so, we will adhere to relevant data protection legislation.

3.4 Recording information and data privacy

3.4.1 Staff will record information around reports / disclosures on the tenant record within our housing systems.

3.4.2 KHN will share relevant information with local agencies such as the police to deal with cases to provide better more effective support.

3.4.3 KHN will report potentially criminal acts to the police.

3.4.4 All information captured and recorded in connection to the delivery of housing-related services, as identified in this policy, will be used in accordance with the functions and activities outlined in Homes and Neighbourhoods' Privacy Notice.

4. Roles and responsibilities

4.1 Council responsibilities

4.1.1 Supervisors, team leaders and managers will be responsible for ensuring that their staff are aware of and comply with the provisions of this policy through supervisions and appraisals.

4.1.2 All frontline Housing Officers and Operatives that have tenant contact, will be given clear guidance and appropriate training (including refresher training) on being alert to the signs of domestic abuse, how to report concerns and disclosures and how relevant staff manage cases of domestic abuse.

4.1.3 All staff are responsible for implementing this policy in their day-to-day duties.

5. Monitoring and review

5.1 Monitoring and improvement

5.1.1 The effectiveness of the Domestic Abuse Policy will be monitored through regular case audits to identify gaps in procedures, strengthen our response to residents and adapt to evolving risks and challenges. Audits serve as a tool for peer review, highlight good practice and support learning and development.

5.1.2 Audit data will be shared with Homes & Neighbourhoods Senior Management Team on a quarterly basis for discussion and review. Data will be included on new tenancy visits, home visits, ASB cases etc.

5.1.3 Data relating to safeguarding and managed concern reports will be shared and discussed at the Homes & Neighbourhoods Safeguarding Working Group. The data will be used to identify gaps in service provision, inform future training and development, highlight areas of strength across the services and recognise individual cases of good practice. All relevant services within Homes & Neighbourhoods will provide appropriate senior representation at the working group; as a minimum this will include Housing Management & Partnerships, Properties, and Assets, with the addition of other colleagues as required (e.g. Learning & Occupational Development).

5.1.4 Learning from complaints and performance data about our management of tenancies will be shared with the groups above and the Tenant-Led Panel. This will include details of how the learning will be used to improve service delivery and the management of vulnerable tenants.

5.2 Policy review

5.2.1 This policy will be reviewed at least every three years, or in response to relevant changes in legislation, regulation or organisational structures. Any significant changes will be consulted on prior to implementation with the Tenant-Led Panel.

5.2.2 Updates to this policy will be published on the council's website.

6. Associated policies and procedures

6.1 Homes & Neighbourhoods policies

6.1.1 The following Homes and Neighbourhoods policies are relevant and should be read in conjunction with this domestic abuse policy:

- Vulnerable Tenants Policy (in draft on flightpath)
- Repairs and Maintenance Policy (currently under review)
- Complaints Policy

6.2 Council-wide policies

6.1.2 The following broader Kirklees Council policies are relevant and should be read in conjunction with this domestic abuse policy:

- Kirklees Council Housing Allocations Policy
- Kirklees Council Safeguarding Policy

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DOMESTIC ABUSE POLICY

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1. INTRODUCTION

- 1.1 The Office of National Statistics reports that around a quarter of women and one in seven men will experience domestic abuse at some point in their lives with an estimated two million adults experiencing domestic abuse in 2017/18.
- 1.2 Government's consultation and draft domestic abuse bill 2019 reflects a widening understanding of what constitutes domestic abuse and KNH recognises the current government definition:

Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexual orientation. The abuse can encompass, but is not limited to: psychological, physical, sexual, economic and emotional forms of abuse.

- 1.3 Within this broader understanding, housing providers will likely see a rise in domestic abuse reports. However, domestic abuse is often hidden and can be hard to identify. Victims can find it difficult to come forward and abuse itself often extends to silencing those affected. Given its engagement with residents and communities and its access to homes, KNH has a vital role within DASP.
- 1.4 KNH believes that every resident has the right to a home free from all forms of abuse and will act directly to protect and support victims in its capacity as landlord and within Kirklees Council's Domestic Abuse Strategic Partnership (DASP).

2. POLICY SCOPE

- 2.1 This policy applies to all residents living in and around KNH properties. It should act as a guide and statement of intent for residents and employees, contractors, and partners working across KNH services. KNH will respect the wishes of domestic abuse victims and will treat reports as confidential, excluding exceptional safeguarding circumstances.
- 2.2 This policy applies equally to all residents regardless of their protected characteristics under the Equality Act 2010. Domestic abuse can affect anyone irrespective of gender, sexual orientation, ethnicity, or religion.
- 2.3 This policy should be considered in conjunction with [KNH Employee Domestic Abuse Policy](#) and [Safeguarding Policy](#) and Kirklees Domestic Abuse Strategy 2019-21.

3. POLICY STATEMENT

Aim 1:

Prevent and identify domestic abuse within KNH communities

Objectives:

- i. Keep accurate and secure data on domestic abuse within the bounds of data protection to aid decision-making
- ii. Support the rehabilitation of perpetrators to reduce repeat occurrences
- iii. Ensure employees understand how rent arrears, housing damage, and anti-social behaviour may be indicative of domestic abuse
- iv. Ensure that relevant staff are provided with ongoing learning and development to support their role

Aim 2:

Encourage and facilitate those affected by domestic abuse to come forward

Objectives:

- i. Signpost support and raise awareness through digital and print media in the form of an ongoing communication strategy utilising a wide spectrum of media including face to face, telephony, social media and digital
- ii. Identify risk and vulnerability in new tenancies
- iii. Instil confidence that inquiries will be treated sensitively and as a high priority and through learning and development equip staff to initiate conversations about abuse and deal with them confidently and sensitively

Aim 3:

Ensure that those experiencing domestic abuse can access empathetic, professional, and competent support from KNH

Objectives:

- i. Where victims wish to remain in their home, offer target hardening measures through additional security and signposting to financial and online security advice
- ii. Ensure that relevant employees understand the national and local regulatory and legislative framework
- iii. Offer impartial, discreet, sensitive, and non-judgemental advice and enable access to specialist sources of support through signposting and referral

Aim 4:

Establish close working relationships with key partners

Objectives:

- i. Work with police and legal services where action is sought against a perpetrator of domestic abuse
- ii. Prevent domestic abuse-related homelessness by supporting access to refuge and temporary accommodation and thereafter a return to a tenancy of equal security and length as that previously held
- iii. Where cases meet the threshold, work in partnership with the Daily Risk Assessment Management Meeting and Multi-Agency Risk Assessment Conference (MARAC) processes

4. POLICY IMPLEMENTATION AND REVIEW

- 4.1 The KNH Board is responsible is responsible for mandating this policy and the Director of Neighbourhoods is the Executive lead.
- 4.2 It is the responsibility of service managers to implement procedures that effect the aims and objectives of this policy including the provision of ongoing learning and development.
- 4.3 The policy will be reviewed every 3 years, after a significant event or change to legislation.